

# City of Salinas



**Adopted  
Operating Budget  
FY 2012 – 2013  
and  
Budget Plan  
FY 2013 - 2014**





# **CITY OF SALINAS, CALIFORNIA**

200 Lincoln Avenue, Salinas, CA 93901

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## **ADOPTED OPERATING BUDGET**

**Fiscal Year**

**July 1, 2012 – June 30, 2013**

## **CITY COUNCIL**

Dennis Donohue, Mayor  
Sergio Sanchez, 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**

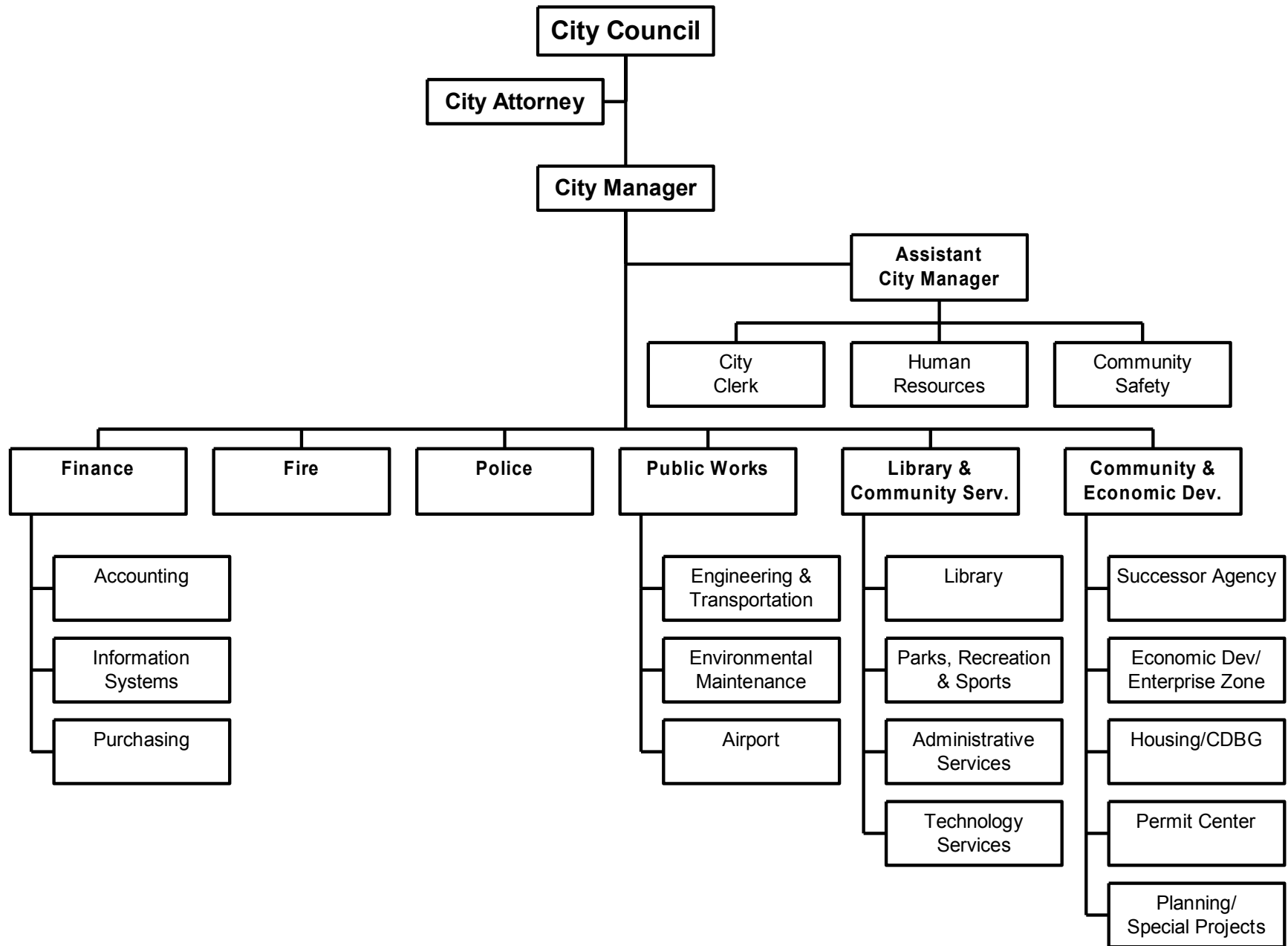
Vanessa Vallarta, City Attorney  
Jim Pia, Assistant City Manager  
Jeffrey Weir, Community and Economic Development Director  
Matt N. Pressey, CPA, Finance Director  
Samuel Mazza, Interim Fire Chief  
Elizabeth Martinez, Library and Community Services Director  
Cassie McSorley, Acting Police Chief  
Gary Petersen, Public Works Director



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# CITY OF SALINAS

## Organization Chart





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# City of Salinas

City Manager's Office • 200 Lincoln Avenue • Salinas, California 93901 • (831) 758-7201

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June 5, 2012

## **Honorable Mayor and City Council of the City of Salinas:**

It is my honor to present the Proposed FY 2012-13 Operating Budget. While fiscal years 08-09 and 09-10 proved to be two of the worse fiscal years in decades in the City of Salinas, FY 10-11 and FY 11-12 ushered in strong signs that the economy had hit rock bottom and the City is moving out of its dire economic state of affairs. A major sign of this positive trend was the revenue reports that begin to show sales tax revenues increasing for the last 8 quarters. This was significant because the City had already experienced 10 quarters of sales tax reductions, starting in the second quarter of 2007. In addition, the Monterey County Assessor informed the City that property tax revenue had stabilized after a 23.8% reduction over the last four years. Through the continued and significant concessions from all bargaining groups as part of a two year agreement and the elimination of twelve vacant positions, a balanced budget was achieved for the current FY 2011-12 year and for the FY 2012-13 proposed operating budget year.

Navigating through the past four years has been very challenging and difficult for the City. Tough decisions were made to deal with the sharp decline in revenue. While trying to minimize the impact of service levels to the community, the City used all options available. After all creative options were exhausted, the City had no choice but to turn to staffing levels and cost, which represent 80% of the operating costs. The City has eliminated 135 positions since FY 08-09. As one can imagine, eliminating 20% of the workforce in just over three years can paralyze any organization. The employees have come together and taken on additional tasks to ensure that all critical functions of the City are carried out. I'm sure that the City Council and community share my respect and gratitude for all that the employees have done and continue to do in the best interest of the City. The economic climate that we have been in has forced the City to become more streamlined and efficient. Our success in this area was due in part to an organizational analysis that was performed by the consulting services of Mr. Les White. Les White and his team at Avery and Associates created what is commonly known as the Avery Report. In the report, there are 53 recommendations that the City Council approved for implementation. Organizational changes demonstrate the City has made significant changes in how it does business and how the services to the community are managed.

Although much has been done to streamline the organization and identify efficiencies, there is much more to be done to secure our future. The Five-Year Forecast predicts a grim future for the City if we are not steadfast in our efforts to identify new revenue sources, reduce expenditures, and maintain existing resources, such as Measure V, which expires in June, 2016. Measure V generates approximately \$10 million each year. The funds support 100% of the library, 9.3% of police services, 4.1% of fire services, and \$1.4

million in park maintenance and recreation services totaling \$9.2 million. The remaining amount is for essential general services. It is not expected that other revenues will grow by \$10.0 million by the time Measure V expires. As such, it is imperative the City begin outreach to the community to educate them on the success of Measure V and discuss the impacts of Measure V not being extended.

### **Summary**

The City's Total Proposed FY 2012-13 General Fund/Measure V Operating Budget is \$80,102,000. This is a 2.3% increase 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 (\$2,698,300), Internal Services-Insurances (\$6,382,500), Enterprise Operations - proprietary type - (\$8,531,500), Assessment and Maintenance Districts (\$4,948,600), Block Grant and HOME Programs (\$3,120,100), Grants and Agencies (\$6,530,900), Debt Service (\$1,071,400) and Capital Improvement Budget (\$27,781,600). The total City Budget is \$141,166,900.

The City's Total Proposed FY 2012-13 General Fund/Measure V Estimated Revenue is \$82,403,600. The balance of Estimated Revenue includes Special Revenue Funds (\$2,901,800), Internal Services-Insurances (\$6,709,600), Enterprise Operations - proprietary type - (\$6,142,200), Assessment and Maintenance Districts (\$5,168,500), Block Grant and HOME Programs (\$3,830,400), Grants and Agencies (\$7,226,900), Debt Service (\$720,700) and Capital Improvement Budget (\$24,254,700), plus an estimated carry-over amount of \$1,808,500. The total City Estimated Revenue and use of carry-over fund balance is \$141,166,900.

### **Budget Process**

The FY 2012-13 budget process began four months ago, in February 2012 with the review of the projected revenue forecast and the compilation of the cost of service. In March 2012, 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 2012-13 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. The California Supreme Court in its decision in California Redevelopment Association v. Matosantos, issued December 29, 2011 (the "Supreme Court Decision"), declared the Dissolution Act to be constitutional. 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.

On January 10, 2012 the City Council adopted a resolution accepting for the City the role of successor agency to the Redevelopment Agency of the City of Salinas. On March 27, 2012, the City Council, acting as the Governing Board of the Successor Agency, in accordance with the Dissolution Act, adopted the First Amended Recognized Payment Obligation Payment Schedule (ROPS) listing all of the Successor Agency's enforceable and recognized obligations for payments required to be made by the Successor Agency through June 30, 2012.

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 met four times, with the last meeting held May 23, 2012. The Board has adopted the ROPS for the six months ending June 2012 and December 2012 and an administrative budget for FY 2011-12 and FY 2012-13. The Administrative budget of the Successor Agency totaling \$250,000 has been included in this FY 2012-13 operating budget document as a program in the Community and Economic Development Department. The first allocation to be made by the County-Auditor Controller was scheduled for June 1, 2012.

### **Measure V Committee**

On May 24, 2012, the Measure V Committee approved the recommended FY 2012-13 Measure V Budget, totaling \$9.4 million, including an increase of approximately \$553,400. Measure V tax estimates are up \$550,000 (6%) from the prior year budget. Increases are primarily due to the increased employee costs, such as: health insurance, retirement, wages, and workers compensation.

The recommended \$9.4 million FY 2012-13 Measure V Budget is allocated as follows: 39.4% to Library and Community Services; 35.3% to Police; 8.2% to Park Maintenance; 6.6% to Fire, including the Paramedic program; 4.2% to Recreation; 3.5% to Code Enforcement; and 1% for insurance, and 0.8% provides contract web page, computer and legal support.

The Measure V Committee voiced concerns that Measure V Funds are scheduled to sunset in 2016. As a result, during the beginning of FY 2011-12, the Committee recommended and City Council approved utilizing \$15,000 in Measure V funds to develop a community outreach program. Furthermore, on March 20, 2012, a study session was held regarding the possibility of putting Measure V on the November 2012 ballot. City Council approved moving forward with a larger outreach plan including polling the community. Once the polling is complete, a City-wide survey and informational outreach will occur with a focused message that will be developed with the aid of the polling results. The community outreach will include describing the success of Measure V, that the funds were spent on what they were intended to be spent on, the need to renew Measure V, and what will be eliminated if Measure V does not pass.

## **State Budget Impacts**

Governor Jerry Brown released his revised FY 2012-13 Budget on May 14, 2012, reflecting an increased deficit of \$15.7 billion, up from his January projection of \$9.2 billion. The budget shortfall was attributed to overly optimistic revenue forecasts, increased Proposition 98 spending and federal court rulings blocking several budget cuts. The May Revise proposed to close the budget deficit with further cuts to health and safety programs, while protecting funding for education pending the outcome of the Governor's November tax measure.

As with the Governor's January budget, other than issues associated with redevelopment dissolution, the May Revise contains no proposed shifts of city funds. The \$1.9 billion in property tax borrowed from local agencies in 2009 remains scheduled for repayment. On July 24, 2009 the Governor signed the Prop 1A Suspension Proclamation allowing the State to "borrow" approximately \$1.9 billion in FY 2009-10 ad valorem property tax revenues from local jurisdictions. Pursuant to provisions set forth in Proposition 1A of 2004, a maximum diversion from any one agency would be 8% of that agency's property tax collection. In addition, the State must repay the amount diverted, with interest of up to 6%, by June 30, 2013. The County Auditor/Controller shifted the 8% from all affected local entities in the county to the Supplemental Revenue Augmentation Fund. Staff has not included this one-time payback because of the uncertainty, which could be as much as \$800,000. Lastly, in the May Revise, there is no proposed shift of local shares of Highway User's Taxes (HUTA). Local property tax borrowing and local HUTA allocations are now protected by Proposition 22.

## **FY 2013-14 Budget Outlook**

As mentioned, the negotiations last year resulted in continued and significant concessions from all bargaining groups, which resolved the budget shortfall for FY 2011-12 and also helped address the FY 2012-13 shortfall. However, the concessions, being a temporary cure, do not address the structural deficit, which will begin to reappear as the concessions expire. Concessions begin to expire in FY 2013-14 and, based on the current spending plan for that year, the General Fund and Measure V Fund total deficit is projected to be \$4.8 million, or about 5.5% of the operating and capital budget. Through managing existing vacancies and continued attrition from certain positions, the City will also look to achieve savings by not filling them. The City anticipates the need to begin discussions with bargaining groups in late fall 2012 with the goal to either extend concessions or achieve some sort of permanent solution that eliminates the structural deficit.

## **Five-Year Plan**

The City's Five-Year Fiscal Plan has been updated with revised forecasting of revenues and expenditures. The fiscal projections are consistent with what they were last year other than the revenue picture has improved and the fiscal impact of CalPERS changing their discount rate from 7.75% to 7.50%. There continues to be a need to come up with a long-term solution to the structural deficit.

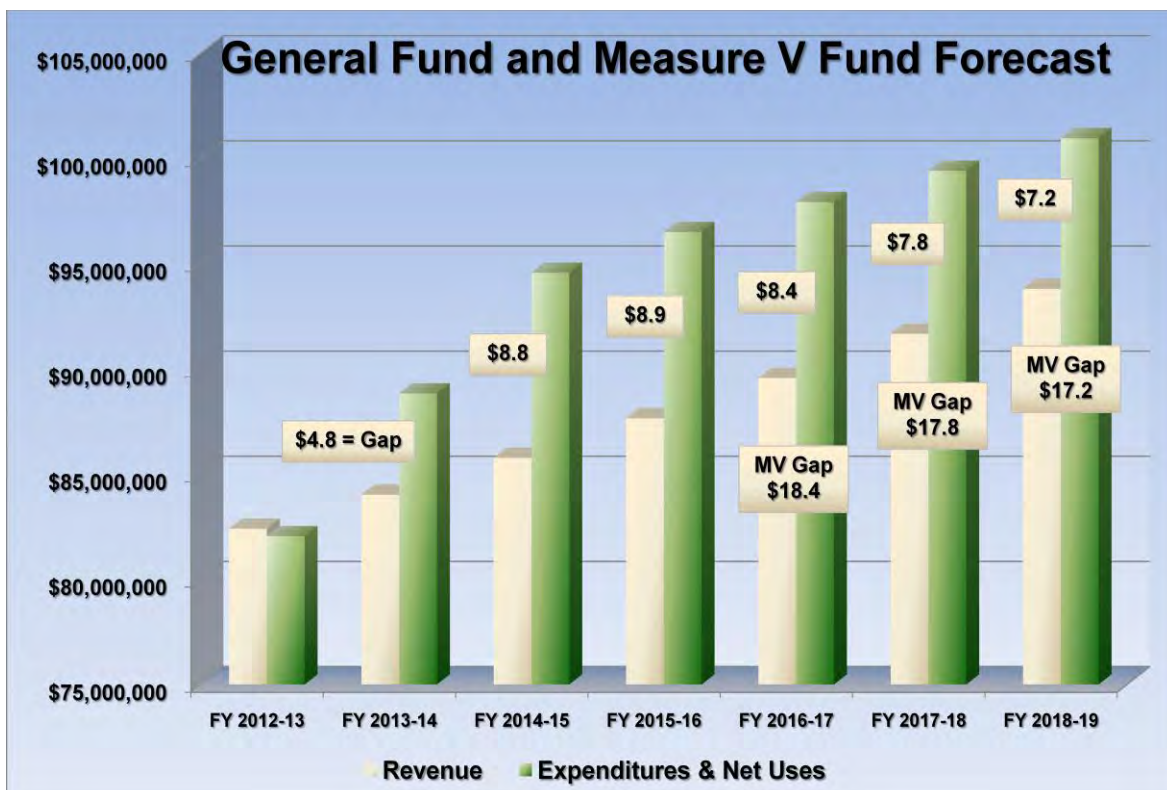
The major causes of increases in future expenditures are: 1) healthcare cost, 2) Public Safety related pension costs, and 3) Public Safety wages. In last year's forecast, a fourth



cause was identified but has now dropped in significance. The fourth factor related to the debt service necessary to fund the City's share of federally mandated Public Safety radio system improvements. However, this cost has been reduced from \$570,000 per year to \$173,000 per year for the next five years. The savings of \$396,400 per year will be realized during FY 2012-13 and going forward as a result of achieving a lower borrowing cost (3% vs. 6% interest rate) and making a large down payment from the accumulation of funding for this project that began two years ago (\$1.3 million).

The worker's compensation and general liability insurance costs continue to be a large variable that could present a challenge. The historic trend of these two costs have been relatively stable. In the recent past, as a short-term balancing measure, the General Fund had not made its normal contribution to the fund. However, full contributions were made during FY 2010-11 and in FY 2011-12 and are fully budgeted in FY 2012-13. As a priority, it is the financial policy of the City to first consider funding the Workers Compensation and General Liability Insurance funds with carry over funds as needed.

The chart below includes the two fiscal years included in this budget document and an additional five years. The budget is balanced for FY 2012-13 with revenues slightly exceeding expenditures. In FY 2013-14, as mentioned above, the gap grows to \$4.8 million. In FY 2014-15, the full expiration of all concessions hit and the gap grows to \$8.8 million. For FY 2015-16 through FY 2018-19, the gap stays relatively stable with a slight downward trend at \$8.9, \$8.4, \$7.8, and \$7.2 million, respectively. Beginning in FY 2016-17, Measure V expires and could add approximately \$10 million to the \$8.4 gap for that year and forward if not renewed.



## **Revenue Assumptions**

The City's FY 2012-13 proposed budget and FY 2013-14 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 2012-13: Increase of \$1,723,600 assumes 8.1% growth from this last budget largely based on current year trends.
  2. FY 2013-14: Increase of \$617,900 assumes 2.7% growth.
- Property Tax
  1. FY 2012-13: Increase of \$93,200 assumes no growth (0.4%)
  2. FY 2013-14: Increase of \$180,700 assumes less than 0.9% growth.
- Utility Users Tax
  1. FY 2012-13: Increase of \$149,160 assumes 1.7% increase to the current year actual level.
  2. FY 2013-14: Increase of \$200,000 assumes 2.2% growth.
- Franchise Fees
  1. FY 2012-13: Increase of \$150,000 assumes 2.0% growth.
  2. FY 2013-14: Increase of \$175,000 assumes 1.3% growth.
- Business License Tax
  1. FY 2012-13: Increase of \$41,700 assumes 1.0% growth.
  2. FY 2013-14: Increase of \$50,000 assumes 1.2% growth.
- Building Fees
  1. FY 2012-13: Increase of \$171,100 based on projected activity.
  2. FY 2013-14: Increase of \$26,200 based on projected activity.

## **Major Revenue Summary**

Ninety 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 2012-13 General Fund and Measure V revenue estimates total \$82,403,600 and major revenue categories are classified and discussed below:

Property Tax	\$ 20,868,200	25.3%
Sales Tax	22,883,000	27.8%
Measure V Tax	9,963,000	12.1%
Utility Users Tax	9,000,000	10.9%
Franchise Fees	7,595,000	9.2%
Business Lic Tax	4,300,000	5.2%
Other Taxes	1,850,000	2.2%
Plan Ck / Bldg Permits	1,255,000	1.5%
Other Rev/Transfers	4,689,400	5.8%
Total	<u>\$ 82,403,600</u>	<u>100.0%</u>

### 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 – is not projected to grow

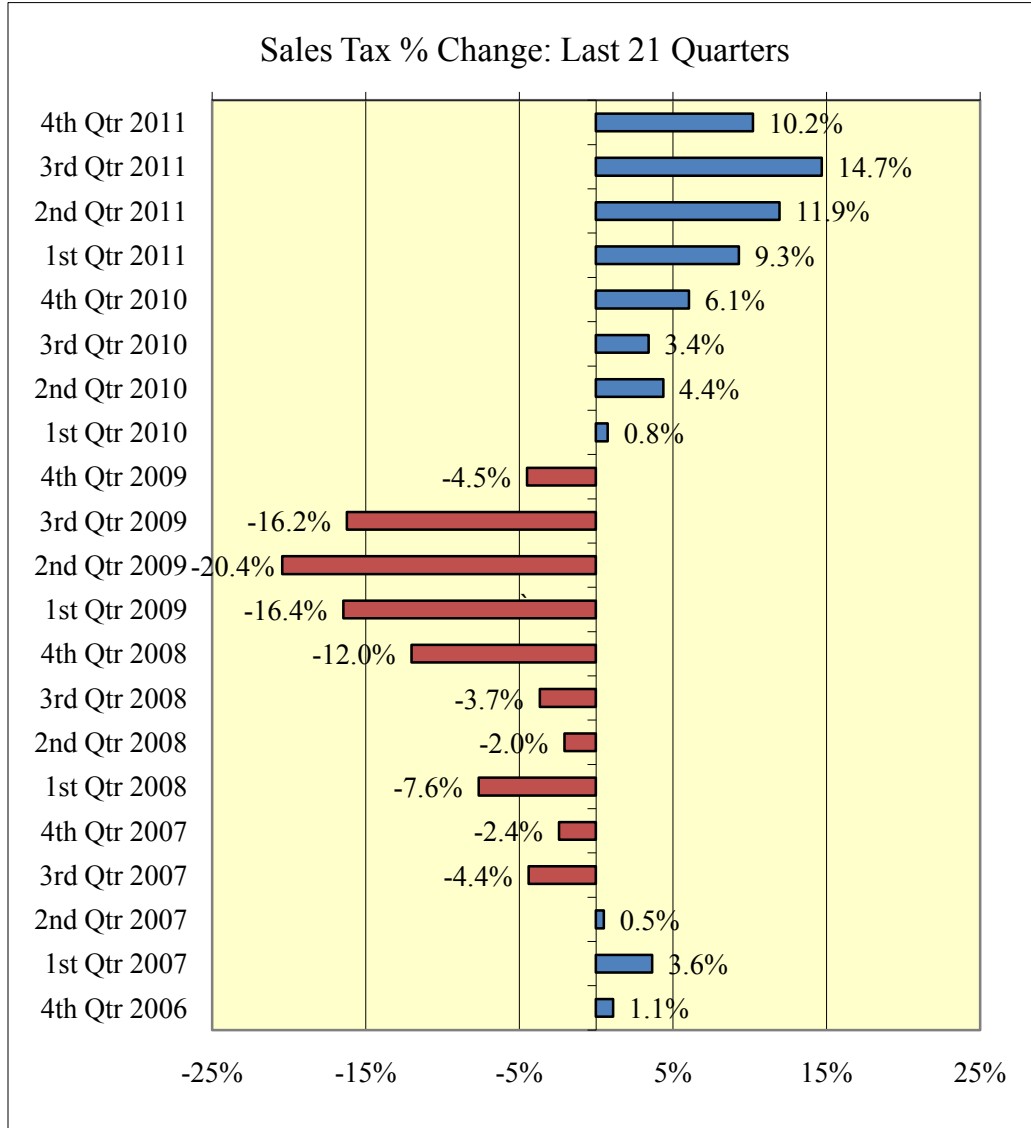
Overall, the City's annual property tax estimates for FY 2012-13 have reduced \$7.8 million (27.2%) from projections made in April 2007 (prior to the housing downturn).

### 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 on November 3, 2005, which is credited to 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 is showing strong recovery of \$2.7 million and \$1.7 million remaining to get back up to the peak in 2006. Two major business groups showing improvement are Autos/Transportation (+16%) and Fuel/Service Stations (+26%). Declines continue in Food and Drugs (-2%) and Business/Industry (-1%).

Sales tax results for the past 21 quarters are as follows:

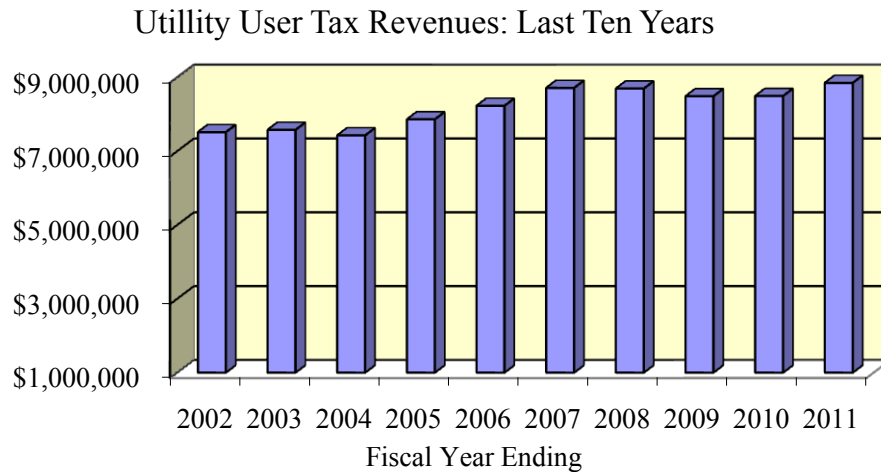


HdL, the City's sales tax consultants/auditors, and their partnership with Beacon Economics, have evaluated trends in each sector and national and economic drivers. They are estimating an overall FY 2012-13 increase of 8.1%. This improvement is factored into the FY 2012-13 sales tax estimate of \$22,883,000 and Measure V tax estimate of \$9,963,000. FY 2013-14 is estimated at 2.7% 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. Utility Users Tax collections have declined 6.2% from FY 2006-07 actual collections of \$8,983,790 to a low during FY 2009-10 of \$8,479,035. During the current FY 2011-12, collections have fully recovered from the low point and are projected to end the year at \$8,900,000. FY

2012-13 Utility Users Tax collections are expected to increase slightly to \$9,000,000. See illustration below:

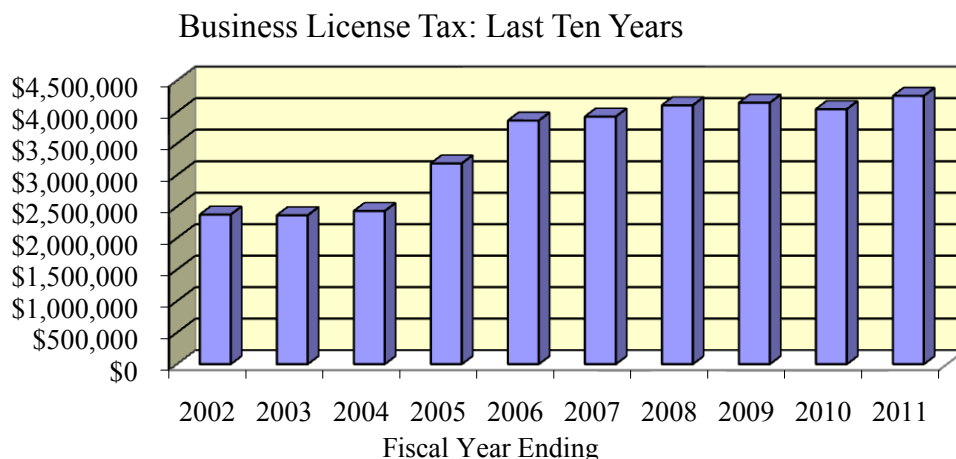


### Franchise Fees

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 2010-11 was \$7,044,200 and is expected to end the year at \$7,500,000. FY 2012-13 is projected at \$7,595,000.

### Business License Tax

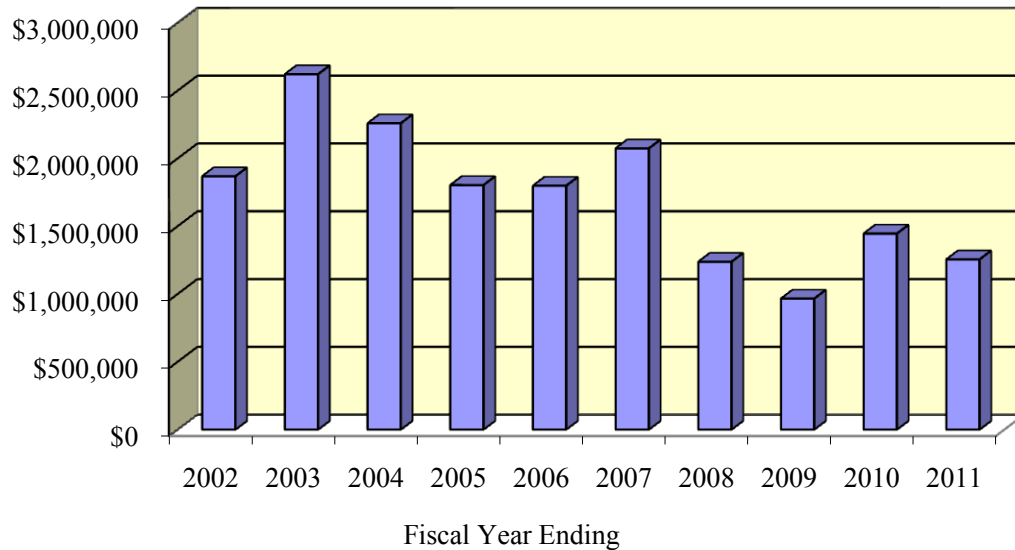
Business License Tax is a general tax on businesses that are conducting business within the City. The tax is levied either on gross receipts or on a flat rate. During November 2007, the City Council contracted with Municipal Auditing Services (MAS) to perform a three-year business license tax compliance and enforcement program. To date, MAS has located over 2,012 unlicensed businesses and collected over \$915,900 in tax revenue. Business license tax is estimated at \$4,300,000 for FY 2012-13, a 1% increase from the current year projections. See illustration below:



### 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. However, funds have been budgeted at \$1,255,000 for FY 2012-13, which includes an approved cost of living fee increase. Please see illustration below:

Plan Check Fees and Building Permits: Last Ten Years

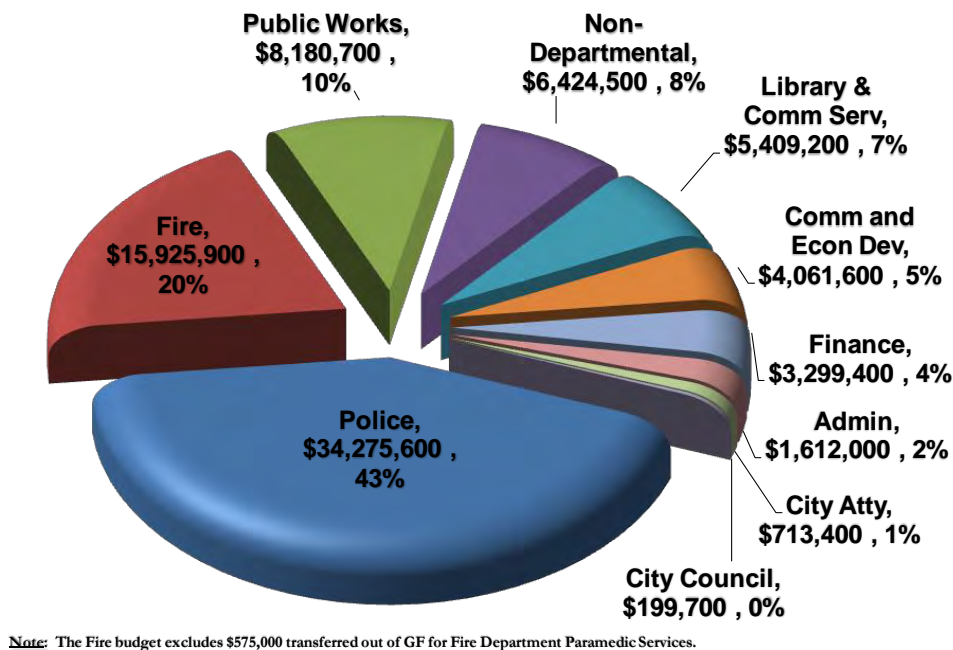


### **General Fund and Measure V Expenditures**

The FY 2012-13 General Fund/Measure V recommended operating budget totals \$80,102,000. Public Safety expenditures represent 64.7% of the operating budget. The recommended FY 2012-13 General Fund/Measure V operating budget, by department/service activity is as follows:

Police	\$ 34,275,600	42.8%
Fire	15,925,900	19.9%
Public Works	8,180,700	10.2%
Non-Departmental	6,424,500	8.0%
Library & Community Services	5,409,200	6.8%
Comm and Economic Devevelopment	4,061,600	5.1%
Finance	3,299,400	4.1%
Administration	1,612,000	2.0%
City Attorney	713,400	0.9%
City Council	199,700	0.2%
	<u>\$ 80,102,000</u>	100.0%

## FY 2012-13 General Fund and Measure V Expenditures



In addition to estimated revenue totaling \$82,403,600, the General Fund/Measure V budgets are balanced with net transfers out from other funds totaling \$549,000 (primarily representing a transfer out from the Measure V Fund of \$575,000 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. While CalPERS has developed a method to "smooth out" increases in retirement costs over time, the cost of providing this benefit to employees remains a challenge to cities. In light of expected CalPERS' investment losses in FY 2008-09, during June 2009, CalPERS announced a new smoothing policy of amortizing investment gains and losses over 15 years, which minimized rate increases. If the local economy and financial markets improve over the next few years, many experts expect the impact of CalPERS investment losses on retirement rates beyond FY 2012-13 to be moderate. For fiscal year 2012-13, the CalPERS cost will increase by \$521,000 compared to the prior year.

Furthermore, on March 14, 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. The total increase in police is \$1,009,000, fire is \$439,000 and miscellaneous is \$409,000 for a total increase of \$1,857,000.

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 and beginning October 17, 2011, any new sworn Public Safety employees are employed with a retirement formula of 3% @ 55 with a three-year final compensation. The City budgets \$9 million to pay the cost for the Public Safety retirements and \$1.4 million for non-public safety retirements in the General and Measure V Funds.

### **Capital Improvement Program**

The Capital Improvement budget was approved by the City Council on May 15, 2012 and included a number of General Fund investments. The recommended General Fund items have been significantly scaled down to minimal levels and there no Measure V funded items proposed.

The FY 2012-13 General Fund CIP Budgets are:

LEOC Police Building	\$ 89,800
Permit Center Fee Study	75,000
Downtown Traffic and Parking Study	25,000
Economic Development Marketing Strategy	205,000
Housing Division Relocation	25,000
Land Purchase Contingency Fund	250,000
Storm Water Permit Improvement Program	180,000
Abbott St Safety Building	209,000
Public Safety Radio System	173,600
Fire Stations Repairs	50,000
Copier Rental Program	100,000
Commercial Washer & Dryer	19,500
	<u>\$1,401,900</u>



The CIP is contained in a separate document and provides detailed information for each capital project included in the FY 2012-13 Capital Improvement Budget and Capital Improvement Program (FY 2013-14 through FY 2017-18).

### **Federal Economic Stimulus Funding**

The City has applied for over \$100 million in Federal Economic Stimulus funding for program and capital projects, including housing, library expansion, police and fire equipment, police personnel, parks and playgrounds, energy efficiency improvements, industrial waste system improvements, storm and sanitary sewer system improvements, street system improvements and information systems technology. City Council will be asked to amend the Operating and Capital Budgets as grant funding is approved. The City has received approximately \$16.8 million in economic stimulus funds.

### **General Fund/Measure V Operating Reserves**

The City's Financial Policies provide that the City "strive" to maintain a five (5%) percent General Fund Operating Reserve. The five (5%) percent 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. The final amount that a local government sets aside as a reserve is fundamentally a policy question with very significant impacts.

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, inclusive of an anticipated \$1.9 million carryover (FY 2009-10 budget savings). The use of reserves in both FY 2008-09 and FY 2009-10 was required to maintain services. The recommended FY 2012-13 Budget General Fund/Measure V Budget is balanced without the use of reserves. An additional \$1,078,000 was approved by the City Council during the 2011-12 fiscal year as part of the first quarter budget review and at the mid-year budget review. The total General Fund/Measure V reserves are now \$2,000,000, which is half way to reestablishing the 5% goal of about \$4,000,000 (5% of \$80 million).

### **Accomplishments**

The City has accomplished a lot in the last three 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.

The City Council is committed to three basic initiatives, which guide the activities of each City department. Following is a list of accomplishments during FY 2011-12 for each of the three initiatives:

❖ Economic Development (Prosperity) Initiative

Community and Economic Development Department

*Economic Development/Salinas Valley Enterprise Zone:*

- Approval of a five-restaurant development at the Harden Ranch Shopping Center.
- Approval of a Famous Dave's Restaurant replacing the vacated Marie Calendar's Restaurant at the Westridge Shopping Center.
- Attraction and approval of a proposed Dick's Sporting Goods Store to locate within vacant Save Mart at Westridge Shopping Center.
- SVEZ job vouchers surpass 2,300, increasing activity compared to last year. Economic impact estimated value of \$11,000,000 returned/retained by local businesses.
- Initiated a Micro Loan Program.

*Permit Center:*

- Continued reduction of General Fund impact by \$500,000 for fee supported permit services.
- Communications with the Regional Water Quality Control Board resulting in meetings held in Salinas, a continuance, and approval of a more reasonable NPDES storm water permit.
- Expansion of expedited and flexible permits to help projects start and finish on time.

*Planning Community Development:*

- Approval of Gateway Specific Plan with over 207,000 sq. ft. of retail commercial floor area located at the northeast corner of E. Boronda Road and San Juan Grade Road.
- Approval of a 5,000 seat municipal stadium for football and soccer.
- Working towards the approval of a new 105-room Hampton Inn and Suites.

Redevelopment Agency/Successor Agency:

- Approval of the sale of 100 Block Main Street properties for construction of a 97,000 sq. ft. corporate office facility for Taylor Fresh Foods.
- Secured final approval and funds disbursement of \$700,000 for the historical Freight Building and \$1,200,000 for the Train Depot.
- Completion of first phase of streetscape enhancements for East Market Street.
- Transition from RDA to Successor Agency and Oversight Board.

Housing:

- Assisted with the development and financing of the Gateway Apartments, Hacienda Phase 1, and Wesley Oaks affordable housing projects.

City Attorney

- Completion of Cloverfield Commercial Development (Lowes) Specific Plan at Boronda and San Juan Grade Road, along with accompanying development and economic incentive agreements.

Public Works

- The City's Public Works Department secured a \$3.486 million U.S. Department of Commerce, Economic Development Administration (EDA) grant for the City's Industrial Waste Water Conveyance System Improvements project.
- Secured a \$1.355 Million Grant from the Department of Energy to complete energy efficiency projects. One of the projects funded, the HVAC/Chiller system at Sherwood Hall, was completed on February 2012.
- Secured \$400,000 Funding for Boronda Road Traffic Signal Coordination Project.
- The East Market Street Phase-2 road reconstruction improvements were completed between North Sanborn Road to Carr Avenue.
- Worked with Caltrans to complete construction of the Airport Boulevard/US 101 Interchange Project and maintain good public relations during the project.
- Provided technical support for the processing and approval of the Cloverfield (Lowe's) Development Project.
- Complete the U.S. 101 highway corridor study and develop a 5-year Capital Improvement Program (CIP) for said corridor.

### Assessment & Maintenance Districts

- Provide well groomed streetscapes in all districts to promote pride in the neighborhood and minimize aesthetic degradation/blight potential.

### Block Grant

- Provided funding for construction of a 53-unit multi-family rental housing that will provide affordable housing units to extremely low, low, and moderate-income families.
- Supported street beautification project in the East Market retail corridor in an effort to create jobs and stimulate the local economy.
- Re-started the City's first-time homebuyer program which will increase homeownership opportunities for moderate and low-income households and provide homeownership opportunities for households (up to 120% of AMI ) through the Neighborhood Stabilization Program which will assist neighborhoods with high foreclosure rates.

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## ❖ Youth/Gang Violence Prevention Initiative (Peace)

### Police Department

- Reduced gang-related homicide rate by 49% from previous year.
- Operationalized the Law Enforcement Operations Center with staffing and funding from local, state and federal partners.

### Assessment & Maintenance Districts

- Address and eradicate graffiti vandalism within 24 hours by reporting to Republic Services.

### Block Grant

- Supported City and community programs focused upon the recreational and educational needs of Salinas' youth.

### Housing

- Supported City and community programs focused upon the recreational and educational needs of Salinas' youth.

## ❖ Organizational Effectiveness Initiative

### Administration

- Staff completed the work of the Redistricting Committee, in which the City Council Districts were redrawn based on the information from 2010 census data and Department of Justice regulations.
- The City Clerk's Office processed over 250 Political Reform Act filings and over 220 Council actions; coordinated over 500 commendations and proclamations; responded to over 10,000 public inquiries and over 100 records requests.
- Completed the hiring for the vacant City Manager and City Clerk positions.
- Staff completed the implementation of the Safer Grant Firefighter recruitment, resulting in the hiring of 12 firefighters.

### City Attorney

- Successful spin-off of Community Safety Division staff and functions to Administration in January 2012 while maintaining duties, functions and legal services of City Attorney's Office intact.
- Completion of Exclusive Negotiating Rights Agreement and Land Disposition Agreement for 100 Block property with Taylor Fresh Foods and successful close of escrow.
- Completion of graffiti ordinance revisions and adoption by Council.
- Support of City-wide Redistricting Committee and completion and submittal of redistricting plan based on 2010 Census to Department of Justice.

### Community and Economic Development Department

- Restructuring of new Community and Economic Development Department. This realignment brings together the entire development review and approval process together as a united team. The new divisions under the umbrella of

Community and Economic Development include: Planning, Permit Center (Permit Administration, Building Division, Engineering Review, and Code Enforcement), Redevelopment Agency/Successor Agency, CDBG/Housing, Salinas Valley Enterprise Zone and Economic Development.

- Elimination of the City Redevelopment Agency pursuant to State Law and California State Supreme Court judgment; establishment of a Successor Agency and Oversight Board to carry out State law.
- Improvements in internal and external communication processes, increased training emphasis and technology enhancements are at the forefront for departmental efforts with the goal to improve customer satisfaction, particularly with the development community.
- Process review improvements across the board, including reduced review times, across the counter “back checking” and fewer outsourced reviews have lowered time needed for all permitting review categories. Processing times for initial to final reviews have decreased.
- Elimination of significant general fund support for the Permit Center accomplished through increased efficiencies and effectiveness and as a result of customer supported fee increases.
- Implemented use of online data management system to streamline the Housing division’s RFP (Request for Proposal) process, subrecipient payment and beneficiary data management, and compliance monitoring tasks.

#### Finance Department

- Coordinated and implemented a second tier CalPERS benefit level for all new fire and police hires.
- Implemented new sanitary sewer rates and refinanced sanitary sewer revenue bonds generating over \$5,917,000 in new bond proceeds to fund needed infrastructure rehabilitation of the sewer system.
- Implemented a number of information service technology initiatives such as upgrading desktops for 100% of Fire Department staff and 85% of Police Department staff.
- Coordinated false alarm fee restructure and out sourced false alarm billing.
- Participated with cross-departmental team to navigate and manage the disillusionment of the former Redevelopment Agency, transition to the Successor Agency, and administer the Oversight Board.

## Fire Department

- Fire Department Hiring - The Fire Department hired 13 firefighters, 12 SAFER Grant and 1 General Fund positions. The firefighters will be online by mid-January. The new firefighters will reduce the Fire Department's overtime budget by \$500,000-\$700,000 per year.
- County Service Area (CSA) 74 – The Fire Department was successful in establishing a MOU with the County of Monterey that provides one-time reimbursement of \$553,493 and an annual reimbursement of just over \$100,000.
- New Life Pack 15 Cardiac Heart Monitors - The Fire Department was able to replace 10 aging cardiac heart monitors with CSA-74 funds; the recently acquired CSA-74 funding saved the City General fund over \$225,000.
- New Fire Engines – The Fire Department took delivery of two new Pierce Quantum fire engines in April of 2011. The new fire engines replaced two fire engines that had over 100,000 miles.
- Fire Protection – The Fire Department Fire Loss for 2011/2012 was \$1,130,068 from the estimated assessed valuation of \$166,823,738; that equates to a .6% loss. In addition, the City experienced no fire-related deaths.

## Library and Community Services

### Library:

- Numbers: 561,704 visitors; 121,730 internet uses at 148 public computers; 1,138 children and youth programs; 14,948 residents attended programs; 3,171 volunteer hours; 3,672 used Homework Centers; 78% residents have library cards; digitized 165 local history interviews and photographs; ten local history video graphics; 8,000 + free lunches at Homework Centers.
- Sixteen grants totaled \$1,332,500: Literary, Cesar Chavez Library, and Technology.
- Awards: Monterey County Historical Society Award 2011; Selected for ICMA/Gates National Benchmark Study for technology; Packard Fellow; CA State Library "Pitch a Project;"
- Opened Six Community Sites when Cesar Chavez Library closed for construction: Alisal Family Resource Center, Mexican American Opportunity Foundation, Los Padres ES Homework Center, Sherwood ES Library, La Paz Middle School, and Hebborn Family Center.
- Partnerships with 44 organizations, groups.

*Recreation-Park Sports Division:*

- Through a reallocation of Measure V dollars, the Parks & Community Services Department was able to maintain some basic programming at Central and El Dorado Park recreation facilities. Youth continue to be a central focus for the programming at these sites. From tiny tots, ages 3-5 learning to identify their colors, to elementary aged youth who enjoy a variety of after school activities, to middle school teens crafting their music skills and/or staying fit through Karate; Central and El Dorado provide a positive outlet for engaging neighborhood youth.
- Recreation and Community Services programs continue to be in high demand by the residents of Salinas. Over 220,000 residents visited a neighborhood recreation center over the last year while over 4,000 youth participated in a variety of youth sports programs.
- The Division continues to provide nutritious meals for youth and seniors throughout the year. Last year 14,000 meals were served to seniors at the Firehouse Recreation Center and over 18,000 free lunches were served as part of the summer lunch program at the (5) neighborhood centers and the Cesar Chavez Library.
- Provide ongoing volunteer opportunities for youth and adults. Last year over 15,000 volunteer hours were provided in support of recreation programs (Youth Sports Coaches – 12,600 hours; Senior Program – 2,500 hours; Hebbbron Teens – 520 hours)
- Hebbbron Family Center served as a HUB for CASP's implementation of the Comprehensive Strategy for Community Wide Violence Reduction Plan. Various subcommittees including the Cross Functional Team and The Community Engagement meet bi-monthly at the Center. Other CASP agencies also use Hebbbron to provide services to the target area.

*Events, Neighborhood Services, Volunteers:*

- As part of the CDBG Neighborhood Beatification Initiative the first city wide Neighborhood Gathering was held to encourage residents to work with each other to solve problems in their neighborhood and to develop ways to assist in providing city services. CDBG Projects to include the establishment of a community Garden at Central Park and the La Plaza Rotario at Closter Park. Cleanup and tree plantings took place at five other park sites and one neighborhood area. Neighborhood Services held three community Meetings to engage residents – two for District 3 Council Member McShane and one – for District 4 Council Member De La Rosa.
- Renewed lease agreements with the Second Chance Youth Services at the Breadbox Recreation Center and the Salinas Boxing Club for Closter Park. Staff successfully negotiated leases with the National Steinbeck Center and



Monterey County Aquatics Team (MCAT) for the Community Center/Sherwood Hall and the Salinas Aquatic Center. These efforts will allow for continued community access.

- Established a Policy on Naming of City buildings, Facilities and Property.
- Volunteers continue to support City Services. Last year over 15467 volunteer hours were provided in recreation programs (youth sports coaches, senior and teen programs and City community cleanups (United Salinas Make a Difference Day), support for the City Clerk, Finance Department and Library services.
- Special issues 120 Community Special Event Permits.

#### Police Department

- Redirected the PD's gang enforcement efforts from a patrol/suppression orientation to an investigative/intelligence driven orientation to focus on those gang members in the community who are most likely to engage in violence.
- Controlled overtime expenses using creative personnel allocations to meet mandatory minimum staffing levels.
- Reassigned sworn personnel to the CASP Strategic Work Plan (SWP) initiative in Hebborn to build positive police/community relations.

#### Public Works

- Negotiated implementation of the City of Salinas Municipal Storm Water Permit CA 0049981; Draft Order No. R3-2012-0005 with the Central Coast Water Quality Control Board.
- Revised Sidewalk Maintenance Program through a community engagement process that included involvement of citizens in revising the program.
- Fleet Maintenance – Fleet Maintenance is the internal service division responsible for the inspection, maintenance, and repair of the City's Public Works fleet, including over 300 vehicles and hundreds of equipment pieces. Accomplishments include doubling the useful life of our street sweepers through a daily inspection and preventive maintenance program to insure that Sewer flushing and inspection equipment is available on a 24-hour basis and all paving related equipment is on line and ready for use at all times during the year. Fleet dedicates 40% of service time to support the Police fleet and is called on to perform extraordinary repairs or miscellaneous equipment installation on an as needed basis. Because of the record of successful inspections, the California Highway Patrol granted the City of Salinas an Administrative Review instead of a Biennial Inspection of Terminals (BIT) Inspection for 2010.

- Facilities Maintenance – The Facilities Maintenance Division is responsible for maintaining 650,000 square feet of City-owned buildings and facilities through preventative maintenance and repair to ensure clean, safe, sanitary, and well-operating facilities for employees and the public. Although reductions of resources in this area, has been quite challenging, City staff continues to ensure that facilities are maintained as best as possible. City facilities again passed the Monterey County Environmental Health Business Response Plan Inspection.
- Engineering – Flexing and creating special teams from existing staff to address specific issues including working on ADA Transition Plan and East Market Street project.

#### Enterprise Operations

- Completed the Taxiway Bravo Project at the Salinas Municipal Airport. This project was built with \$2.1 Million in federal funds and brings the taxiway into compliance with FAA guidelines while improving access to the runway system for all airport businesses and tenants on the South Side of the airport
- Successfully maintained a street sweeping program that ensures that the City remains in compliance with NPDES regulations.
- Successfully increased fees in various funds to ensure that programs and services remain viable.
- Acquired \$3,000,000 in funding from in the federal economic development agency to begin upgrades to the Industrial Waste Water treatment plant and conveyance line.
- Continues to support transition of Fairways Golf Course to contract operator who continues to improve revenue generation.

#### Assessment & Maintenance Districts

- Improved quality and quantity of landscaping and irrigation services.
- Continued replacement of energy efficient street lights in qualifying districts.
- Diversify maintenance activities to various contractors to obtain best price and service.

### **Conclusion**

While the City faces many challenges ahead, the community has a strong history of perseverance and strength, which will provide the foundation to take advantage of many opportunities headed our way. I also believe that difficult times are conducive to creativity. City employees will continue to reinvent the way we do business in order to develop a more efficient, effective, and responsive government. I believe that Salinas is well positioned to recover from the recession and has begun the process to rebuild and

prosper. All that is needed is for the City to continue its focus on managing its resources, securing revenue, and its three initiatives and to do so in a proactive and creative manner.

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.

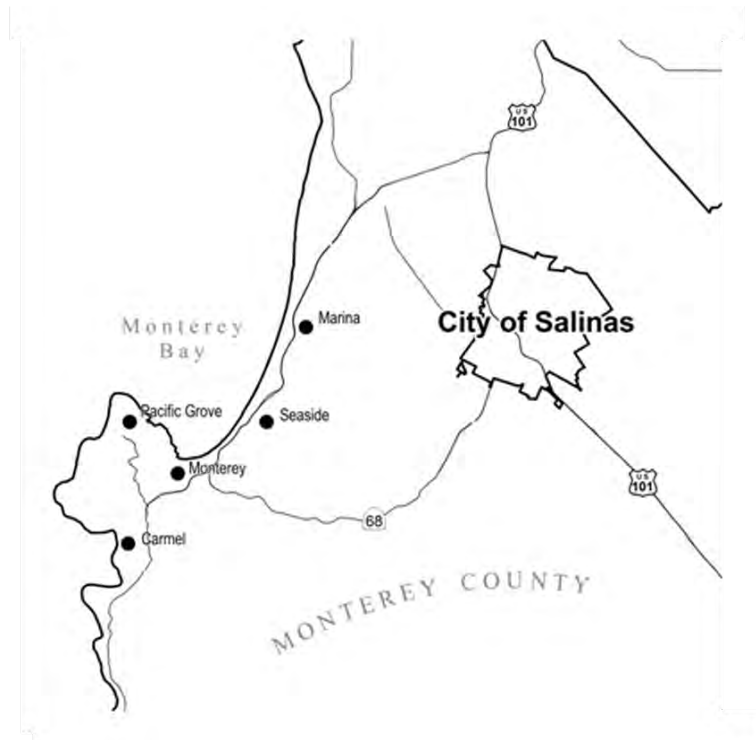
Sincerely,



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 156,516, as of January 1, 2009. The City employs about 543 persons on a full time basis.

## **CITY GOVERNMENT**

The City of Salinas operates 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 alongside 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 39,175 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, 10,833 apartment units, and 1,257 mobile homes. The residential vacancy rate is approximately 3½% 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 has a lighted 6,000-foot runway. 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, U S-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 and J.C. Penney. Best Buy opened during July 2006 at the Northridge Shopping Center. Harden Ranch Plaza includes a new 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 the newly open 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 1<sup>st</sup> and end on June 30<sup>th</sup>.

## **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) 2012-13 and the budget plan for FY 2013-14. 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 2012-13; The Appropriation Limit calculation; Fund Balance projection by fund for FY 2012-



# BUDGET GUIDE

13 and 2013-14; The Administrative Overhead Rates; A summary schedules of revenues by fund that includes actual revenues for FY 2010-11 and estimated for FY 2011-12 through FY 2013-14. 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 2012-13 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 2012-13, and a financial summary showing funding sources, actual expenditures from FY 2010-11 and projected expenditures for FY 2011-12 through FY 2013-14

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](http://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.

# BUDGET GUIDE

## **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 2011-12 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 ten percent agreed in April and May 2009, and cost increases for other contractual obligations (such as utilities increases, vendor service contract rate increases, etc.).

**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 5% 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 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

# BUDGET GUIDE

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 1<sup>st</sup>, 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 preliminary budget requests. Departments develop budgets, which reflect departmental goals and City Council priorities within budgetary constraints.

# BUDGET GUIDE

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.salinas.ca.us](http://www.ci.salinas.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 26 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.

**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.

# BUDGET GUIDE

**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 2010-11 actual, the 2011-12 budget and the proposed 2012-13 budget are funded. The budget plan for FY 2013-14 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.

**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

# BUDGET GUIDE

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 2012-13 and FY 2013-14 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 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

# BUDGET GUIDE

position.

**REVENUES SHEDULES** Complete revenue worksheet for 2010-11 actual & 2011-12, 2012-13 and 2013-14 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, 56 hours for Firefighters public safety employees) on a non temporary basis. For both FY 2012-13 and FY 2013-214 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 2012-13

RESOLUTION NO. 20202 (N.C.S.)  
RESOLUTION NO. 6 (S.A.)

### RESOLUTION ADOPTING THE 2012-13 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 2012-13 commencing on July 1, 2012 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	72,440,600	26,000	70,886,900
11 Measure V Fund-Annual	9,963,000	(575,000)	9,350,100
24 Emergency Medical Services Fund	105,000	575,000	637,800
25 Asset Seizure Fund	22,200		25,000
28 Public Safety Fund	1,794,600		1,653,900
34 Traffic Safety Fund	650,000	(650,000)	
35 Vehicle Abatement Fund	110,000	50,000	178,600
36 Recreation Park Fund	30,000		53,000
41 Public Education Fund	190,000		150,000
Total	85,305,400	(574,000)	82,935,300
<u>Internal Services</u>			
50 Internal Service Fund	6,709,600		6,382,500
<u>Enterprise Operations</u>			
21 Airport	1,137,000		1,155,800
22 Industrial Waste	1,355,000		1,028,800
23 Golf Courses	227,000	450,000	654,500
27 Sanitary Sewer	2,656,000		2,270,300
30 Storm Sewer	66,000	1,700,000	1,751,000
31 Crazy Horse Landfill	385,100	(385,100)	
51 Hitchcock Road Water System	11,000		20,000
52 Parking District	305,100	1,263,300	1,651,100
Total	6,142,200	3,028,200	8,531,500
<u>Assessment and Maintenance Districts</u>			
26 Maintenance Districts	1,562,900		1,417,200
39 Business Surcharge Districts	250,000		246,000
70 Assessments Districts	3,355,600		3,285,400
Total	5,168,500		4,948,600
<u>Block Grants and Home Program</u>			
29 Community Development Block Grant	2,473,000		1,925,700
29 Home Investment Program	1,164,900		819,000
29 Emergency Shelter Program	192,500		375,400
Total	3,830,400		3,120,100
<u>Grants, Trusts &amp; Agencies</u>			
61 Economic Development	513,200		495,500
62 Grants, Trusts & Agencies	2,673,100		2,631,500
63 Successor Agency	4,000,600	(1,088,300)	3,382,800
65 Deferred Comp Administration	40,000		31,200
	7,226,900	(1,088,300)	6,541,000
<u>Debt Service</u>			
40 Debt Service Fund	720,700	884,100	1,071,400



# FINANCIAL SUMMARIES

## Budget Resolution

Fiscal Year 2012-13

<u>Fund Description</u>	<u>Estimated Revenue</u>	<u>Interfund Transfers</u>	<u>Appropriations</u>
<u>Capital Projects Funds</u>			
10 General Fund		(1,401,900)	
11 Measure V			
21 Airport Fund		(38,500)	
22 Industrial Waste		(700,000)	
24 Emergency Medical Services Fund		(105,000)	
26 Monte Bella Maintenance District		(534,600)	
27 Sanitary Sewer Fund	5,917,000	(6,287,000)	
29 Community Development Block Grant		(664,200)	
30 Storm Sewer Fund		(200,000)	
32 Development Fee Fund	603,500	(1,282,500)	
33 Gas Tax Fund-Capital	4,117,000	(2,307,000)	
33 Gas Tax Fund-Operating		(2,250,000)	
36 Recreation Parks Fund		(30,000)	
37 Special Aviation Fund	20,000	(50,000)	
38 Construction Assistance Fund	13,595,200	(13,595,200)	
40 Debt Service			
61 Trust Deposits		(540,000)	
70 Assessment District Project Fund	2,000	(45,700)	
63 Successor Agency		27,781,600	27,781,600
80 Capital Projects Fund			
Total	<u>24,254,700</u>	<u>(2,250,000)</u>	<u>27,781,600</u>
Total Budget	<u>139,358,400</u>	<u>0</u>	<u>141,312,000</u>

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 5th day of June 2012, by the following vote:

AYES: Councilmembers Barrera, Craig, De La Rosa, Lutes and Mayor Donohue

NOES: None

ABSENT: Councilmembers McShane and Sanchez

ATTEST:



Patricia Barajas, City Clerk



Dennis Donohue, Mayor

# FINANCIAL SUMMARIES

## Appropriations Limit

RESOLUTION No. 20197

A RESOLUTION SETTING THE APPROPRIATIONS LIMIT  
FOR THE CITY OF SALINAS FOR  
FISCAL YEAR 2012-13

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 County limits, and
2. The change in California cost of living, or price factor.

BE IT FURTHER RESOLVED that the Appropriations Limit for the City of Salinas for Fiscal Year 2012-13 is hereby adopted at \$187,927,959 pursuant to Article XIII B as amended by Proposition 111.

PASSED AND ADOPTED this 5th day of June 2012, by the following vote:

AYES: Councilmembers Barrera, Craig, De La Rosa, Lutes and Mayor Donohue

NOES: NONE

ABSENT: Councilmembers Mc Shane and Sanchez



Dennis Donohue, Mayor

ATTEST:



Patricia Barajas, City Clerk



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# FINANCIAL SUMMARIES

## Fund Balances

### Fiscal Year 2012-13

Fund	Estimated Balance 6/30/2012	Estimated Revenues FY 12-13	Budget FY 12-13	Interfund Transfers FY 12-13	Reserve Transfers FY 12-13	Estimated Balance 6/30/2013	
General	2,038,300	72,440,600	(70,886,900)	26,000	(1,401,900)	2,216,100	
General-Capital Improvement Reserve				(1,401,900)	1,401,900	0	
General-Operating Reserve						0	
Total	2,038,300	72,440,600	(70,886,900)	(1,375,900)	0	2,216,100	1
Measure V Fund							
Transactions & Use 1/2 cent Tax	202,200	9,963,000	(9,350,100)	(575,000)		240,100	
Total	202,200	9,963,000	(9,350,100)	(575,000)		240,100	2
Emergency Medical Services Fund	185,900	105,000	(637,800)	470,000		123,100	3
Asset Seizure	6,300	22,200	(25,000)			3,500	
Public Safety	103,600	1,794,600	(1,653,900)			244,300	
Traffic Safety	10,700	650,000		(650,000)		10,700	
Vehicle Abatement	72,800	110,000	(178,600)	50,000		54,200	
Recreation Parks Fund	155,400	30,000	(53,000)	(30,000)		102,400	4
Public Education Fund	111,000	190,000	(150,000)			151,000	
Internal Service							
Administration	5,000	393,700	(290,900)			107,800	
General Insurances	188,200	951,000	(585,100)			554,100	
Workers Compensation Insurance		4,403,900	(4,480,000)		76,100		
Liability Insurance		961,000	(1,026,500)		65,500		
Total	193,200	6,709,600	(6,382,500)		141,600	661,900	5
Enterprise Operations							
Airport	62,600	1,137,000	(1,155,800)	(38,500)		5,300	
Industrial Waste	704,900	1,355,000	(1,028,800)	(700,000)		331,100	
Golf Courses	1,277,600	227,000	(654,500)	450,000		1,300,100	6
Sanitary Sewer	2,638,800	8,573,000	(2,270,300)	(6,287,000)		2,654,500	7
Storm Sewer	504,100	66,000	(1,751,000)	1,500,000		319,100	
Hitchcock Road Water System	43,200	11,000	(20,000)			34,200	
Downtown Parking District	83,300	270,100	(1,601,700)	1,263,300		15,000	8
Preferential Parking	(4,500)	35,000	(49,400)			(18,900)	

# FINANCIAL SUMMARIES

## Fund Balances

### Fiscal Year 2012-13

Fund	Estimated Balance 6/30/2012	Estimated Revenues FY 12-13	Budget FY 12-13	Interfund Transfers FY 12-13	Reserve Transfers FY 12-13	Estimated Balance 6/30/2013	
Crazy Horse Landfill		385,100		(385,100)			
Total	2,392,100	12,059,200	(8,531,500)	(4,197,300)		2,227,450	
Assessment & Maintenance Districts							
Maintenance District Administration	97,800	63,100	(119,900)			41,000	
Woodside Park	8,600	38,500	(44,500)			2,600	
Downtown Mall	(28,400)		(2,400)			(30,800)	
Airport Business Park	6,800	15,100	(17,100)			4,800	
North East	135,100	626,200	(721,600)			39,700	
Harden Ranch	142,900	142,200	(207,300)			77,800	
Vista Nueva	112,000	30,400	(32,500)			109,900	
Mira Monte	175,800	122,700	(125,000)	(50,000)		123,500	9
Monte Bella	2,825,300	524,700	(146,900)	(484,600)		2,718,500	10
Oldtown Business Surcharge District	4,800	110,000	(105,000)			9,800	
SUBA Business Surcharge District	4,000	140,000	(141,000)			3,000	
Assessment Administration	50,500	35,000	(39,500)			46,000	
Assessment Districts Bonds	6,277,300	3,320,600	(3,245,900)			6,352,000	
Total	9,812,500	5,168,500	(4,948,600)	(534,600)		9,497,800	
Community Development Act of 1974	843,500	3,830,400	(3,120,100)	(664,200)		889,600	
Grants, Trusts & Agencies							
Economic Development Corporation	115,900	513,200	(495,500)			133,600	
Successor Agency - SRA	1,384,600	4,000,600	(3,382,800)	(1,134,000)		868,400	
Grants		2,673,100	(2,631,500)			41,600	
Total	1,500,500	7,186,900	(6,509,800)	(1,134,000)		1,043,600	
Deferred Compensation & Retirement	12,300	40,000	(31,200)			21,100	

# FINANCIAL SUMMARIES

## Fund Balances

### Fiscal Year 2012-13

Fund	Estimated Balance 6/30/2012	Estimated Revenues FY 12-13	Budget FY 12-13	Interfund Transfers FY 12-13	Reserve Transfers FY 12-13	Estimated Balance 6/30/2013	
Gas Excise Tax	440,300	4,117,000		(4,557,000)	12	300	
Development Fees							
Sew ers	40,800	160,000		(200,000)		800	
Parks	140,100	30,000		(82,500)		87,600	
Library Fees	85,900	10,000				95,900	
Trees		500				500	
Annexation	87,200	1,500				88,700	
Fire Fees		1,500				1,500	
Arterial	616,400	400,000		(1,000,000)		16,400	
Total	970,400	603,500		(1,282,500)		291,400	13
Special Aviation							
California Aid to Airports	59,500	10,000		(50,000)		19,500	
CC&F Land Sale	1,958,600	10,000				1,968,600	
Federal Aviation Grants							
	2,018,100	20,000		(50,000)		1,988,100	
Construction Assistance							
State & Federal		2,321,000		(2,321,000)			
Federal Economic Stimulus		10,808,700		(10,808,700)			
Others		465,500		(465,500)			
Construction Assistance		13,595,200		(13,595,200)			
Debt Service	17,800	720,700	(1,071,400)	344,100		11,200	14
Assessment District Project	385,500	2,000				387,500	
Capital Projects Revolving Fund	2,000,000		(27,781,600)	27,781,600		2,000,000	15
Total All Funds	23,472,400	139,358,400	(141,312,000)	0	141,600	22,165,350	

# FINANCIAL SUMMARIES

## Fund Balances - Notes Fiscal Year 2012-13

	Estimated FY 11-12	Estimated FY 12-13
<b>1</b>		
Beginning General Fund Balance	2,317,100	2,038,300
Estimated Revenue	71,358,800	72,440,600
(To) From Other Funds	471,000	26,000
Estimated Expenditures		
Operating	(69,443,100)	(70,886,900)
<b>Cancel/Delay Capital Projects</b>	<b>135,000</b>	
<b>Capital Projects-Mid Year</b>	<b>(1,011,600)</b>	
<b>Booking Fee Elimination</b>	<b>300,000</b>	
Capital Projects-On-going (Minimum Required)	(2,088,900)	(1,401,900)
Ending General Fund Unreserved Fund Balance	2,038,300	2,216,100
Reserves		
Operating Reserve	2,356,600	
Capital Projects Reserves		
FY 2011-12	(2,356,600)	
FY 2012-13		
Unreserved Fund Balance	<u>2,038,300</u>	<u>2,216,100</u>
<b>2</b>	<b>1,116,600</b>	<b>202,200</b>
Beginning Measure V Fund Balance		
Estimated Revenue	9,698,800	9,978,000
On-going Expenditures		
Operating Budget	(8,831,600)	(9,350,100)
Transfer to Paramedic Fund	(522,500)	(575,000)
Total On-going Expenditures	(9,354,100)	(9,925,100)
Ending Measure V Unreserved Fund Balance	1,461,300	255,100
Capital Projects FY 2011-12	(729,800)	
Chavez Library - Expansion Reserve	(529,300)	
Ending Measure V Unreserved Fund Balance	<u>202,200</u>	<u>255,100</u>
<b>3</b>		
Emergency Medical Services Fund (Paramedic Program)		
Beginning Balance	890,100	185,900
County CSA 74 Funds	115,000	105,000
Ambulance Contract		
Measure V Contribution	522,500	575,000
Estimated Expenditure		
Operations	(531,300)	(590,700)
EMS Equipment	(47,100)	(47,100)
Capital Project - EMS Safety Equipment	(763,300)	(105,000)
Unreserved Fund Balance	<u>185,900</u>	<u>123,100</u>

# FINANCIAL SUMMARIES

## Fund Balances - Notes Fiscal Year 2012-13

	Estimated FY 11-12	Estimated FY 12-13
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 purposes.		
5 Internal Service-Fund Balance	7,404,900	7,048,500
Reserves		
-Workers Compensation Insurance	(4,231,200)	(4,155,100)
-Liability Insurance	<u>(2,624,000)</u>	<u>(2,558,500)</u>
Unreserved Fund Balance	<u>549,700</u>	<u>334,900</u>
6 Golf Courses Fund Balance	1,277,600	1,300,100
Reserve-Debt Service	<u>(908,200)</u>	<u>(908,200)</u>
Unreserved Balance	<u>369,400</u>	<u>391,900</u>
7 Sanitary Sewer Fund Balance	2,638,800	2,654,500
Reserve-Debt Service	(1,031,500)	(1,031,500)
-Operating Reserve	<u>(225,000)</u>	<u>(225,000)</u>
Unreserved Balance	<u>1,382,300</u>	<u>1,398,000</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	163,600	83,400
Estimated Revenue	465,300	305,100
General Fund	200,000	175,000
Successor Agency of RDA	* 1,091,700	1,088,300
Estimated Expenditure		
Operations	(545,400)	(513,400)
Debt Service	(1,091,700)	(1,088,300)
Capital Projects & Equipment	<u>(200,100)</u>	
Unreserved Fund Balance	<u>83,400</u>	<u>50,100</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 Redevelopment Agency.		
9 Mira Monte Maintenance District		
Capital Reserve		
(Streets, Curbs, Gutters & Sidewalks)	175,800	123,500
Operating Reserve	<u></u>	<u></u>
Reserved Fund Balance	<u>175,800</u>	<u>123,500</u>



# FINANCIAL SUMMARIES

## Fund Balances - Notes Fiscal Year 2012-13

		Estimated FY 11-12	Estimated FY 12-13
10	Monte Bella Maintenance District Capital Reserve (Streets, Curbs, Gutters, Sidewalks & Street Trees)	2,710,600	2,484,600
	Operating Reserve	114,700	233,900
	Reserved Fund Balance	2,825,300	2,718,500
12	Includes Gas Tax Transfers to fund the Federally mandated NPDES Storm Sewer program	(911,600)	(906,800)
13	Reserved for Future Development Fee projects.		
14	COP Debt Service Fund Balance Reserve-Debt Service	1,085,200 (1,067,400)	1,078,600 (1,067,400)
	Unreserved Fund Balance	17,800	11,200
15	Capital Projects Revolving Fund Balance Required for Capital Grant Advances	2,000,000	2,000,000

# FINANCIAL SUMMARIES

## Fund Transfers

Fiscal Year 2012-13

	Transfers In (Out) \$	Net Transfers In (Out) \$
<b>10 General Fund</b>		
From Gas Tax		
From Gas Tax	1,500,000	
From Traffic Safety	650,000	
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 65 West Alisal (Net of \$100,000)	(153,000)	
40.12 Crazy Horse	(262,000)	
40.14 Animal Shelter \$87,300	(84,000)	
To Vehicle Abatement Fund	(50,000)	<b>26,000</b>
<b>11 Measure V Fund</b>		
To EMS Paramedic Fund	(575,000)	<b>(575,000)</b>
<b>24 Emergency Medical Services Fund</b>		
From Measure V for Paramedics	575,000	<b>575,000</b>
<b>23 Golf Courses</b>		
From General Fund	450,000	<b>450,000</b>
<b>34 Traffic Safety Fund</b>		
To General Fund	(650,000)	<b>(650,000)</b>
<b>35 Vehicle Abatement Fund</b>		
From General Fund	50,000	<b>50,000</b>
<b>30 Storm Sewer (NPDES) Fund</b>		
General Fund	950,000	
From Gas Tax for NPDES	750,000	<b>1,700,000</b>
<b>31 Crazy Horse Landfill</b>		
SVSWA Payment to Debt Service	(385,100)	<b>(385,100)</b>
<b>52 Parking District Fund</b>		
From General Fund	175,000	
From Successor Agency of the SRA	1,088,300	<b>1,263,300</b>
<b>40 Debt Service Fund</b>		
From General Fund		
65 W Alisal	153,000	
Crazy Horse Proceeds	262,000	
Animal Shelter	84,000	
From Debt Service Fund		
SVSWA Bond Payment	385,100	<b>884,100</b>
<b>63 Successor Agency of the SRA</b>		
To Debt Service Fund		
Monterey Street Parking Garage	(1,088,300)	<b>(1,088,300)</b>

# FINANCIAL SUMMARIES

## Fund Transfers

Fiscal Year 2012-13

	Transfers In (Out) \$	Net Transfers In (Out) \$
<b>33 Gas Tax Fund</b>		
To General Fund for Street Maintenance	(1,500,000)	
To Storm Sewer Fund for NPDES	(750,000)	<b>(2,250,000)</b>
<b>80 Capital Projects Fund</b>		
<b>From:</b>		
General Fund	1,401,900	
Airport Fund	38,500	
Industrial Waste	700,000	
Emergency Medical Services Fund	105,000	
Monte Bella Maintenance District	534,600	
Sanitary Sewer Fund	6,287,000	
Community Development Block Grant	664,200	
Storm Sewer Fund	200,000	
Development Fee Fund	1,282,500	
Gas Tax Fund	2,307,000	
Recreation Parks Fund	30,000	
Special Aviation Fund	50,000	
Construction Assistance Fund	13,595,200	
Debt Service	540,000	
Successor Agency of the SRA	45,700	<b>27,781,600</b>
<b>Total Interfund Transfers</b>	<b><u>27,781,600</u></b>	<b><u>27,781,600</u></b>

# 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	\$165,436,323								
EXPENDITURE ADJUSTMENTS	(\$63,431,923)								
ADJUSTED ACTUAL EXPEND	\$102,004,400	\$32,775,549	\$34,485,375	\$16,505,010	\$3,160,145	\$3,476,234	\$6,285,716	\$1,621,233	\$3,720,058
COSTING ADJUSTMENTS	\$2,799,726	\$702,922	\$465,474	\$26,066	\$137,213	\$125,190	\$178,541	\$675,188	\$489,132
OVERHEAD BASE	\$104,829,045	\$33,478,471	\$34,950,849	\$16,531,076	\$3,297,357	\$3,601,423	\$6,464,257	\$2,296,421	\$4,209,190
LESS: OVERHEAD									
GENERAL	\$10,428,606	\$10,428,606							
DEPARTMENTAL	\$3,062,547		\$838,955	\$196,145	\$338,469	\$420,456	\$190,574	\$481,881	\$596,068
DIRECT COST OF TAX / FEE SUPPORTED SERVICES	\$91,337,891	\$23,049,865	\$34,111,894	\$16,334,931	\$2,958,889	\$3,180,968	\$6,273,683	\$1,814,541	\$3,613,122
APPLIED OVERHEAD:									
COST		\$10,428,606	\$838,955	\$196,145	\$338,469	\$420,456	\$190,574	\$481,881	\$596,068
RATE:									
GENERAL		11%							
DEPARTMENTAL			3%	1%	11%	13%	3%	27%	17%
COMPOSITE	15%								



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# FINANCIAL SUMMARIES

## Revenue

Account Number		10-11 Actual	11-12 Estimate	12-13 Estimate	13-14 Estimate
<b>General Fund</b>					
10.00	51101 Secured Taxes - Curr Year	10,466,581	10,350,000	10,483,200	10,588,000
	Monterey County Tax Collection Fee	(323,570)	(335,000)	(327,600)	(330,900)
10.00	51102 Unsecured Taxes - Curr Year	550,259	550,000	604,800	610,800
10.00	51104 Supplement Assessment Roll	223,085	200,000	201,600	203,600
10.00	51105 Property Taxes - Interest	6,538	15,000	5,000	5,100
10.00	51106 Secured Taxes - Prior Yr	547,572	350,000	300,000	275,000
10.00	51107 Unsecured Taxes - Prior Yr	5,828	5,000	5,000	5,100
10.00	51108 Homeowners Property Tax Relief	72,675	75,000	75,600	76,400
10.00	51112 Vehicle License Fee In-Lieu	9,503,519	9,565,000	9,520,600	9,615,800
	Total Property Taxes	21,052,487	20,775,000	20,868,200	21,048,900
10.00	51201 Sales Tax-75%	15,113,474	15,885,100	17,162,200	17,625,600
10.00	51114 Sales Tax In-Lieu-25%	5,023,905	5,274,300	5,720,800	5,875,300
10.00	51202 Utility Users Tax	8,850,842	8,750,000	9,000,000	9,200,000
10.00	51203 Hotel - Motel Tax	1,505,958	1,500,000	1,550,000	1,575,000
10.00	51204 Property Transfer Tax	268,799	350,000	300,000	300,000
10.00	51205 Business License Tax	4,258,342	4,100,000	4,300,000	4,350,000
10.00	51207 Franchise Fee - Electric	496,421	500,000	500,000	500,000
10.00	51208 Franchise Fee- Gas	235,499	325,000	280,000	285,000
10.00	51209 Franchise Fee- Garbage	4,785,073	5,450,000	5,575,000	5,650,000
10.00	51255 Franchise Fee - Code Enforcement	30,267			
10.00	51256 BFI Community Enhancement	350,000			
10.00	51257 BFI Recycling Revenue Share	199,121	190,000	235,000	240,000
10.00	51210 Franchise Fee - Cable TV	736,338	775,000	740,000	745,000
10.00	51214 Franchise Fee - Towing	107,503	125,000	125,000	125,000
10.00	51216 Franchise Fee - AT&T	103,946	80,000	140,000	150,000
	Total Other Taxes	42,065,488	43,304,400	45,628,000	46,620,900
10.00	52001 Animal License	79,792	64,000	70,000	75,000
10.00	52002 Bicycle Licenses		500	500	500
10.00	52005 Mechanical Permits	13,135	5,800	5,800	6,000
10.00	52006 Building Permits	455,751	580,000	655,000	660,000
10.00	52007 Building Relocation Permits		500	500	500
10.00	52008 Plumbing Permits	43,771	27,000	27,000	30,000
10.00	52009 Electrical Permits	18,571	14,000	14,000	15,000
10.00	52010 Encroachment Permits	133,319	140,000	140,000	145,000
10.00	52011 Re-Roofing Permits	98,861	95,000	95,000	100,000
10.00	52012 Building Demolition Permits	798	2,500	2,500	2,500
10.00	52014 Regulatory Licenses	39,611	42,000	40,000	40,000
10.00	52016 Garage Sale Permits	6,106	12,000	8,000	10,000
10.00	52017 Fast Track Permit			500	500
10.00	52050 Other Licenses & Permits			500	500
10.00	52020 Transportation Permit	8,440	16,000	10,000	10,000
	Total Licenses & Permits	898,155	999,300	1,069,300	1,095,500
10.00	53006 General Code Fines	29,230	50,000	30,000	35,000
10.00	53008 Code Enforcement Violations	48,529	45,500	50,000	50,000
	Total Fines & Penalties	77,759	95,500	80,000	85,000
10.00	54001 Investment Earnings	44,832	100,000	60,000	65,000
10.00	54020 Rental Income	41,779	50,000	50,000	50,000

# FINANCIAL SUMMARIES

## Revenue

Account Number		10-11 Actual	11-12 Estimate	12-13 Estimate	13-14 Estimate
10.00	54023 Building Lease	33,380	30,200	35,000	35,000
	Total Investment Earnings	119,991	180,200	145,000	150,000
10.00	55102 County Housing - In-Lieu	79,622	40,000	40,000	40,000
10.00	55124 County HAZMAT	111,557	120,000	120,000	120,000
10.00	55135 Monterey County DNA Fund	1,805	10,000	5,000	5,000
10.00	55138 SVMH Maintenance Reimbursement	1,400	4,200	1,400	1,400
10.00	55202 Motor Vehicle In-Lieu-1/3rd	502,849	500,000		
10.00	55210 State Highway Maintenance		6,000	5,000	5,000
10.00	55211 State Mandated Costs	55,823	10,000	50,000	55,000
10.00	55213 CLSB Direct Loan Fund	215	5,000	1,000	1,000
10.00	55214 State Public Library Fund	52,658	55,000	15,000	15,000
10.00	55218 Post Training Reimbursement	37,871	30,000	30,000	30,000
10.00	55222 State Fire Reimbursement	75,955	10,000	10,000	10,000
10.00	55224 State Office of Emergency		1,000	1,000	1,000
10.00	55258 State ABC Grant		5,000	500	500
10.00	55321 Alisal-Steinbeck Park	8,000	8,000	8,000	8,000
10.00	55331 Dept of Justice BVP		10,000	10,000	10,000
10.00	55347 City of Marina (Animal Shelter)		44,800	44,800	44,800
	Total From Other Agencies	927,755	859,000	341,700	346,700
10.00	56102 Administrative Service Fees	1,814,261	1,325,000	1,650,000	1,675,000
10.00	56103 Sale of Printed Material	4,075	10,000	5,000	5,000
10.00	56104 Bus License App. Fees	45,275	55,000	50,000	55,000
10.00	56105 Bond Issuance Fees	7,219	10,000	10,000	10,000
10.00	56106 Minute/Agenda Sales Fees	264	100	500	500
10.00	56107 Candidate Filing Fees	4,982	100	100	100
10.00	56108 Return Check Fees	1,450	2,000	2,000	2,000
10.00	56110 Research Fees		100	100	100
10.00	56111 Copying Fees	1,079	2,500	1,500	1,500
10.00	56114 Holiday Parade of Lights	9,001	2,500	5,000	5,000
10.00	56115 Airshow Charges	8,041	13,000	15,000	15,000
10.00	56116 Parade Permit Fees	294	700	500	500
10.00	56117 Legal Services	12,125	100	12,000	12,000
10.00	56118 Map Sales	40	1,000	500	500
10.00	56121 Special Events Application Fee	8,057	10,000	10,000	10,000
10.00	56122 Credit Card Convenience Fee	11,716	10,000	10,000	10,000
10.00	56150 Other Fees-City Clerk		100	100	100
10.00	56201 Tentative Map Review Fees	3,507	5,000	5,000	5,000
10.00	56203 Minor Subdivision Review Fees	7,932	12,100	13,000	14,000
10.00	56204 Manufactured Housing Cert Fee			100	100
10.00	56205 General Plan Amendment Fees	13,279	10,000	10,000	10,000
10.00	56208 Rezoning Fees	7,530	5,000	5,000	5,000
10.00	56209 Zoning Appeal Fees	1,328	1,000	1,000	1,000
10.00	56210 Conditional Use Permit Fees	80,748	55,000	55,000	60,000
10.00	56212 Preliminary Project Review Fees		1,000	1,000	1,000
10.00	56213 Planned Unit Development Fees	7,496	15,000	10,000	15,000
10.00	56215 Architectural Review	550		500	500
10.00	56216 Environment Assessment Fees	2,703	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	12,522	15,000	15,000	15,000

# FINANCIAL SUMMARIES

## Revenue

Account Number		10-11 Actual	11-12 Estimate	12-13 Estimate	13-14 Estimate
10.00	56221 Sign Review Fees	15,523	15,200	15,200	15,000
10.00	56223 Technical Assistance Fees		100	100	100
10.00	56224 Variance Fees		1,000	500	500
10.00	56226 Advance Planning Fees		100	100	100
10.00	56227 Site Plan Review	15,098	30,000	30,000	30,000
10.00	56228 Planning Inspection Fee	2,587	4,500	4,500	4,500
10.00	56229 EIR Review Fee		1,000	1,000	1,000
10.00	56230 Building Permit Review	8,201	15,000	15,000	15,000
10.00	56231 Time Extensions of Permits	464	400	500	500
10.00	56232 Precise & Specific Plan Review	580	1,000	1,000	1,000
10.00	56233 Home Occupation Permits	7,524	7,000	7,000	7,000
10.00	56250 Other Planning Fees	7,496	20,000	15,000	15,000
10.00	56301 Bingo Parlor Fees		100	100	100
10.00	56302 Special Police Service Fees	215,998	251,000	200,000	225,000
10.00	56303 Police Accident Report Fees	32,281	45,000	30,000	35,000
10.00	56304 Police False Alarm Fees	254,322	250,000	225,000	225,000
10.00	56306 Vehicle Inspection Fees	293	1,000	1,000	1,000
10.00	56307 Fingerprint Fees	2,289	1,500	2,000	2,000
10.00	56309 Card Room Fees	247	1,000	7,500	7,500
10.00	56310 Police Photo Fees	208	200	200	200
10.00	56311 Animal Shelter Fees	74,855	75,000	75,000	75,000
10.00	56312 Noise Regulation Fees	1,979	2,500	2,000	2,500
10.00	56314 Police Record Review Fees	2,689	3,000	2,500	2,500
10.00	56316 Vehicle Engine Cert Fees	360	500	500	500
10.00	56317 Abandon Vehicle Abatement Fee	684		1,000	1,000
10.00	56318 Firearm Fees			1,000	1,000
10.00	56319 Booking Fees	811	10,000	5,000	5,000
10.00	56320 Towing Release Fees	21,474	40,100	20,000	25,000
10.00	56322 Vehicle Impound Fee	37,285	50,000	30,000	35,000
10.00	56323 Animal Shelter Citation Fees	8,999	10,000	10,000	10,000
10.00	56401 Rural Fire Fees	178,584	185,000	185,000	185,000
10.00	56402 Emergency Medical Fees		500	500	500
10.00	56403 Fire Protection System Fees	70,777	75,000	110,000	110,000
10.00	56404 State Mandated Inspection Fees	120,252	100,000	145,000	145,000
10.00	56405 Fire Plan Check Fee	16,512	10,000	15,000	20,000
10.00	56406 Special Fire Permits	55,173	70,000	50,000	53,000
10.00	56407 Structural Fire Report Fees	8,302	5,000	6,000	6,000
10.00	56408 Fire Works Fees	7,720	7,500	7,500	7,500
10.00	56409 Fire Works Surcharge	40,492	40,000	45,000	45,000
10.00	56410 Fire Hazard Inspection Fees	21,894	30,000		
10.00	56411 Hazardous Material Response Charges	2,951	1,000		
10.00	56412 Fire False Alarm Fees	41,830	30,000	15,000	15,000
10.00	56413 Fire Emergency Stand By	34,000	1,000		
10.00	56417 Special Event-Fire	331	14,000		
10.00	56420 Admin Fire Citations	2,200	2,000	1,000	1,000
10.00	56433 Fire Dept Service Charge		2,500	2,500	2,500
10.00	56434 Outside Fire Plan Review Services		500	500	500
10.00	56435 Response and Mitigation-Hazmat		1,000		
10.00	56436 Unauthorized Burning Fine		1,000		
10.00	56437 Fire Apparatus Fee		500		
10.00	56439 Fire Inspections		2,000		
10.00	56450 Other Fire Fees	4,683	5,000	1,000	1,000



# FINANCIAL SUMMARIES

## Revenue

Account Number			10-11 Actual	11-12 Estimate	12-13 Estimate	13-14 Estimate
10.00	56501	Building Plan Check Fees	490,529	525,000	600,000	625,000
10.00	56502	Requested Building Insp Fees	26,236	15,000	15,000	15,000
10.00	56503	Reinspection Service Fees	2,700	3,000	3,000	3,000
10.00	56504	Residential Report Fees	64,155	80,000	65,000	70,000
10.00	56505	Microfilm Fee	15,612	20,000	20,000	20,000
10.00	56506	Special Code Inspection	36,852	23,000	25,000	30,000
10.00	56550	Other Building Fees	28,323	25,000	25,000	25,000
10.00	56601	Subdivision Map Check Fees	1,870	5,000	5,000	5,000
10.00	56602	Subdivision Imp Plan Check Fees		5,000	1,000	1,000
10.00	56603	Subdivision Imp Inspection Fees		10,000	1,000	1,000
10.00	56612	Special Traffic Marking Fees	7,201	5,500	5,500	6,000
10.00	56620	Routing/Escorting Overload Fees	3,049	5,000	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		1,000	1,000	1,000
10.00	56703	Swimming Pool Rental	550			
10.00	56714	Sherwood Tennis Fees	3,316	5,200	5,000	5,000
10.00	56720	Reserved Picnic Area Fees	2,395	2,500	2,500	2,500
10.00	56721	Stadium Fees	18,733	15,000	20,000	25,000
10.00	56722	Ball Field Fees	65	5,000	5,000	5,000
10.00	56726	Youth Sports League Fees	87,837	90,000	90,000	90,000
10.00	56727	Reimbursable Fee Activities	39,934	50,000	50,000	50,000
10.00	56730	Community Center Rental Fees	82,441		1,000	1,000
10.00	56731	Community Center Service Fees	144			
10.00	56732	Other Rec Bldg Rental Fees	2,193	2,000	2,000	2,000
10.00	56733	Box Office Fees	6,626			
10.00	56740	Neighborhood Center Rental Fees	1,050	1,000	1,000	1,000
10.00	56742	Recreational Facility Use Fees		100	100	100
10.00	56801	Other Library Fees	5,870	2,000	5,000	5,000
10.00	56802	Library Copying Fees	2,152	3,000	3,000	3,000
10.00	56807	Overdue Book Fees	20,111	15,000	15,000	15,000
10.00	56808	Lost/Damaged Material Fees	4,124	5,100	5,000	5,000
		Total Fees for Services	4,337,490	3,905,100	4,152,400	4,282,200
10.00	57001	Unclaimed Property	11,156	10,000	10,000	10,000
10.00	57002	Surplus Property Sales	30,569	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	64,575	125,000	130,000	135,000
		Total Other Revenue	106,300	151,000	156,000	161,000
		Total General Fund	69,585,425	70,269,500	72,440,600	73,790,200
Measure V Fund						
11.00	51215	Transactions and Use Tax	9,232,458	9,350,000	9,948,000	10,216,600
11.00	54001	Investment Earnings	16,275	15,000	15,000	15,200
11.00	58002	Miscellaneous Deposits	12,274			
		Total Measure V Fund	9,261,007	9,365,000	9,963,000	10,231,800
Airport Fund						
21.00	54001	Investment Earnings	1,887	2,000	2,000	1,500
21.00	54010	Hangar Rentals	574,500	588,000	575,000	580,000

# FINANCIAL SUMMARIES

## Revenue

Account Number		10-11 Actual	11-12 Estimate	12-13 Estimate	13-14 Estimate
21.00	54011 Aircraft Parking	4,254	8,000	2,500	2,000
21.00	54012 Building Rentals	193,398	180,000	190,000	190,000
21.00	54013 Ground Leases	219,976	220,000	225,000	245,000
21.00	54014 Fuel Fees	44,077	45,000	45,000	32,500
21.00	54015 Use Permits	736	1,000	1,000	1,000
21.00	54017 Flight Fees	2,651	3,500	3,500	2,000
21.00	56115 Airshow Fees	6,041	3,000	3,000	3,000
21.00	56120 Rental Income	13,108	75,000	75,000	20,000
21.00	57005 Miscellaneous Receipts	13,127	15,000	15,000	13,000
21.00	58121 Airport Cardlock Deposits	2,209			
	<b>Total Airport Fund</b>	<b>1,075,964</b>	<b>1,140,500</b>	<b>1,137,000</b>	<b>1,090,000</b>
<b>Industrial Waste Fund</b>					
22.00	54001 Investment Earnings	5,789	5,000	5,000	5,000
22.00	56606 Industrial Waste Fees	1,145,133	1,350,000	1,350,000	1,350,000
	<b>Total Industrial Waste Fund</b>	<b>1,150,922</b>	<b>1,355,000</b>	<b>1,355,000</b>	<b>1,355,000</b>
<b>Golf Courses Fund</b>					
23.20	54001 Investment Earnings	2,023	1,000	1,000	1,000
23.20	54025 Sierra Lease	75,000	100,000	100,000	100,000
23.30	54001 Investment Earnings	60	1,000	1,000	1,000
23.30	54024 First Tee Lease	575,000	575,000	125,000	125,000
	<b>Total Golf Course Fund</b>	<b>652,083</b>	<b>677,000</b>	<b>227,000</b>	<b>227,000</b>
<b>Emergency Medical Services Fund</b>					
24.00	55118 CSA 74 Funds-Safety Equipment	666,315	500,000	105,000	105,000
	<b>Total EMS Fund</b>	<b>666,315</b>	<b>500,000</b>	<b>105,000</b>	<b>105,000</b>
<b>Asset Seizure Fund</b>					
25.00	54001 Investment Earnings	43	100	100	100
25.00	55219 State Seizure Reimbursement	7,653	20,000	20,000	20,000
25.00	55309 Federal Seizure Reimbursement	3,214	1,000	1,000	1,000
25.00	57002 Surplus Property		1,000	1,000	1,000
25.00	57005 Miscellaneous Receipts		100	100	100
	<b>Total Asset Seizure Fund</b>	<b>10,910</b>	<b>22,200</b>	<b>22,200</b>	<b>22,200</b>
<b>Maintenance Districts Fund</b>					
26.05	56012 Administrative Fees	64,410	64,500	63,100	63,100
26.10	54001 Investment Earnings	296	1,000	500	500
26.10	57110 Woodside	31,333	38,000	38,000	38,000
26.12	54001 Investment Earnings	47	100	100	100
26.12	57112 Airport Business Park	13,577	14,100	14,100	14,100
26.12	58072 Airport Contribution	900	900	900	900
26.13	54001 Investment Earnings	1,413	2,000	2,000	2,000
26.13	57113 N/E Landscape	587,493	581,300	624,200	686,000
26.14	54001 Investment Earnings	2,116	2,000	2,000	2,000
26.14	57114 Harden Ranch	142,680	144,300	140,200	140,200
26.15	54001 Investment Earnings	554	1,000	1,000	1,000
26.15	57115 Vista Nueva	38,137	29,400	29,400	29,400
26.16	54001 Investment Earnings	1,191	2,000	2,000	2,000
26.16	57116 Mira Monte	124,532	120,700	120,700	120,700
26.17	54001 Investment Earnings	10,123	20,000	10,000	10,000

# FINANCIAL SUMMARIES

## Revenue

Account Number			10-11 Actual	11-12 Estimate	12-13 Estimate	13-14 Estimate
26.17	57117	Monte Bella	581,768	573,700	514,700	514,700
		<b>Total Maintenance District Fund</b>	<b>1,600,570</b>	<b>1,595,000</b>	<b>1,562,900</b>	<b>1,624,700</b>
<b>Sanitary Sewer Fund</b>						
27.00	54001	Investment Earnings	5,540	5,000	5,000	5,000
27.00	56607	Sewer Service Fees	2,219,802	2,575,000	2,650,000	2,650,000
27.00		BNY 2012 - Bond Proceeds Transfer			5,917,000	
27.00	56617	Sewer Grease Trap Inspections		5,000	1,000	1,000
		<b>Total Sewer Fund</b>	<b>2,225,342</b>	<b>2,585,000</b>	<b>8,573,000</b>	<b>2,656,000</b>
<b>Tax-Local Public Safety Fund</b>						
28.10	51212	City of Salinas SB172	351,689	380,000	380,000	390,000
28.13	55240	Office of Traffic Safety	22,144			
28.14	55240	Office of Traffic Safety	18,888			
28.21	55243	State Traffic Grant	71,638			
28.23	55243	State Traffic Grant	112,372			
28.35	55117	Monterey County RAN-ID Tech	95,092	5,000	5,000	5,000
28.50	54001	Investment Earnings	91	100	100	100
28.50	55239	Supp Law Enforcement (AB 3229)	194,167	245,700	100,000	100,000
28.66	55327	COPS More 2001-Imaging Project				400,000
28.68	55342	COPS 2007- Radios	60,065			
28.70	55330	Federal BJA-County Share	51,987			
28.85	55338	BJA-County Gang Task Force	429,655			
28.87	55266	CalGRIP Grant	216,890			
28.88	55147	CalGRIP In-Kind	16,391			
28.89	55344	JAG Recovery (Police Vehicles)	504,144			
28.91	55344	COPS 2009 Recovery Grant	915,784	1,200,000	1,309,500	232,300
		<b>Total Sales Tax-Local Public Safety Fund</b>	<b>3,060,997</b>	<b>1,830,800</b>	<b>1,794,600</b>	<b>1,127,400</b>
<b>Block Grant Fund</b>						
29.10	55306	Block Grant	2,086,466	2,222,800	1,878,600	1,900,000
		Block Grant Carryover Funds		879,700	551,900	551,900
29.10	57005	Miscellaneous Receipts	163	2,500	2,500	2,500
29.10	57008	Housing Rehab Revolving Loans	69,124	30,000	40,000	40,000
29.15	55344	Economic Stimulus	164,781			
29.20	54001	Investment Earnings	181	800	200	200
29.30	55323	HOME Inv Partnership (HUD)	46,533	880,200	515,500	520,000
		HOME Carryover Funds		310,500	436,300	436,300
29.30	57008	Housing Rehab Revolving Loans	100,901	40,000	30,000	30,000
29.40	55324	HUD-Emergency Shelter Grant	111,881	108,300	192,500	192,500
29.45	55344	HRP Economic Stimulus	439,051			
29.55	55305	NSP Proceeds from Property Sales	480,591		182,900	188,100
29.55	55344	HUD Neighborhood Stabilization	1,909,601			
		<b>Total Block Grant Fund</b>	<b>5,409,273</b>	<b>4,474,800</b>	<b>3,830,400</b>	<b>3,861,500</b>
<b>Storm Sewer (NPDES) Fund</b>						
30.00	54001	Investment Earnings	3,919	5,000	5,000	5,000
30.00	56611	Street Sweeping Fees	309,728			180,000
30.00	56618	Clean Water Inspection		50,000	25,000	25,000
30.00	56622	Environmental Compliance Inspection			35,000	35,000
30.00	56660	Storm Sewer Utility Fee	46		1,000	1,000
		<b>Total Storm Sewer (NPDES) Fund</b>	<b>313,693</b>	<b>55,000</b>	<b>66,000</b>	<b>246,000</b>

# FINANCIAL SUMMARIES

## Revenue

Account Number		10-11 Actual	11-12 Estimate	12-13 Estimate	13-14 Estimate
<b>Crazy Horse Landfill Fund</b>					
31.00	54007	Installment Sale	385,097	385,100	385,100
		<b>Total Crazy Horse Landfill Fund</b>	<b>385,097</b>	<b>385,100</b>	<b>385,100</b>
<b>Development Fees Fund</b>					
32.10	54001	Investment Earnings-Sewers	15,126	40,000	10,000
32.10	56652	Sanitary Sewer Impact Fees	39,949	100,000	75,000
32.10	56653	Storm Sewer Impact Fees	31,337	125,000	75,000
32.11	54001	Investment Earnings-Parks	6,789	20,000	5,000
32.11	56654	Park Fee	5,352	25,000	25,000
32.12	54001	Investment Earnings	6,231	15,000	5,000
32.12	56659	Library Fee	7,187	5,000	5,000
32.13	56651	Street Tree Fees		500	500
32.14	54001	Investment Earnings-Annex	1,225	7,000	1,000
32.14	56658	Annexation Impact Fees		500	500
32.15	54001	Investment Earnings-Traffic	57,592	100,000	50,000
32.15	56655	Traffic Impact Fees	230,095	500,000	350,000
32.16	54001	Investment Earnings	331	1,000	500
32.16	56664	Fire Protection Service Fee		10,000	1,000
		<b>Total Development Fees</b>	<b>401,214</b>	<b>949,000</b>	<b>603,500</b>
<b>Special Gas Tax Impvts Fund</b>					
33.10	54001	Investment Earnings	8,256	7,000	7,000
33.10	54020	Rental Income	184,566	165,000	200,000
33.10	55204	State Gas Tax - 2107	1,074,609	1,100,000	1,100,000
33.10	55206	State Gas Tax - 2107.5	10,000	10,000	10,000
33.20	55203	State Gas Tax - 2106	335,001	350,000	350,000
33.40	55226	State Gas Tax - 2105 (P-111) Delayed Pymts	805,061	825,000	750,000
33.50	55250	State Traffic Relief - Prop 42 (2103)	1,251,519	1,700,000	1,700,000
		<b>Total Gas Tax Impvt Fund</b>	<b>3,669,012</b>	<b>4,157,000</b>	<b>4,117,000</b>
<b>Traffic Safety</b>					
34.00	53001	Vehicle Code Fines	384,767	375,000	400,000
34.00	53002	Parking Fines	255,628	290,000	250,000
		<b>Total Traffic Safety Fund</b>	<b>640,395</b>	<b>665,000</b>	<b>650,000</b>
<b>Vehicle Abatement Fund</b>					
35.00	55234	Abandoned Vehicle Abatement	103,317	110,000	110,000
		<b>Total Vehicle Abatement Fund</b>	<b>103,317</b>	<b>110,000</b>	<b>110,000</b>
<b>Recreation Parks Fund</b>					
36.00	54020	Rental Income	34,894	30,000	30,000
		<b>Total Recreation Parks Fund</b>	<b>34,894</b>	<b>30,000</b>	<b>30,000</b>
<b>Special Aviation Fund</b>					
37.10	55209	California Aid to Airports		10,000	10,000
37.20	54001	Investment Earnings	8,813	10,000	10,000
37.20	55301	Federal Aid - Airport	1,524,978	1,067,950	
37.20	55344	Economic Stimulus	1,561,002		
		<b>Total Special Aviation Fund</b>	<b>3,094,793</b>	<b>1,087,950</b>	<b>20,000</b>
<b>Special Construction Assist Fund</b>					
38.20	55201	Calif State Bond Act (Bicycle 9336)			950,000

# FINANCIAL SUMMARIES

## Revenue

Account Number		10-11 Actual	11-12 Estimate	12-13 Estimate	13-14 Estimate
38.20	55220 Other State Aid	417,884	50,000		
38.20	55220 IW Conveyance System Imp (9941)			2,136,000	7,811,000
38.20	55250 Traffic Congestion Relief (Prop 42)	385,534			
38.20	55262 State Air Resources Board	38,020			55,000
38.20	55310 Other Federal & State Aid	92,270	157,500	7,358,700	207,500
38.20	55322 RSTP	573,476		185,000	385,000
38.20	55333 Federal TEA-Freight Terminal Bldg (9399)		50,000		
38.20	55335 Economic Development Grant (9941)			3,450,000	
38.25	55344 Fed Econ Stimulus-Streets (9505)	808,770			
38.30	52019 Building Permit Surcharge (9357)			50,000	50,000
38.30	55111 Construction Assistance -Others	276,495	25,000	50,000	50,000
38.30	55140 Salinas Pool Foundation	26,130			
38.30	55148 FGA-Cloverfield	362,959			
38.30	56206 General Plan Fee (9701)		75,000	25,000	30,000
38.30	56423 Fire Mitigation Fee (Equipment)	8,705	300,000	265,500	765,500
38.30	55136 Trakit Permit System Charges	90,161	50,000	75,000	
	<b>Total Construction Assist Fund</b>	<b>3,080,404</b>	<b>707,500</b>	<b>13,595,200</b>	<b>10,304,000</b>
<b>Business Surcharge Funds</b>					
39.00	57031 Old town Business Imp Dist Taxes	88,258	95,000	95,000	95,000
39.00	58060 SRA Contribution-Oldtown	15,000	15,000	15,000	15,000
39.20	57031 SUBA Business Improvement District	84,550	90,000	90,000	90,000
39.20	58060 SRA Contribution-SUBA	50,000	50,000	50,000	50,000
	<b>Total Business Surcharge Fund</b>	<b>237,808</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>
<b>Debt Service Fund</b>					
40.12	54001 Investment Earnings	84	7,500	100	100
40.14	54001 Investment Earnings	4,384	1,000	100	100
40.17	54001 Investment Earnings	12,973	10,000	500	500
40.17	54008 Steinbeck Lease		180,000	180,000	180,000
40.18	57020 Bond Proceeds Measure C - Capitalization			540,000	8,005,000
	<b>Total Debt Service Fund</b>	<b>17,441</b>	<b>198,500</b>	<b>720,700</b>	<b>8,185,700</b>
<b>Local Public, Ed. &amp; Governmental Access Fund</b>					
41.00	51210 PEG Cable Franchise (1%)	168,057	155,000	190,000	190,000
	<b>Total PEG Fund</b>	<b>168,057</b>	<b>155,000</b>	<b>190,000</b>	<b>190,000</b>
<b>Internal Service Fund</b>					
50.05	56012 Administrative Fees	275,000	350,000	393,700	393,700
50.05	57005 Miscellaneous Receipts	40			
50.08	57005 Miscellaneous Receipts	128	1,000	1,000	1,000
50.08	57102 Miscellaneous Receipts	415,491	50,000	50,000	50,000
50.08	57102 Miscellaneous Insurances		925,000	900,000	900,000
50.11	54001 Investment Earnings	23,847	30,000	15,000	15,000
50.11	57026 Workers Comp - Premium	2,139,490	3,250,000	3,738,900	4,000,000
50.11	57027 Workers Comp - Reimbursement	837,441	250,000	500,000	500,000
50.11	57030 CalPERS Ind Disability Reimb	34,346		150,000	150,000
50.12	54001 Investment Earnings	10,472	10,000	10,000	10,000
50.12	57005 Miscellaneous Receipts	25			
50.12	57035 Liability Insurance	700,000	900,000	950,000	950,000
50.12	57102 Miscellaneous Insurances	102,686	1,000	1,000	1,000
	<b>Total Internal Service Fund</b>	<b>4,538,966</b>	<b>5,767,000</b>	<b>6,709,600</b>	<b>6,970,700</b>

# FINANCIAL SUMMARIES

## Revenue

Account Number			10-11 Actual	11-12 Estimate	12-13 Estimate	13-14 Estimate
<b>Hitchcock Road Water System</b>						
51.00	55127	MRWPCA	2,113	5,000	3,000	3,000
51.00	55128	Monterey County Animal Shelter	3,560	8,500	4,000	4,000
51.00	55129	City of Salinas Industrial Waste System	592	1,400	1,000	1,000
51.00	55130	City of Salinas Animal Shelter	2,119	5,100	3,000	3,000
<b>Total Hitchcock Road Water System</b>			<b>8,384</b>	<b>20,000</b>	<b>11,000</b>	<b>11,000</b>
<b>Parking District</b>						
52.00	52003	Parking Lot Permits	43,020	43,000	45,000	45,000
52.00	52004	Salinas St. Garage	52,554	57,000	60,000	60,000
52.00	52018	Monterey St. Garage	75,334	105,000	95,000	95,000
52.00	52021	Parking Lot Hourly	79,596	70,000	70,000	70,000
52.00	52023	Bicycle Protection Program	50			
52.00	54001	Investment Earnings	174	100	100	100
52.00	57005	Miscellaneous Receipts		100		
52.01	55138	SVMH Reimbursement	135,785	110,000		
52.01	52024	Preferential Permits		48,400	35,000	35,000
52.01	57005	Miscellaneous Receipts	75	18,300		
<b>Total Parking District</b>			<b>386,588</b>	<b>451,900</b>	<b>305,100</b>	<b>305,100</b>
<b>Economic Development Corporation</b>						
61.12	58071	City of Salinas Contribution	130,000	130,000	130,000	130,000
61.12	58103	Private Memberships		5,000	1,000	1,000
61.12	58104	Private Program Support		1,000	1,000	1,000
61.13	58002	Miscellaneous Receipts	992			
61.13	58071	City of Salinas Dues	150,900	150,900	151,200	151,200
61.13	58101	Public Agency Dues	52,895	96,700	80,000	80,000
61.13	58102	EZ Voucher Fees	148,045	75,000	150,000	150,000
<b>Total Economic Development</b>			<b>482,832</b>	<b>458,600</b>	<b>513,200</b>	<b>513,200</b>
<b>Grant Fund</b>						
61.39	56810	Donations - Tennis Court			29,000	82,500
61.43	58092	KDF Tenant Services (Los Padres Apts.)	30,453			
61.49	57011	Mo.Co. Tourism Hotel Impt Dist	98,199			
61.92	58006	CA Beverage Container Recycling	18,729			
<b>Total Grant Fund</b>			<b>147,381</b>		<b>29,000</b>	<b>82,500</b>
<b>Grants</b>						
62.01	59002	IMLS 2008 Leadership Grant	444,584			
62.02	55230	State CLLS Adult Literacy Grant	49,306	20,000	20,000	20,000
62.03	58067	CLSA Families for Literacy	9,360	36,000	20,000	20,000
62.05	56851	LSTA Grant	30,500			
62.08	59005	Library Contributions	30,500			
62.09	58054	California Endowment	110,384			
62.32	58076	Weed & Seed	94,983	143,100		
62.42	55266	CalGrip 2 Grant	278,675			
62.43	55147	CalGrip 2 Grant Match	105,296			
62.44	55266	CalGrip 3 Grant	45,629			
62.45	55147	CalGrip 3 Grant Match	46,269			
62.46	55243	State Traffic Grant	23,623			
62.47	55330	Federal BJA	30,337			
62.48	55266	CalGrip 4 Grant		184,615	200,000	

# FINANCIAL SUMMARIES

## Revenue

Account Number			10-11 Actual	11-12 Estimate	12-13 Estimate	13-14 Estimate
62.50	55240	Next Gen Click It or Ticket	750			
62.51	55240	Sobriety Checkpoint	4,965			
62.53	55117	Monterey County RAN		85,000	85,000	85,000
62.55	55342	COP Grant Reimb			1,044,800	1,110,100
62.61	58059	Firefighter Equipment AFG	95,620	157,000		
62.80	55315	Safer Grant		750,000	1,274,300	866,900
		<b>Total Assessment District Fund</b>	<b>1,400,781</b>	<b>1,375,715</b>	<b>2,644,100</b>	<b>2,102,000</b>
<b>Successor Agency Fund</b>						
63.04	51110	Tax Increments			2,491,900	2,491,900
63.05	51110	Tax Increments			1,505,900	1,505,900
63.05	54001	Investment Earnings			2,800	3,000
		<b>Total Successor Agency Fund</b>			<b>4,000,600</b>	<b>4,000,800</b>
<b>Deferred Compensation Fund</b>						
65.05	57190	Trust Deed Management Fee	50,565	40,000	40,000	40,000
		<b>Total Deferred Compensation Fund</b>	<b>50,565</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>
<b>Assessment Districts Fund</b>						
70.10	54001	Investment Earnings	1,874	5,300	2,000	
		<b>Total Assessment District Fund</b>	<b>1,874</b>	<b>5,300</b>	<b>2,000</b>	
<b>Assessment District Debt Service Fund</b>						
70.05	56012	Administrative Fees	55,466	55,000	35,000	
70.20	57023	Assessment District Bond Calls	2,691			
70.20	57024	Assessment Dist Taxes	3,194,966	3,311,200	3,310,600	
70.30	54001	Investment Earnings	11,140	10,000	10,000	
70.30	57022	Assessment Dist Bond Reserve	(119)			
		<b>Total Assess Dist Debt Service</b>	<b>3,264,144</b>	<b>3,376,200</b>	<b>3,355,600</b>	
<b>Central City Revitalization Fund</b>						
92.10	54001	Investment Earnings	5,365	5,000		
92.10	55257	State Tank Fund	268,331			
92.10	57005	Miscellaneous Receipts	10,450	1,000		
92.10	57019	Seismic Loan Payments	6,947	10,000		
92.20	51110	Tax Increments	2,859,826	2,850,000		
92.20	54001	Investment Earnings		65,000		
92.40	54001	Investment Earnings	5,951	5,000		
92.40	57008	Housing Rehab Loans	18,717	20,000		
		<b>Total Central City Fund</b>	<b>3,175,587</b>	<b>2,956,000</b>		
<b>Sunset Avenue Redevelopment Fund</b>						
93.10	54020	Rental Income (Cell Tower)	26,290	24,000		
93.10	57005	Miscellaneous Receipts		500		
93.10	57006	Small Business Revolving Loans	11,871	10,000		
93.20	51110	Tax Increments	2,295,364	2,350,000		
93.20	54001	Investment Earnings	4,860	5,000		
93.40	54001	Investment Earnings	1,218	1,000		
93.40	57008	Housing Rehab Loans		1,000		
		<b>Total Sunset Avenue Fund</b>	<b>2,339,603</b>	<b>2,391,500</b>		
<b>GRAND TOTAL</b>			<b>122,641,638</b>	<b>119,407,065</b>	<b>139,358,400</b>	<b>135,207,400</b>

# FINANCIAL SUMMARIES

## Workforce

	<u>FY 03-04</u>	<u>FY 04-05</u>	<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>
GENERAL OPERATIONS											
Police (Sworn)	164.000	176.000	182.000	188.000	182.000	182.000	176.000	146.000	148.000	156.000	163.000
Police (Administrative)	58.000	56.000	56.000	69.000	69.000	69.000	63.000	57.500	57.500	57.500	57.500
Fire (Sworn)	91.000	89.000	89.000	90.000	90.000	90.000	86.000	78.000	91.000	91.000	91.000
Fire (Administrative)	4.000	6.000	6.000	6.000	6.000	6.000	6.000	6.000	6.000	6.000	6.000
<b>Total Public Safety</b>	<b>317.000</b>	<b>327.000</b>	<b>333.000</b>	<b>353.000</b>	<b>347.000</b>	<b>347.000</b>	<b>331.000</b>	<b>287.500</b>	<b>302.500</b>	<b>310.500</b>	<b>317.500</b>
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	15.000	13.000	8.000	12.000	10.000	10.500	10.000	7.000	10.000	11.000	11.000
Community Safety (Sworn)					1.000	1.000	1.000				
Finance	29.000	25.000	23.000	26.500	26.500	26.500	26.500	23.000	21.000	21.000	21.000
City Attorney	6.000	5.500	5.000	6.500	6.500	6.500	6.500	5.000	5.000	5.000	5.000
Development & Permit Services	25.500	29.500	28.500	31.500	31.500	32.500	27.000	23.000	21.875	21.900	21.900
Public Works											
Community Development											
Planning					9.000	9.000	10.750	6.750	6.875	7.025	7.025
Engineering & Transportation	40.500	35.500	33.500	35.500	26.500	26.500	24.500	20.500	21.000	20.625	20.625
Environmental & Maintenance Services	80.000	76.000	63.500	82.000	79.250	78.250	71.250	48.750	47.500	48.375	48.375
Parks and Community Services	23.750	19.500	15.500	19.500	22.000	23.000	22.000	6.500	5.000	6.000	6.000
Library	39.000	33.500	0.000	41.000	42.500	49.500	48.000	43.500	42.500	45.500	45.500
<b>Rally Salinas!</b>			<b>16.000</b>								
<b>Total Non Public Safety</b>	<b>265.750</b>	<b>244.500</b>	<b>200.000</b>	<b>261.500</b>	<b>261.750</b>	<b>270.250</b>	<b>254.500</b>	<b>191.000</b>	<b>187.750</b>	<b>193.425</b>	<b>193.425</b>
<b>TOTAL GENERAL OPERATIONS</b>	<b>582.750</b>	<b>571.500</b>	<b>533.000</b>	<b>614.500</b>	<b>608.750</b>	<b>617.250</b>	<b>585.500</b>	<b>478.500</b>	<b>490.250</b>	<b>503.925</b>	<b>510.925</b>
INTERNAL SERVICES	2.000	2.000	2.000	2.000	2.000	2.000	2.000	2.000	1.000	1.000	1.000
ENTERPRISE OPERATIONS	39.000	34.000	34.000	36.000	27.750	26.750	28.750	30.250	28.750	29.500	29.500
ASSESSMENT & MAINTENANCE DISTRICTS	1.500	1.500	1.000	1.000	1.000	1.000	1.000	1.000	2.000	2.000	2.000
BLOCK GRANT PROGRAMS	10.250	8.500	9.000	9.000	9.500	8.000	7.750	7.550	6.375	5.390	5.390
HOUSING	6.500	6.500	6.500	6.500	6.500	6.500	6.000	6.450	7.000	4.800	4.800
REDEVELOPMENT AGENCY	1.750	2.000	2.000	2.000	2.000	3.000	3.500	3.500	3.750		
ECONOMIC DEVELOPMENT					1.000	2.000	2.000	2.000	1.375	4.385	4.385
<b>CITY-WIDE TOTAL</b>	<b>643.750</b>	<b>626.000</b>	<b>587.500</b>	<b>671.000</b>	<b>658.500</b>	<b>666.500</b>	<b>636.500</b>	<b>531.250</b>	<b>540.500</b>	<b>551.000</b>	<b>558.000</b>



# FUND BUDGET SUMMARY

## FY 12-13

Fund	Description	09-10 Expenditures	10-11 Expenditures	Current Budget	12-13 Budget	13-14 Budget
1000	General Fund	70,102,050	67,624,008	69,689,340	70,886,900	77,534,300
1100	Measure V Fund	7,642,650	7,630,094	8,831,600	9,350,100	9,767,600
2100	Municipal Airport Fund	970,394	1,133,985	1,105,500	1,155,800	1,184,400
2200	Industrial Waste Fund	887,067	945,973	1,013,200	1,028,800	1,038,700
2320	Fairways Golf Course	75,179	65,047	90,000	85,000	105,000
2330	Twin Creeks Golf Course	568,897	572,640	570,500	569,500	573,500
2400	Emergency Medical Services Fund	423,694	530,473	578,584	637,800	661,300
2500	Asset Seizure Fund	21,543	12,000	25,000	25,000	25,000
2605	Maintenance Dist Administration	70,532	91,739	91,400	119,900	122,600
2610	Woodside Park Maint District	29,734	70,234	56,800	44,500	44,500
2611	Downtown Mall Maint District	2,169	1,562	2,400	2,400	2,400
2612	Airport Bus Park Maint District	16,869	17,582	17,100	17,100	17,100
2613	N E Salinas Landscape Dist	569,239	577,113	661,500	721,600	725,200
2614	Harden Ranch Landscape Dist	272,714	275,952	327,300	207,300	207,300
2615	Vista Nueva Maint District	12,095	14,005	33,000	32,500	32,500
2616	Mira Monte Maint District	75,334	124,393	143,500	125,000	125,000
2617	Monte Bella Maint District	74,290	140,862	165,400	146,900	146,900
2700	Sewer Fund	2,139,160	2,201,261	2,243,200	2,270,300	2,304,800
2810	Sales Tax-SB172	339,600	403,800	150,000	250,000	250,000
2814	Click It or Ticket Program	19,885	8,524			
2818	MoCo Avoid the 18 Campaign 2007-2010	10,749				
2821	DUI Enforcement & Awareness Program	94,815	47,294			
2823	Avoid the 18 DUI Campaign 2009-12	91,766	136,915	234,672		
2835	Cal-ID / RAN Grant	84,267	77,637			
2850	Supplemental Law Enforcement-AB3229	75,591	134,500	245,700	100,000	100,000
2870	Bureau of Justice Assistance	29,228	56,098	125,347		
2885	County BJA Grant Fund	409,192	336,038			
2887	CalGRIP Grant Fund	35,207	60,549			
2888	CalGRIP In-kind Fund	18,500	16,391			
2891	COPS 2009 Recovery Grant	322,113	1,088,171	2,493,917	1,303,900	229,900
2910	Community Development Act of 1974	1,687,353	1,353,507	2,480,844	1,925,700	1,931,100
2915	CDBG-Recovery	740	13,920	17,765		
2920	Rental Rehab Fund	20,000	20,000	20,262		
2930	Home Investment Partnership Funds	162,354	117,919	2,981,660	791,800	796,000
2937	Inclusionary Housing				27,200	28,600
2940	H U D - Emergency Shelter Grant	108,702	98,343	159,934	192,500	193,000
2945	HRP-Homelessness Prevention Prog	208,848	506,850	297,521		
2955	HUD Neighborhood Stabilization		90,789	389,802	182,900	188,100
3000	Storm Sewer (NPDES) Fund	1,222,448	1,323,176	1,717,000	1,751,000	1,806,500
3500	Vehicle Abatement Fund	123,055	185,337	171,200	178,600	183,700
3600	Recreation Parks Fund		35,625	53,000	53,000	53,000
3900	Business Imp District	108,340	103,632	105,000	105,000	105,000
3920	SUBA Business Imp District	137,690	51,559	141,000	141,000	141,000
4012	Debt Service-1997 COPs	792,674	794,791	791,600	797,500	792,800
4014	Debt Service-1999 COPs	88,097	87,376	90,300	88,300	86,300
4017	Steinbeck COP	189,878	187,670	188,400	185,600	187,700
4100	PEG (1%) Cable Franchise	182,341	120,000	150,000	150,000	150,000
5005	Internal Services Administration	319,687	346,141	386,500	290,900	298,900
5008	Internal Services Insurances	466,510	650,860	969,100	585,100	690,100
5011	Workers Compensation Self-Insurance	3,692,136	4,339,870	4,015,000	4,480,000	4,465,000
5012	General Liability Self-Insurance	1,214,655	1,383,147	1,026,500	1,026,500	1,026,500
5100	Water Utility Fund	8,384	7,771	20,000	20,000	20,000
5200	Downtown Parking District	1,562,458	1,599,259	1,450,400	1,601,700	1,605,300
5201	Preferential Parking	47,415	137,748	49,444	49,400	49,400
6112	Economic Development	341,247	224,947	107,800	110,000	111,600
6113	Salinas Valley Enterprise Zone		242,923	353,300	385,500	396,400
6130	Trust Deposits-Misc	658	15,491	23,491		
6202	CLLS-Adult Literacy Project	19,353	48,309	25,500	23,500	23,500
6203	CLSA Families for Literacy	34,126	9,205	3,900	3,900	3,900
6244	CalGRIP 3-Comm Wide Violence Reduct		137,529	245,110		
6245	CalGRIP 3-In Kind		46,269	113,731		
6246	DUI Enforcement & Awareness Prg 2010		66,983	76,762		
6247	Local JAG Program		88,447	55,584		
6248	CalGRIP 4-Street Outreach Svcs			369,230	200,000	
6250	Next Gen Click It Or Ticket		3,114			
6251	Sobriety Checkpoint Mini-Grant1011		4,965			
6253	Cal ID / RAN Grant			85,000	85,000	87,600
6254	Bureau of Justice Assistance			119,353		
6255	COPS Hiring Program 2011				1,044,800	1,110,100
6256	Selective Traffic Enforcement Prog			150,000		
6280	SAFER Grant			2,891,267	1,274,300	345,400
6302	HSA-Central City Affordable Housing	926,276	233,465	1,351,724	304,200	330,200
6303	HSA-Sunset Ave Affordable Housing	510,226	189,941	430,380	4,100	4,400
6304	SA-Central City-Debt Service				2,318,000	2,323,900
6305	SA-Sunset Ave-Debt Service				506,500	506,500
6306	SA-Central City-Project			108,449		
6308	Successor Agency - Administration				250,000	250,000
6505	Deferred Compensation Admin	90,859	51,006	31,200	31,200	31,200
7005	Assessment Dist Administration	55,132	63,216	65,900	39,500	40,400
7020	Assessment Districts-Debt Service	3,210,638	3,047,240	3,049,300	3,245,900	3,241,100
9210	Central City-Project	341,244	361,154	362,177		
9220	Central City-Debt Service	1,370,704	1,371,637	1,432,100		
9240	Central City Low Income Housing	5	1,357			
9310	Sunset Ave-Project	511,752	611,697	704,108		
9320	Sunset Ave-Debt Service	1,577,652	710,512	264,700		
9340	Sunset Ave Low Income Housing	5	1,357			
		<b>106,818,165</b>	<b>105,480,894</b>	<b>118,987,258</b>	<b>113,530,400</b>	<b>118,802,200</b>

# 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 five percent of the General Fund 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. Redevelopment 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.

# FINANCIAL POLICIES

## 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 per cent 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.

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## 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.

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## 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 borrowings 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

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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



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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

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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 inspections 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 collected 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 30<sup>th</sup> 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 30<sup>th</sup> 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. Capital projects will be capitalized as "construction in progress" until completed.
8. 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 fund.

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

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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 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

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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 per cent (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 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



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

# FINANCIAL POLICIES

C. Definition - Interfund loans are amounts provided 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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## 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 is therefore scheduled to sunset April 1, 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.

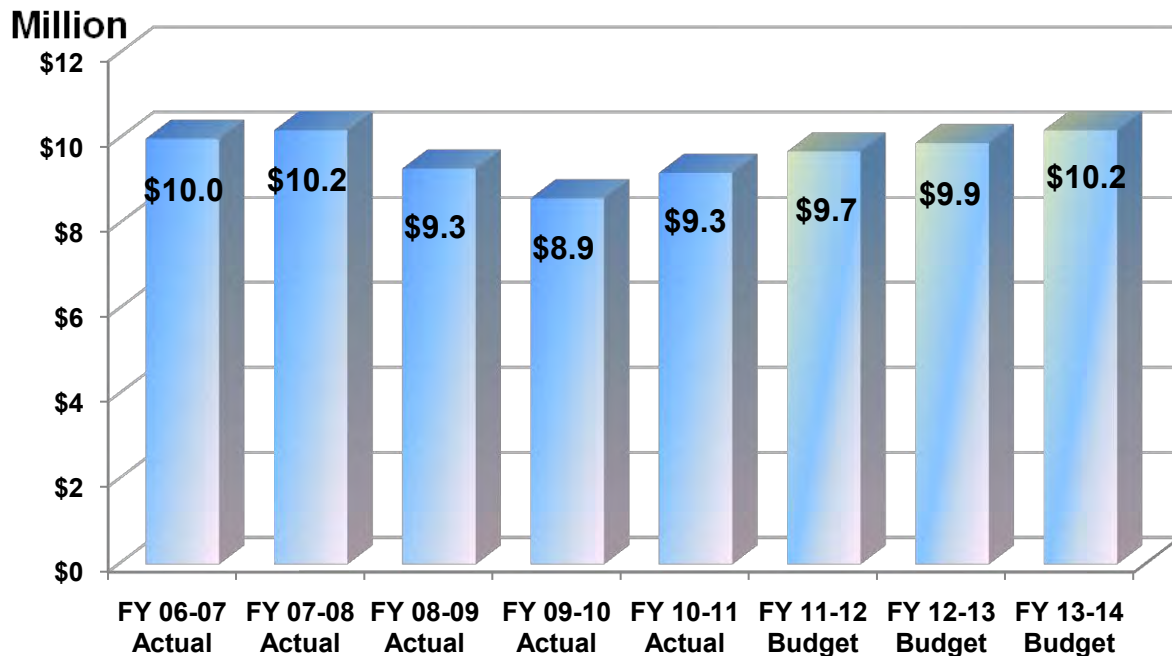
In order to assure full compliance with the intent of the ordinance, the tax proceeds from this ordinance are separately received and accounted for in the City's financial reporting system (Fund 11.00). The Finance Director reports at least quarterly to the Oversight Committee the use of tax proceeds.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



Measure V tax collections are projected to increase \$300,000 or 3.1% in FY 2012-13 and \$200,000 or 2.0% in FY 2013-14. 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.

During February 2012 the City Council approved a Mid-Year Budget Adjustment increasing the Worker's Compensation insurance premium by \$36,500 in the Measure V Fund. In addition, the Measure V Oversight Board recommended and the City Council approved investments in the following Capital Projects using one-time FY 2010-11 carryover funds:

- 1) LEOC Operation Center \$191,800
- 2) Community outreach/Ed program \$15,000
- 3) Cesar Chavez Expansion \$523,000

The \$523,000 invested in the Cesar Chavez expansion is in addition to the \$1 million allocated to this project in prior years.

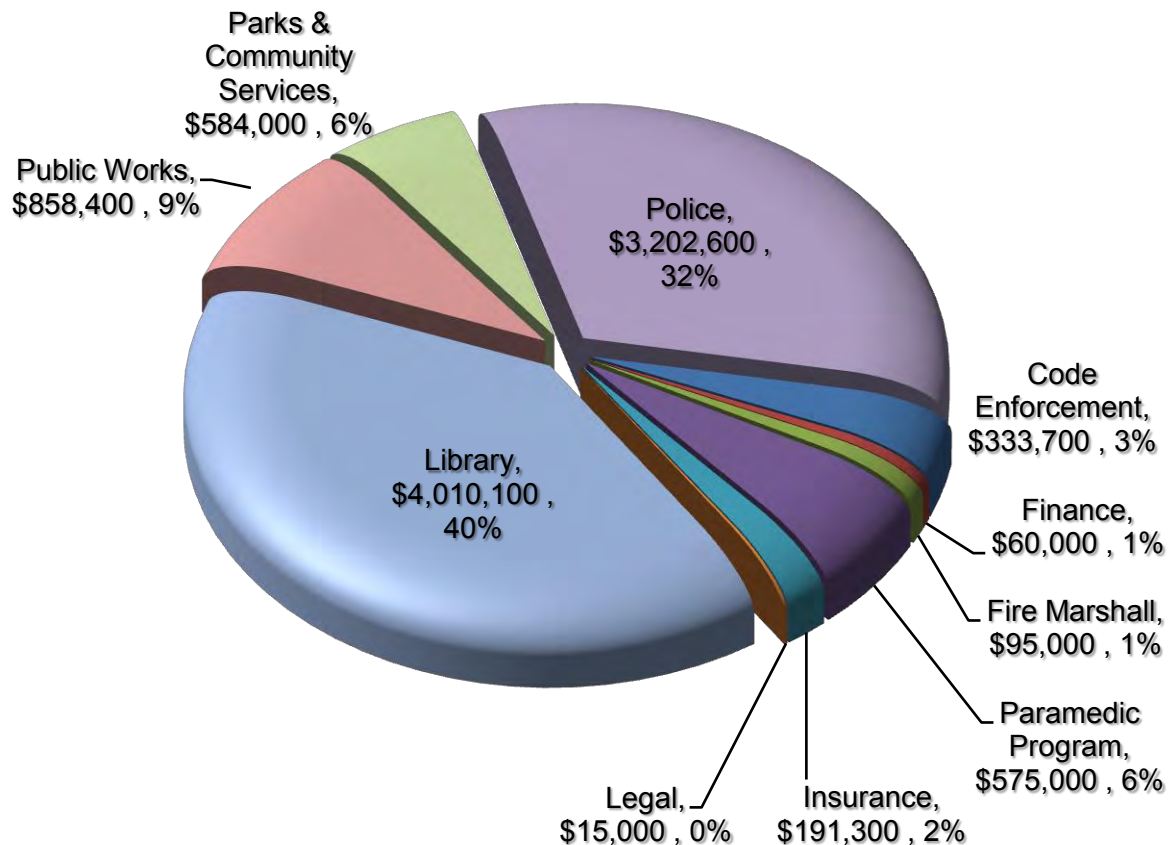
Employee concessions are still included in FY 2012-13 budget and are being phased out in the FY 2013-14. The City plans to meet with all employees bargaining groups starting in January 2013 to explore the possibility of extending the concessions into further years.

# MEASURE V

Due to the continued recession and decline in Measure V tax collections, the proposed FY 2012-13 CIP budget submitted May 22, 2012, did not include any necessary investment in Capital Improvement Projects.

The Measure V appropriations by department for FY 2012-13 are as follows:

	Amount	Percent
Code Enforcement	333,700	3.36%
Finance	60,000	0.60%
Fire Marshall	95,000	0.96%
Paramedic Program	575,000	5.79%
Insurance	191,300	1.93%
Legal	15,000	0.15%
Library	4,010,100	40.40%
Public Works	858,400	8.65%
Parks & Community Services	584,000	5.88%
Police	3,202,600	32.27%
Total 2012-13 Measure V	<u>\$ 9,925,100</u>	<u>100.00%</u>



## MEASURE V

The number of positions funded by Measure V during FY 2012-13 is summarized as follows:

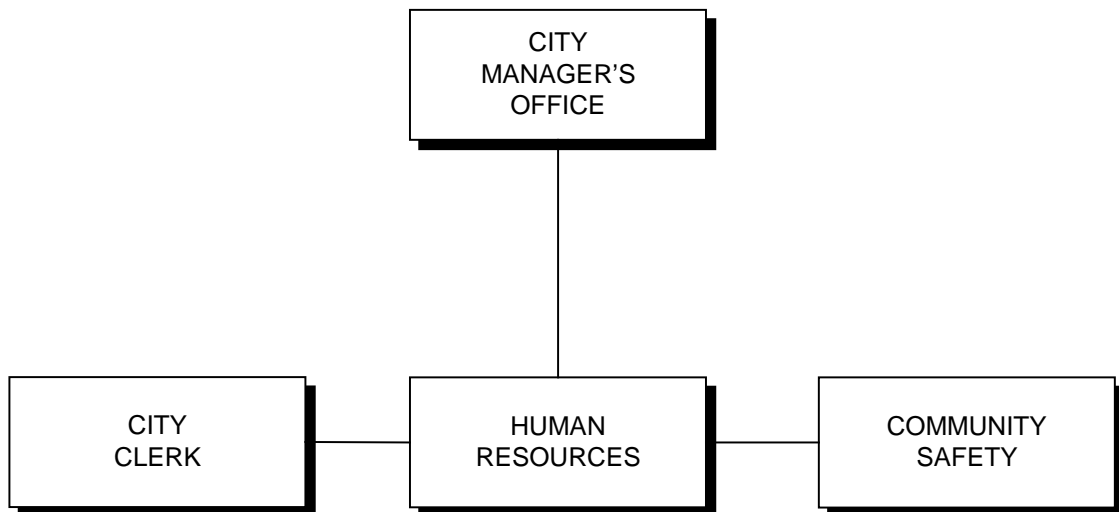
Police	25.5
Code Enforcement	3.0
Public Works	10.0
Parks & Community Services	2.9
Library	<u>45.5</u>
Total	<u>86.9</u>

There is a recommended increase in the number of full time positions funded by Measure when compared to the previous fiscal year as shown in the table below:

	<u>FY 11/12</u>	<u>FY 12/13</u>	<u>Change</u>
Police	25.5	25.5	-
Code Enforcement	3.0	3.0	-
Public Works	10.0	10.0	-
Parks & Community Services	1.0	2.9	1.9
Library	<u>42.5</u>	<u>45.5</u>	<u>3.0</u>
Total	<u>82.0</u>	<u>86.9</u>	<u>4.9</u>

The increase in the Parks and Community Services is the result of the addition of one full time Recreation Coordinator in the After School Program and 62% of a Recreation Coordinator at the Hebbbron Family Center, coupled with 25% of a Recreation Assistant at the same Hebbbron Center, which was funded with CDBG in the prior year. The increase in the Library is the result of three new positions required to staff the new and bigger Cesar Chavez Library facility.

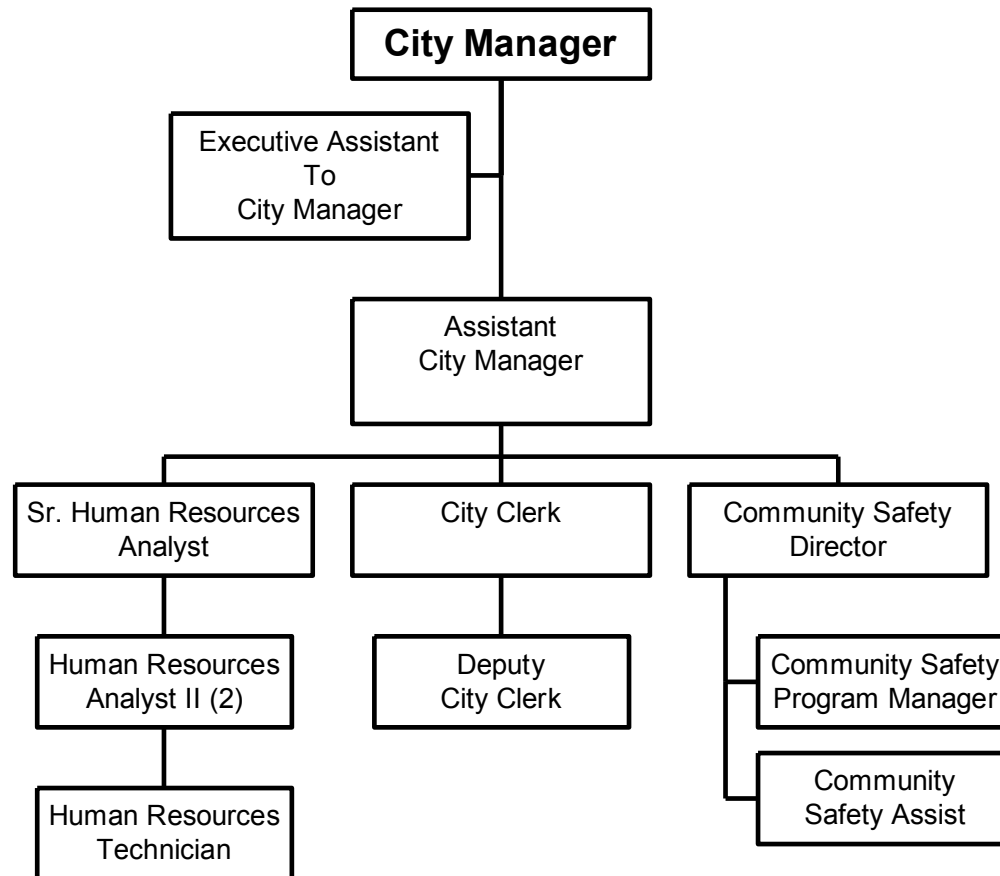
# ADMINISTRATION DEPARTMENT





# 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 Five Accomplishments for FY 2011-12**

#### **Organizational Effectiveness Initiative**

1. Staff completed the work of the Redistricting Committee, in which the City Council Districts were redrawn based on the information from 2010 census data and Department of Justice regulations.
2. The City Clerk's Office processed over 250 Political Reform Act filings and over 220 Council actions; coordinated over 500 commendations and proclamations; responded to over 10,000 public inquiries and over 100 records requests.
3. Completed the hiring for the vacant City Manager and City Clerk positions.
4. Staff completed the implementation of the Safer Grant Firefighter recruitment, resulting in the hiring of 12 firefighters.

### **City Council Goals, Strategies, and Objectives for FY 2012-13**

#### **Organizational Effectiveness Initiative**

1. Work to achieve customer service training for City employees in all Departments.
2. Begin discussions with employee bargaining groups regarding Memorandums of Understanding.
3. Update and modernize record-keeping in the City Clerk's Office utilizing today's technology.

### **Major Budget Changes**

The reorganization plan for the City addressed many of the recommendations in the Avery & Associates report. The functions of the Human Resources Division are overseen by the Assistant City Manager, with the day to day direction provided by the Senior Human Resources Analyst.

The Community Safety Program Manager was added in FY 2012-13.

# ADMINISTRATION DEPARTMENT

## Summary

Expenditures by Program		10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1511	City Manager's Office Division	386,998	447,300		
1513	Community Safety Division		279,500		
1515	CalGRIP Grant Gang Reduction	124,394			
1520	City Clerk Division	247,708	247,000		
1540	Human Resources Division	397,017	380,100		
TOTAL		1,156,117	1,353,900		

### Expenditures by Character

1.	Employee Services	1,015,447	1,240,300		
2.	Office Supplies & Materials	8,069	11,230		
3.	Special Dept Supplies	13,133	10,000		
4.	Communications	4,865	9,700		
5.	Contract Maintenance Services	2,089	1,900		
6.	Professional Services	12,861	32,700		
7.	Outside Services	51,373	10,000		
8.	Administration/Contingencies	11,826			
9.	Advertising	15,330	16,282		
10.	Training/Conferences/Meetings	19,292	20,688		
11.	Membership & Dues	240	1,100		
12.	Capital Outlay	1,592			
TOTAL		1,156,117	1,353,900		

### Expenditures by Fund

General Fund	1,064,434	1,353,900		
Measure V Fund	14,743			
CalGRIP Grant Fund	60,549			
CalGRIP In-kind Fund	16,391			
TOTAL	1,156,117	1,353,900		

### Workforce by Program

1511	City Manager's Office Division	2.0	2.5	2.5	2.5
1513	Community Safety Division		2.0	3.0	3.0
1520	City Clerk Division	2.0	2.0	2.0	2.0
1540	Human Resources Division	3.0	3.5	3.5	3.5
TOTAL		7.0	10.0	11.0	11.0



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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**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Employee Services	381,200	442,600	570,900	586,800
2. Office Supplies & Materials	1,738	2,500	2,500	2,500
3. Special Dept Supplies	254	500	500	500
4. Communications	817	1,700	1,700	1,700
5. Training/Conferences/Meetings	2,989			
<b>TOTAL</b>	<b>386,998</b>	<b>447,300</b>	<b>575,600</b>	<b>591,500</b>
 <b>Authorized Positions</b>	 2.0	 2.5	 2.5	 2.5

**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.

### **Major Budget Changes**

The Community Safety Program Manager was added in FY 2012-13.

# ADMINISTRATION DEPARTMENT

## Community Safety Division

1513

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services		228,500		
2. Office Supplies & Materials		4,000		
3. Special Dept Supplies		5,000		
4. Communications		5,000		
5. Contract Maintenance Services		800		
6. Professional Services		15,000		
7. Outside Services		5,000		
8. Training/Conferences/Meetings		15,600		
9. Membership & Dues		600		
TOTAL		279,500		

<b>Authorized Positions</b>	2	3	3
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### Funding Source

General Fund



# **ADMINISTRATION DEPARTMENT**

## **CalGRIP Grant Gang Reduction**

**1515**

### **Purpose**

To provide prevention and intervention services in the City. These services will greatly enhance the City's collaborative efforts to prevent gang involvement among youth.

### **Division Operations**

1. Help reduce gang violence.
2. Coordinate and enhance existing service for at-risk and gang involved youth.
3. Provide a continuum of services to address the problem of gang activity.

### **Major Budget Changes**

This Project was completed on December 2010.

# ADMINISTRATION DEPARTMENT

## CalGRIP Grant Gang Reduction

1515

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services	47,454			
2. Office Supplies & Materials	1,497			
3. Special Dept Supplies	9,282			
4. Communications	2,125			
5. Contract Maintenance Services	2,089			
6. Professional Services	900			
7. Outside Services	48,105			
8. Administration/Contingencies	11,826			
9. Training/Conferences/Meetings	247			
10. Capital Outlay	869			
TOTAL	124,394			

### Authorized Positions

### 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 Salinas Redevelopment Agency, 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 in the recordation and codification of the Salinas City Code. The Clerk's Office prepares and posts the City Council agendas, notices public meetings, and distributes Council material in accordance with State law. The Office of the City Clerk is responsible for filing lobbying campaign 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 of fiscal for local governmental 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 the Measure V Oversight Committee, and the Oversight Board to the former Salinas Redevelopment Agency.

### Division Operations

1. Agenda management and preparation for legislative body meetings.
2. Legislative actions recordation through imaging and indexing of historical records for the City Council, Measure V Oversight Board, 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 of fiscal and oversees municipal elections for even-year consolidated elections.
7. 2012 City Council Redistricting
8. Continue to implement team building and customer service initiatives among City Council, Department Directors, and other senior management staff.
9. Coordinates the State mandated AB 1234 Local Ethics Training for designated employees and appointees.

### Major Budget Changes

None

# ADMINISTRATION DEPARTMENT

## City Clerk Division

1520

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services	223,387	213,100	194,700	205,800
2. Office Supplies & Materials	2,695	2,000	2,500	2,500
3. Special Dept Supplies		2,000	2,000	2,000
4. Communications	876	1,000	1,000	1,000
5. Contract Maintenance Services		600	600	600
6. Professional Services	11,961	17,700	17,800	17,800
7. Advertising	6,733	7,500	7,500	7,500
8. Training/Conferences/Meetings	1,093	2,600	2,000	2,000
9. Membership & Dues	240	500	500	500
10. Capital Outlay	723			
TOTAL	247,708	247,000	228,600	239,700

<b>Authorized Positions</b>	2	2	2	2
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### 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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Recruitments	33	38	35	35	35
Applications Processed/Screened	863	1,466	1,332	1,350	1,350
New Hire Processing	64	60	60	82	80
Trainings	17	14	9	9	13
Job Description Development & Review	15	16	20	25	30
Grievances & Discipline	0	0	0	0	0

### Major Budget Changes

None

# ADMINISTRATION DEPARTMENT

## Human Resources Division

1540

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services	363,406	356,100	515,700	538,200
2. Office Supplies & Materials	2,139	2,730	4,000	4,000
3. Special Dept Supplies	3,597	2,500	1,000	1,000
4. Communications	1,047	2,000	2,000	2,000
5. Contract Maintenance Services		500	500	500
6. Outside Services	3,268	5,000	5,000	5,000
7. Advertising	8,597	8,782	10,000	10,000
8. Training/Conferences/Meetings	14,963	2,488		
TOTAL	397,017	380,100	538,200	560,700

<b>Authorized Positions</b>	3.0	3.5	3.5	3.5
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### Funding Source

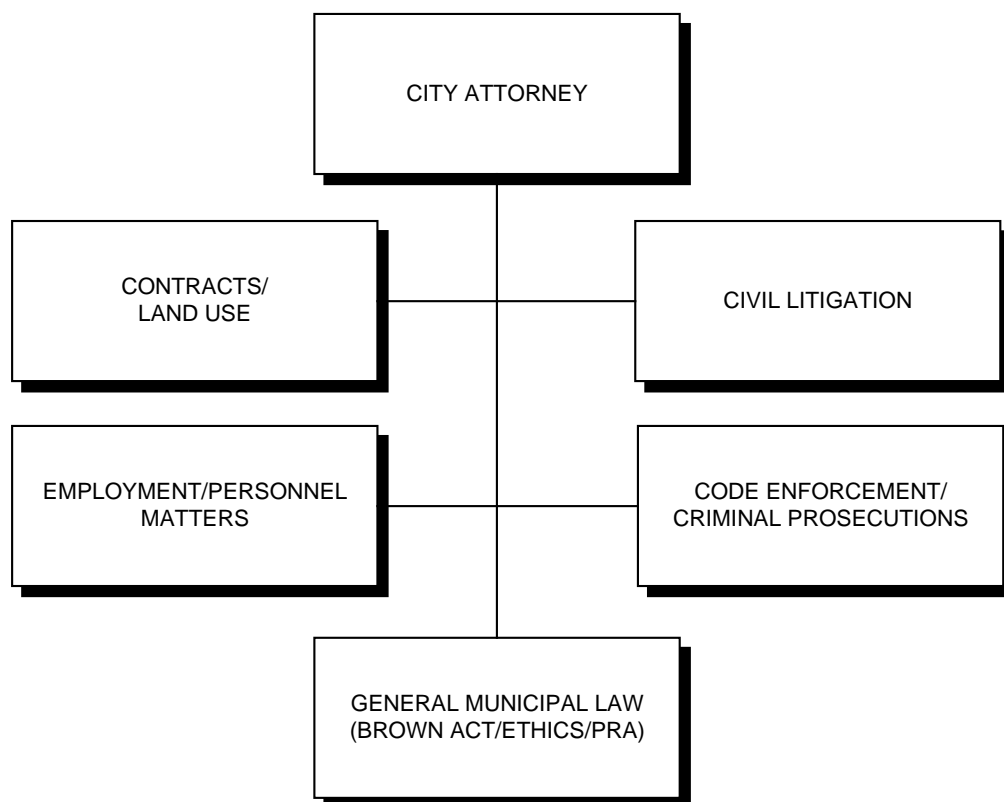
General Fund, Measure V Fund

# ADMINISTRATION DEPARTMENT

## Work Force

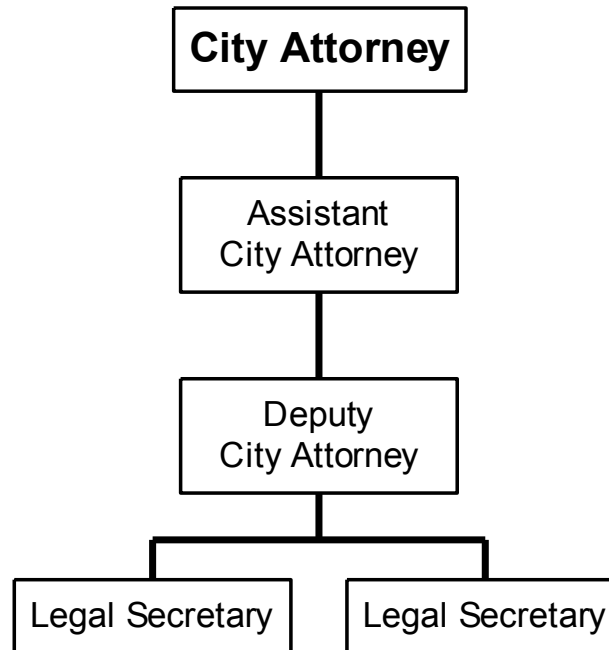
<b>City Manager's Office Division</b>	<b>10-11 Authorized</b>	<b>11-12 Authorized</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
City Manager	1.0	1.0	1.0	1.0
Assistant City Manager		0.5	0.5	0.5
Executive Assistant	1.0	1.0	1.0	1.0
Total	2.0	2.5	2.5	2.5
<b>Community Safety Division</b>				
Community Safety Prog Mgr			1.0	1.0
Dir of Comm Safety Div		1.0	1.0	1.0
Community Safety Assist		1.0	1.0	1.0
Total		2.0	3.0	3.0
<b>City Clerk Division</b>				
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
<b>Human Resources Division</b>				
Assistant City Manager		0.5	0.5	0.5
Human Resources Officer	1.0			
H R Analyst II	1.0	1.0	1.0	1.0
Sr Human Resources Analys		1.0	1.0	1.0
Human Resource Tech	1.0	1.0	1.0	1.0
Total	3.0	3.5	3.5	3.5
<b>Department Total</b>	<b>7.0</b>	<b>10.0</b>	<b>11.0</b>	<b>11.0</b>

# 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.

### **Accomplishments for FY 2011-12**

1. Successful spin-off of Community Safety Division staff and functions to Administration in January 2012 while maintaining duties, functions and legal services of City Attorney's Office intact.
2. Completion of Exclusive Negotiating Rights Agreement and Land Disposition Agreement for 100 Block property with Taylor Fresh Foods and successful close of escrow.
3. Completion of graffiti ordinance revisions and adoption by Council.
4. Completion of Cloverfield Commercial Development (Lowes) Specific Plan at Boronda and San Juan Grade Road, along with accompanying development and economic incentive agreements.
5. Support of City-wide Redistricting Committee and completion and submittal of redistricting plan based on 2010 Census to Department of Justice.

### **City Council Goals, Strategies, and Objectives for FY 2012-13**

#### **Youth/Gang Violence Prevention Initiative (Peace)**

1. Continue support of CASP and implementation of the Strategic Work Plan.
2. Support Code Enforcement efforts to abate nuisance properties and to address outstanding life and health-safety cases.
3. Support Police efforts to keep the peace and enforce City codes (criminal prosecutions and Pitchess motions).

#### **Economic Development Initiative (Prosperity)**

1. Complete the due diligence and plan for acquisition of 312 East Alisal from Monterey County for new Public Safety facility anchor in the Alisal Marketplace project.
2. Support City efforts to revitalize downtown: Taylor project; National Steinbeck Center; Fox Theater; and Intermodal Transportation Center (ITC).
3. Prepare Economic Development Incentive Agreements, or other financing tools, as needed for projects, pursuant to the City Council's adopted policies (Dick's Sporting Goods, Hampton Inn).
4. Provide legal direction and support of elections and any revenue related measures (November 2012).
5. Support the continuing wind-down of the Salinas Redevelopment Agency and the functions of the Successor Agency and Oversight Board.

#### **Organizational Effectiveness Initiative**

1. Draft Social Media Policy to help manage the City's use of social media for City purposes.
2. Draft Council Rules and Decorum Policy to address both the public's participation at City Council meetings and the City Council's conduct of business.

### **Major Budget Changes**

None.

# CITY ATTORNEY'S DEPARTMENT

## Summary

<b>Expenditures by Program</b>		<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
2500	City Attorney's Department	638,387	695,181	713,400	743,100

### Expenditures by Character

1.	Employee Services	541,656	599,931	617,100	646,800
2.	Office Supplies & Materials	6,702	4,193	6,500	6,500
3.	Books and Publications	14,663	15,000	15,000	15,000
4.	Communications	417	950	1,000	1,000
5.	Contract Maintenance Services	259	800	800	800
6.	Professional Services	66,132	63,500	63,500	63,500
7.	Outside Services	2,383	3,000	3,000	3,000
8.	Training/Conferences/Meetings	4,640	3,500	4,000	4,000
9.	Membership & Dues	1,535	2,000	2,500	2,500
10.	Capital Outlay		2,307		
TOTAL		638,387	695,181	713,400	743,100

### Expenditures by Fund

General Fund	577,604	680,181	698,400	728,100
Measure V Fund	60,783	15,000	15,000	15,000
TOTAL	638,387	695,181	713,400	743,100

### 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. Youth Crime & Gang Violence Prevention Initiative
2. Prosperity Initiative
3. Organizational Effectiveness Initiative

### Performance Measures

Performance Measure / Goal	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
# requests for legal services					400
# criminal cases reviewed or prosecuted					100
# Pitchess motions responded to and defended					10
# civil cases filed and defended					15
# Code enforcement cases and nuisance abatements					3
# Public Records Act requests responded to					20
# Economic development agreement and other contracts					50
# Workers Compensation cases presented to CM or CC					10
# Employee hearings, grievances, discipline cases					10
Acquisition or contract to acquire 312 E. Alisal					1
Legal support of election and/or revenue measure initiative					1
Legal support of wind down of the SRA					1

### Major Budget Changes

None.

# CITY ATTORNEY'S DEPARTMENT

## City Attorney's Department

2500

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services	541,656	599,931	617,100	646,800
2. Office Supplies & Materials	6,702	4,193	6,500	6,500
3. Books and Publications	14,663	15,000	15,000	15,000
4. Communications	417	950	1,000	1,000
5. Contract Maintenance Services	259	800	800	800
6. Professional Services	66,132	63,500	63,500	63,500
7. Outside Services	2,383	3,000	3,000	3,000
8. Training/Conferences/Meetings	4,640	3,500	4,000	4,000
9. Membership & Dues	1,535	2,000	2,500	2,500
10. Capital Outlay		2,307		
TOTAL	638,387	695,181	713,400	743,100

Authorized Positions	5	5	5	5
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### Funding Source

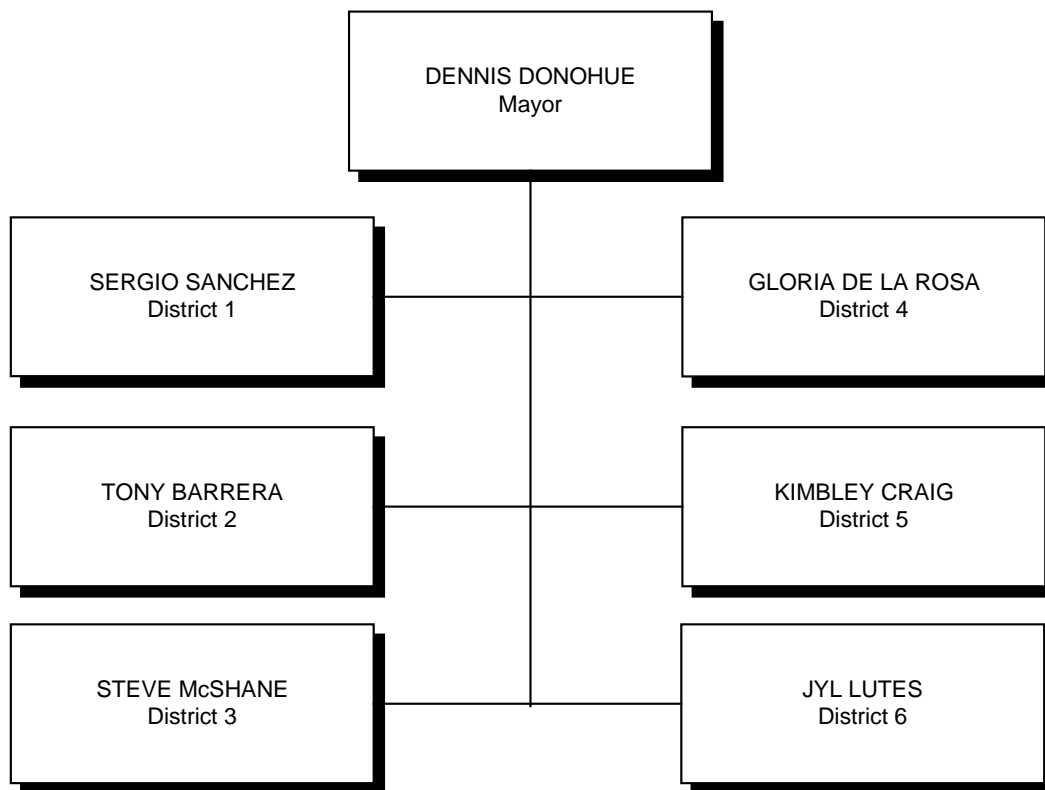
General Fund, Measure V Fund

# CITY ATTORNEY'S DEPARTMENT

## Work Force

City Attorney's Department	10-11 Authorized	11-12 Authorized	12-13 Adopted	13-14 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
<b>Department Total</b>	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 Five Accomplishments for FY 2011-12**

1. Approved a two-tier retirement system change for public safety employees.
2. Approved the hiring of 12 new firefighters with SAFER grant funding
3. Approved Economic Development Incentives Program Policy to attract new businesses.
4. Continues to improve the Organizational structure by increasing community involvement via the Police Chief hiring process and other community related interest.
5. Approved the hiring of 8 new police officers with grant funding from the Community Oriented Policing Services (COPS) within the Department of Justice.

### **City Council Goals, Strategies, and Objectives for FY 2012-13**

**Youth/Gang Violence Prevention Initiative (Peace)**

**Organizational Effectiveness Initiative**

**Economic Development Initiative (Prosperity)**

# CITY COUNCIL Summary

<b>Expenditures by Program</b>		<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1000	City Council	187,700	203,800	199,700	202,400
 <b>Expenditures by Character</b>					
1.	Employee Services	178,049	194,300	190,200	192,900
2.	Office Supplies & Materials	431	1,200	1,200	1,200
3.	Special Dept Supplies	1,490	1,500	1,500	1,500
4.	Communications	32	500	500	500
5.	Training/Conferences/Meetings	7,698	6,300	6,300	6,300
	<b>TOTAL</b>	<b>187,700</b>	<b>203,800</b>	<b>199,700</b>	<b>202,400</b>
 <b>Expenditures by Fund</b>					
	General Fund	187,700	203,800	199,700	202,400
 <b>Workforce by Program</b>					
1000	City Council	7	7	7	7

# **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**

None

**CITY COUNCIL**  
**City Council****1000**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Employee Services	178,049	194,300	190,200	192,900
2. Office Supplies & Materials	431	1,200	1,200	1,200
3. Special Dept Supplies	1,490	1,500	1,500	1,500
4. Communications	32	500	500	500
5. Training/Conferences/Meetings	7,698	6,300	6,300	6,300
<b>TOTAL</b>	<b>187,700</b>	<b>203,800</b>	<b>199,700</b>	<b>202,400</b>
 <b>Authorized Positions</b>	 7	 7	 7	 7

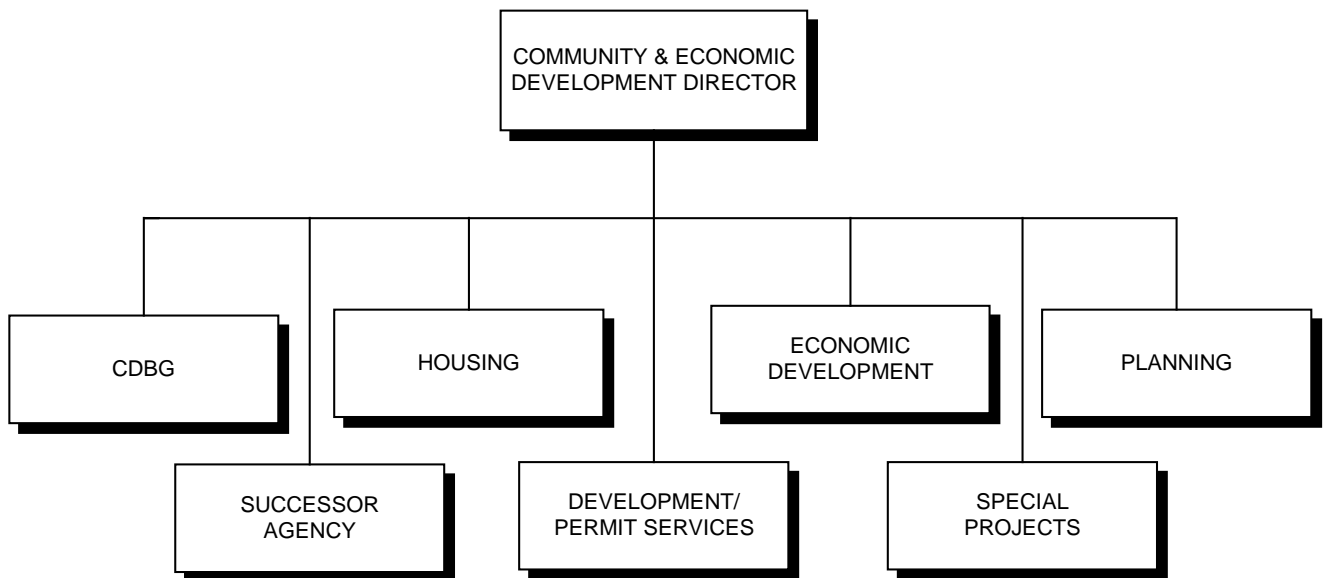
**Funding Source**

General Fund

# CITY COUNCIL Work Force

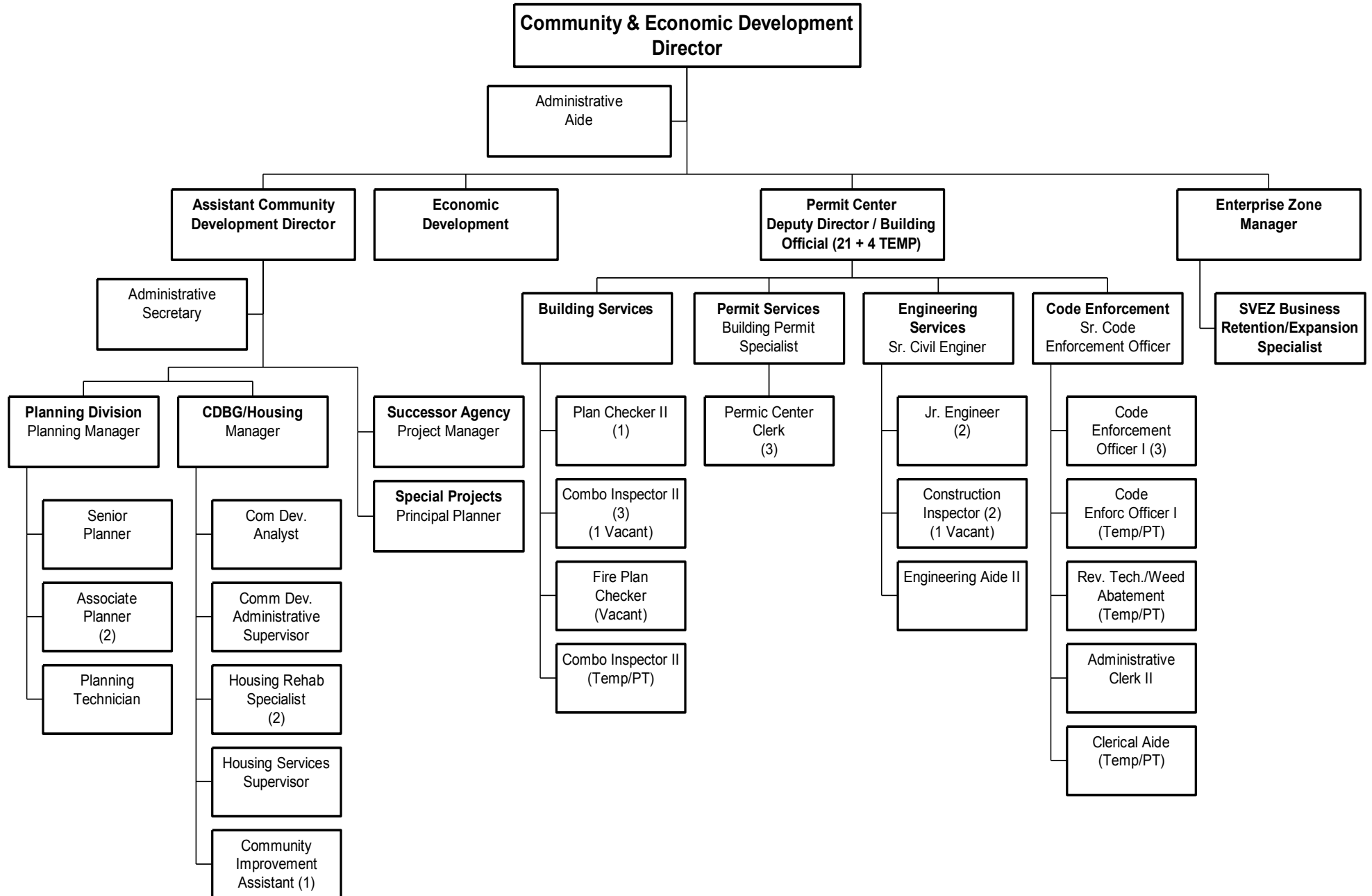
<b>City Council</b>	<b>10-11 Authorized</b>	<b>11-12 Authorized</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
Councilmembers	7	7	7	7
<b>Department Total</b>	7	7	7	7

# COMMUNITY & ECONOMIC DEVELOPMENT



# COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT

## Organization Chart



# COMMUNITY & ECONOMIC DEVELOPMENT DEPT.

## Summary

### Purpose

Develop and implement strategies that reflect City Council 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, Successor Agencies, Salinas Valley Enterprise Zone and Economic Development, will concentrate efforts in unison to attain the Department's goals.

### Top Five Accomplishments for FY 2011-12

#### Economic Development Initiative (Prosperity)

1. Economic Development/Salinas Valley Enterprise Zone:
  - a. Approval of a five-restaurant development at the Harden Ranch Shopping Center.
  - b. Approval of a Famous Dave's Restaurant replacing the vacated Marie Calendar's Restaurant at the Westridge Shopping Center.
  - c. Attraction and approval of a proposed Dick's Sporting Goods Store to locate within vacant Save Mart at Westridge Shopping Center.
  - d. SVEZ job vouchers surpass 2,300, increasing activity compared to last year. Economic impact estimated value of \$11,000,000 returned/retained by local businesses.
  - e. Initiated a Micro Loan Program.
2. Permit Center:
  - a. Continued reduction of General Fund impact by \$500,000 for fee supported permit services.
  - b. Communications with the Regional Water Quality Control Board resulting in meetings held in Salinas, a continuance, and approval of a more reasonable NPDES storm water permit.
  - c. Expansion of expedited and flexible permits to help projects start and finish on time.
3. Planning Community Development:
  - a. Approval of Gateway Specific Plan with over 207,000 sq. ft. of retail commercial floor area located at the northeast corner of E. Boronda Road and San Juan Grade Road.
  - b. Approval of a 5,000 seat municipal stadium for football and soccer.
  - c. Working towards the approval of a new 105-room Hampton Inn and Suites.
4. Redevelopment Agency/Successor Agency:
  - a. Approval of the sale of 100 Block Main Street properties for construction of a 97,000 sq.ft. corporate office facility for Taylor Fresh Foods.
  - b. Secured final approval and funds disbursement of \$700,000 for the historical Freight Building and \$1,200,000 for the Train Depot.
  - c. Completion of first phase of streetscape enhancements for East Market Street.
  - d. Transition from RDA to Successor Agency and Oversight Board.
5. Housing:
  - a. Assisted with the development and financing of the Gateway Apartments, Hacienda Phase 1, and Wesley Oaks affordable housing projects.



# COMMUNITY & ECONOMIC DEVELOPMENT DEPT.

## Summary

### **Organizational Effectiveness Initiative**

1. Restructuring of new Community and Economic Development Department. This realignment brings together the entire development review and approval process together as a united team. The new divisions under the umbrella of Community and Economic Development include: Planning, Permit Center (Permit Administration, Building Division, Engineering Review, and Code Enforcement), Redevelopment Agency/Successor Agency, CDBG/Housing, Salinas Valley Enterprise Zone and Economic Development.
2. Elimination of the City Redevelopment Agency pursuant to State Law and California State Supreme Court judgment; establishment of a Successor Agency and Oversight Board to carry out State law.
3. Improvements in internal and external communication processes, increased training emphasis and technology enhancements are at the forefront for departmental efforts with the goal to improve customer satisfaction, particularly with the development community.
4. Process review improvements across the board, including reduced review times, across the counter "back checking" and fewer outsourced reviews have lowered time needed for all permitting review categories. Processing times for initial to final reviews have decreased.
5. Elimination of significant general fund support for the Permit Center accomplished through increased efficiencies and effectiveness and as a result of customer supported fee increases.

### **City Council Goals, Strategies, and Objectives for FY 2012-13.**

#### **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.

#### **Economic Development Initiative (Prosperity)**

1. Develop an Economic Development Marketing Strategy by end of the fiscal year.
2. Expand Micro Loan Program to include funding for medium sized businesses.
3. Initiate a citywide Business Retention and Expansion Program that results in assisting local businesses to continue in business or expand through various assistance efforts.
4. Start construction of the Taylor Fresh Foods new corporate facilities.
5. Continue to identify and recruit new retail businesses which contribute to overall revenue enhancement and convenient access for city residents.
6. Identify a job creation strategy with a major focus on supporting agriculture, technology opportunities and innovation/entrepreneurial development.

#### **Organizational Effectiveness Initiative**

1. Complete a fee study of all Permitting Services; including Planning, Engineering and Building, to consider and implement fee adjustments at mid-year.
2. Re-evaluate job descriptions and responsibilities of all positions and consider revisions in line with work force reductions.
3. Work with Monterey County to implement and MOU for a downtown government center.
4. Create Succession Plan for the department.

# **COMMUNITY & ECONOMIC DEVELOPMENT DEPT.**

## **Summary**

### **Major Budget Changes**

The following positions have been eliminated from the department's budget:

1. Two support positions within CDBG/Housing due to reduced federal funding levels.

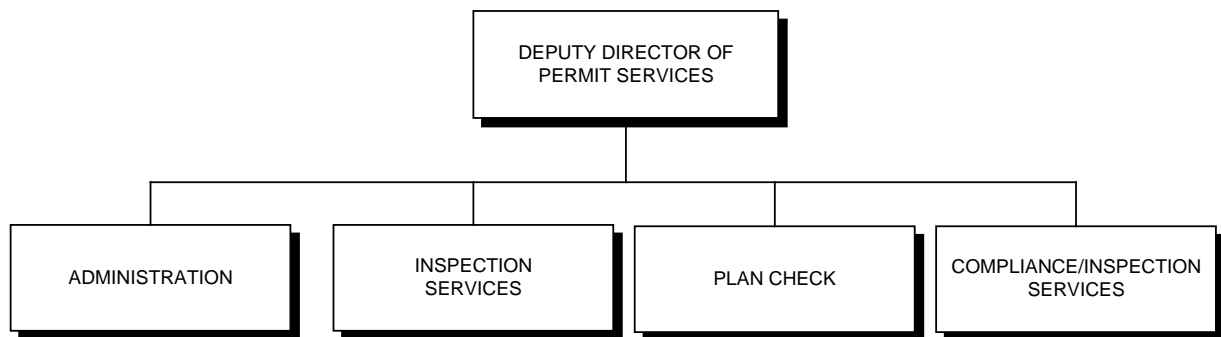
In addition, the following positions have been reassigned/reorganized due to elimination of the RDA.

2. One full time Assistant Project Manager in the RDA – reassigned into Economic Development.
3. Two part time positions within the RDA – reassigned into Special Projects.
4. One full time support staff in the RDA – reassigned into CEDD Administration
5. One full time Neighborhood Services Worker position – reassigned into Successor Agency (25%) and Public Works (75%).
6. One full time Redevelopment Project Manager – reassigned into Successor Agency (50%) and Public Works (50%).

# COMMUNITY & ECONOMIC DEVELOPMENT DEPT. Summary

	<u>10-11 Actual</u>	<u>11-12 Budget</u>	<u>12-13 Adopted</u>	<u>13-14 Plan</u>
<b>Expenditures by Program</b>				
Development/Permit Services	2,337,667	2,401,800	2,331,400	2,590,900
Planning	742,349	1,009,350	1,108,000	1,134,800
Successor Agency	-	-	187,600	195,000
Community & Economic Development	467,870	461,100	853,300	866,300
<b>Total</b>	<b><u>3,547,886</u></b>	<b><u>3,872,250</u></b>	<b><u>4,480,300</u></b>	<b><u>4,787,000</u></b>
<b>Workforce by Program</b>				
Development/Permit Services	23.000	21.875	21.900	21.900
Planning	6.750	6.875	7.025	7.025
Successor Agency	-	-	1.510	1.510
Community & Economic Development	2.000	1.375	2.875	3.375
<b>Total</b>	<b><u>31.750</u></b>	<b><u>30.125</u></b>	<b><u>33.310</u></b>	<b><u>33.810</u></b>

## DEVELOPMENT/PERMIT SERVICES





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# DEVELOPMENT/PERMIT SERVICES

## Summary

Expenditures by Program		10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
4805	Administration Division	327,585	330,800	603,700	622,300
4810	Inspection Services Division	520,872	503,100		
4815	Developing Engineering Division			694,500	719,200
4820	Plan Check Services Division	986,431	1,064,700		
4825	Building Safety Division			498,500	698,200
4830	Compliance/Inspection Services	502,779	503,200	534,700	551,200
TOTAL		2,337,667	2,401,800	2,331,400	2,590,900

### Expenditures by Character

1.	Employee Services	2,161,824	2,212,300	2,141,900	2,401,400
2.	Office Supplies & Materials	8,820	8,297	9,700	9,700
3.	Small Tools & Equipment	2,086	5,100	5,100	5,100
4.	Books and Publications	19,930	5,100	5,100	5,100
5.	Special Dept Supplies	6,867	12,903	11,500	11,500
6.	Communications	2,631	6,600	6,600	6,600
7.	Contract Maintenance Services		1,100	1,100	1,100
8.	Professional Services	79,699	115,700	85,700	85,700
9.	Outside Services	47,752	26,200	56,200	56,200
10.	Training/Conferences/Meetings	7,245	7,200	7,500	7,500
11.	Membership & Dues	813	1,300	1,000	1,000
TOTAL		2,337,667	2,401,800	2,331,400	2,590,900

### Expenditures by Fund

General Fund	2,025,268	2,083,300	1,997,700	2,247,100
Measure V Fund	312,399	318,500	333,700	343,800
TOTAL	2,337,667	2,401,800	2,331,400	2,590,900

### Workforce by Program

4805	Administration Division	2.000	1.875	5.650	5.650
4810	Inspection Services Division	6.000	5.000		
4815	Developing Engineering Division			5.250	5.250
4820	Plan Check Services Division	10.000	10.000		
4825	Building Safety Division			6.000	6.000
4830	Compliance/Inspection Services	5.000	5.000	5.000	5.000
TOTAL		23.000	21.875	21.900	21.900

# 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.
3. Properly process all permits, inspection requests, and related fees.
4. Continue implementation of new permit tracking software.
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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Percentage cost recovery of fee supported programs (building permits and engineering)	95 percent	85 percent	100 percent	110 percent	100 percent
Permit Center counter, average wait time by discipline	NA	NA	NA	NA	TBD
Permit Center customer service satisfaction survey (to be developed)	NA	NA	NA	NA	TBD

### Major Budget Changes

Permit Specialist and Permit Clerk positions formerly in 4820 are now reflected in 4805. This unit supports the entire Permit Center. This will allow costs to be appropriated to all units this service supports in a fee study.

A portion of the Deputy Public Works Director/City Engineer position (A) is moved to Development Engineering (4815).

Funding for a fee study of Permit Center and development related fees for service is included: \$75,000 (one time).

# DEVELOPMENT/PERMIT SERVICES

## Administration Division

4805

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services	294,696	286,000	558,900	577,500
2. Office Supplies & Materials	7,786	6,797	8,200	8,200
3. Special Dept Supplies	1,956	4,703	3,300	3,300
4. Communications	2,631	6,600	6,600	6,600
5. Contract Maintenance Services		500	500	500
6. Outside Services	18,364	26,200	26,200	26,200
7. Training/Conferences/Meetings	2,152			
TOTAL	327,585	330,800	603,700	622,300
 <b>Authorized Positions</b>	 2.000	 1.875	 5.650	 5.650

### Funding Source

General Fund



# **DEVELOPMENT/PERMIT SERVICES**

## **Inspection Services**

**4810**

### **Purpose**

Perform inspections to verify that structures are built in compliance with applicable codes and laws; rendering them safe for occupancy and accessible per CBC Title 24 requirements upon completion of construction. This endeavor includes coordination with other City Departments/Sections and governmental agencies. Verify that public improvements are built in compliance with City standards and are safe to use upon completion of construction.

### **Division Operations**

1. Investigate methods to disseminate information to the development community and the general public regarding code requirements, inspection procedures and other departmental activities.
2. Enhance the inspection process to address NPDES requirements.
3. Continue to develop and implement in-house training to promote combination inspections.
4. Implement use of laptops and/or other computer hardware to work with the computer software tracking program.

### **Major Budget Changes**

This program was converted to 4815.

# DEVELOPMENT/PERMIT SERVICES

## Inspection Services Division

4810

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services	469,930	479,300		
2. Small Tools & Equipment	1,472	1,500		
3. Books and Publications	7,294	1,000		
4. Special Dept Supplies	1,951	2,600		
5. Professional Services	8,170	15,700		
6. Outside Services	29,388			
7. Training/Conferences/Meetings	2,377	2,200		
8. Membership & Dues	290	800		
TOTAL	520,872	503,100		

<b>Authorized Positions</b>	6	5
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### 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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Percentage of inspections within 24 hours of request	99 percent	99 percent	99 percent	99 percent	95 percent
Percentage of encroachment permits meeting time goals	NA	NA	NA	NA	90 percent
Compliance with NPDES Stormwater Permit	NA	NA	NA	NA	TBD

### Major Budget Changes:

Although this division was organized by combining development engineering staff from 4810 and 4820 in June of 2010, this is the first time this division as organized is reflected in the budget document.

Additional funding for implementation of the NPDES storm water permit is included to supplement with consultant and staff resources \$180,000 (one time).

Funding for plan review (additional one time funding to backfill position with consultant): \$40,000.

Funding for Storm Water Control Plan (SWCP) review: \$50,000 (establish pass through with 100% offset with revenue). [Same comment as before – if this is an ongoing program, no need to include as a major budget changes]

# DEVELOPMENT/PERMIT SERVICES

## Developing Engineering Division

4815

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services			610,700	635,400
2. Small Tools & Equipment			1,500	1,500
3. Books and Publications			1,000	1,000
4. Special Dept Supplies			2,600	2,600
5. Professional Services			45,700	45,700
6. Outside Services			30,000	30,000
7. Training/Conferences/Meetings			2,500	2,500
8. Membership & Dues			500	500
TOTAL			694,500	719,200

<b>Authorized Positions</b>			5.25	5.25
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### Funding Source

General Fund

## **DEVELOPMENT/PERMIT SERVICES**

### **Plan Check Services Division**

**4820**

#### **Purpose**

Review construction plans 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. Ensure CBC Title 24 accessibility and NPDES requirements are appropriately addressed in new development.

#### **Division Operations**

1. Establish specific efforts to streamline the plan review and permit issuance process.
2. Update educational and informational handout material for public use regarding building codes, City ordinances, and State laws.
3. Continue implementation of the new software tracking system to improve efficiency.
4. Fill vacant in-house plan check positions.
5. Develop performance standards for this Section.

#### **Major Budget Changes**

This program was converted to 4825.

# DEVELOPMENT/PERMIT SERVICES

## Plan Check Services Division

4820

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services	899,937	959,400		
2. Small Tools & Equipment		600		
3. Books and Publications	12,636	2,500		
4. Special Dept Supplies	1,031	600		
5. Contract Maintenance Services		600		
6. Professional Services	71,529	100,000		
7. Training/Conferences/Meetings	1,000	1,000		
8. Membership & Dues	298			
TOTAL	986,431	1,064,700		

<b>Authorized Positions</b>	10	10
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### 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. Provide state mandated Certified Access Specialist assistance.
5. Provide technical support of code enforcement.

### Performance Measures

Performance Measure / Goal	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Number of Over the Counter plan review (disciplines requiring review)	NA	113	250	440	500
Overall percentage of plan review disciplines meeting time goals for building permit plan review	NA	79 percent	90 percent	70 percent	90 percent
Number of Building Inspections established via customer by appointment	NA	60	60	60	150
Percentage of inspections within 24 hours of request	99 percent	99 percent	99 percent	99 percent	95 percent

### Major Budget Changes

Although this division was organized by combining building safety staff from 4810 and 4820 in June of 2010, this is the first time this division as organized is reflected in the budget document.

As part of downsizing last budget cycle, a vacant Inspections Manager position was cut from the budget. In this budget, a Construction Inspector position from 4810 is proposed to be elevated into a Building Services Manager position (C), this budget year.

# DEVELOPMENT/PERMIT SERVICES

## Building Safety Division

4825

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services			453,200	652,900
2. Small Tools & Equipment			600	600
3. Books and Publications			2,500	2,500
4. Special Dept Supplies			600	600
5. Contract Maintenance Services			600	600
6. Professional Services			40,000	40,000
7. Training/Conferences/Meetings			1,000	1,000
TOTAL			498,500	698,200

<b>Authorized Positions</b>			6	6
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### Funding Source

General Fund



# DEVELOPMENT/PERMIT SERVICES

## Code Enforcement Division

4830

### Purpose

Eliminate substandard housing, dangerous buildings and 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 supporting the City Council goal to promote a safe and peaceful community.

### 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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Number of cases resolved	1,577	1,072	1,200	1,500	1,350
Average cycle time of cases by category (per month, framework and data base reports being developed)	NA	NA	NA	NA	TBD

### Major Budget Changes

Additional funding is requested to continue weekend code enforcement activities with part time position \$40,000 (ongoing).

A part time revenue technician position reporting to finance is transferred to code enforcement where it currently supports weed enforcement (B) along with upgrade to full time in support of cost recovery for all fee supported programs in 4805 (B).

# DEVELOPMENT/PERMIT SERVICES

## Compliance/Inspection Services

4830

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services	497,261	487,600	519,100	535,600
2. Office Supplies & Materials	1,034	1,500	1,500	1,500
3. Small Tools & Equipment	614	3,000	3,000	3,000
4. Books and Publications		1,600	1,600	1,600
5. Special Dept Supplies	1,929	5,000	5,000	5,000
6. Training/Conferences/Meetings	1,716	4,000	4,000	4,000
7. Membership & Dues	225	500	500	500
TOTAL	502,779	503,200	534,700	551,200

Authorized Positions	5	5	5	5
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### Funding Source

General Fund, Measure V Fund

# DEVELOPMENT/PERMIT SERVICES

## Work Force

<b>Administration Division</b>	<b>10-11 Authorized</b>	<b>11-12 Authorized</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
Deputy Dir Permit Svs	1.000	1.000	1.000	1.000
Comm/Economic Dev Dir		0.125	0.150	0.150
Engineer/Transp Director	0.500			
Deputy Dir of Pub Works		0.250		
Administrative Secretary	0.500	0.500	0.500	0.500
Bldg Permit Spec			1.000	1.000
Permit Center Clerk			3.000	3.000
Total	2.000	1.875	5.650	5.650
<b>Inspection Services Division</b>				
Construction Inspector	2.000	2.000		
Comb Bldg Inspector II	3.000	3.000		
Inspection Svc Mgr	1.000			
Total	6.000	5.000		
<b>Developing Engineering Division</b>				
Deputy PW Dir/City Engr			0.250	0.250
Senior Civil Engineer			1.000	1.000
Junior Engineer			2.000	2.000
Construction Inspector			1.000	1.000
Engineering Aide II			1.000	1.000
Total			5.250	5.250
<b>Plan Check Services Division</b>				
Senior Civil Engineer	1.000	1.000		
Junior Engineer	2.000	2.000		
Engineering Aide II	1.000	1.000		
Plan Checker II		1.000		
Bldg Permit Spec	1.000	1.000		
Plan Checker I	1.000			
Permit Center Clerk	3.000	3.000		
Fire Plan Checker	1.000	1.000		
Total	10.000	10.000		

# DEVELOPMENT/PERMIT SERVICES

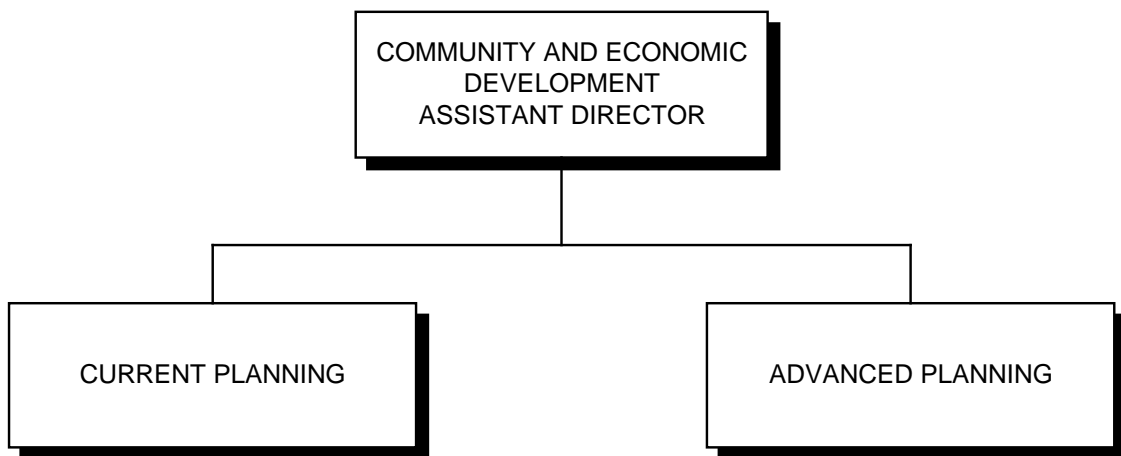
## Work Force

<b>Building Safety Division</b>	<b>10-11 Authorized</b>	<b>11-12 Authorized</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
Construction Inspector			1.000	1.000
Comb Bldg Inspector II			3.000	3.000
Plan Checker II			1.000	1.000
Fire Plan Checker(Frozen)			1.000	1.000
Total			6.000	6.000
<b>Compliance/Inspection Services</b>				
Administrative Clerk II	1.000	1.000	1.000	1.000
Code Enf Officer I (2MV)	3.000	3.000	3.000	3.000
Sr Code Enf Officer (MV)	1.000	1.000	1.000	1.000
Total	5.000	5.000	5.000	5.000
<b>Department Total</b>	<b>23.000</b>	<b>21.875</b>	<b>21.900</b>	<b>21.900</b>



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# PLANNING





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# PLANNING Summary

<b>Expenditures by Program</b>		<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
4910	Administration	79,255	119,200	151,900	156,200
4914	Special Project	102,425	232,950	292,300	296,900
4915	Planning	560,669	657,200	663,800	681,700
TOTAL		742,349	1,009,350	1,108,000	1,134,800

## Expenditures by Character

1.	Employee Services	726,910	871,500	976,000	1,002,800
2.	Office Supplies & Materials	4,598	4,000	4,000	4,000
3.	Books and Publications	454	600	600	600
4.	Special Dept Supplies	771	1,500	1,500	1,500
5.	Communications	1,732	4,500	4,500	4,500
6.	Contract Maintenance Services	79	500	500	500
7.	Professional Services	160	95,750	89,400	89,400
8.	Outside Services	10	20,200	21,200	21,200
9.	Advertising	6,760	4,700	4,700	4,700
10.	Training/Conferences/Meetings		2,000	2,000	2,000
11.	Membership & Dues	875	4,100	3,600	3,600
TOTAL		742,349	1,009,350	1,108,000	1,134,800

## Expenditures by Fund

General Fund	742,349	1,009,350	1,108,000	1,134,800
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## Workforce by Program

4910	Administration	0.750	0.875	1.025	1.025
4914	Special Project	1.000	1.000	1.000	1.000
4915	Planning	5.000	5.000	5.000	5.000
TOTAL		6.750	6.875	7.025	7.025



### 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 Measures

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

### Major Budget Changes

Due to the elimination of the City's Redevelopment Agency a part-time/temporary position was transferred from the Redevelopment Division to the Special Projects Division to provide staff assistance to the City's Historic Resources Board. This position, classified as a "Senior Planner" position, will be funded by the General Fund.

# PLANNING Administration

4910

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services	79,255	119,100	151,800	156,100
2. Office Supplies & Materials		100	100	100
TOTAL	79,255	119,200	151,900	156,200
 <b>Authorized Positions</b>	 0.750	 0.875	 1.025	 1.025

## Funding Source

General Fund

## 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. This Division provides staff assistance to the Historic Resources Board. 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 costs associated with planning the Future Growth Areas (North of Boronda Road) and other specified projects will be paid for (in-part) by developers through funding agreements with the City.

## 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.
2. Develop and facilitate the processing of Specific Plans and Environmental Impact Reports for the Future Growth Area located north of Boronda Road.
3. Provide staff assistance to the Future Growth Area City Council Subcommittee
4. Process annexations and sphere of influence amendments to facilitate the development of the proposed Fresh Express project and other large scale development proposals.
5. Complete the update the City's Subdivision Ordinance and assist with the completion of the proposed Park and Sports Facility Standards.
6. Develop and facilitate the processing of City-Center and other infill projects such as the Alisal Marketplace project, community safety center, the relocation of the SVSWA transfer station and other projects as provided for in the City/County MOU.
7. Coordinate with Association of Monterey Bay Area Governments (AMBAG), the County All Policies and Leadership Team and other public agencies in regard to regional and community planning issues.
8. Provide staff assistance to the Historic Resources Board.
9. Assist with developing, coordinating and processing the Boronda Neighborhood Area Plan.

## Performance Measures

Performance Measure / Goal	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 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.	N/A	100% (2011)	100%	100%	100%
Percentage of applications processed and forwarded to the Historic Resources Board for review within 30 days of submittal.	N/A	NA	90%	90%	90%
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).	N/A	100%	90%	90%	90%
Continue to engage and facilitate planning relationships and efforts with community and regional organizations.	N/A	N/A	N/A	N/A	N/A

# PLANNING Special Project

4914

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services	98,679	131,700	197,900	202,500
2. Office Supplies & Materials	829	400	400	400
3. Books and Publications	52	100	100	100
4. Special Dept Supplies	771	1,000	1,000	1,000
5. Communications	180	1,500	1,500	1,500
6. Professional Services	160	95,750	89,400	89,400
7. Advertising	1,379			
8. Training/Conferences/Meetings		2,000	2,000	2,000
9. Membership & Dues	375	500		
TOTAL	102,425	232,950	292,300	296,900

Authorized Positions	1	1	1	1
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## Funding Source

General Fund

### 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 Design Review Board.
11. Work in collaboration with the business development task force to improve the development review process.

### Performance Measures

Performance Measure / Goal	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Number of Conditional Use Permits Processed	21	16	17	17	18
Number of Site Plan Reviews Processed	13	5	8	8	10
Number of Home Occupation Permits Processed	282	244	280	280	300
Number of Sign Permits Processed	66	63	65	65	70
Number of Temporary Use of Land Permits Processed	127	105	100	100	110
Number of Counter Customers Served	2177	2083	2133	2133	2200
Number of Building Permit Reviews	434	325	326	326	326
Percent building permit reviews processed within prescribed timeframes	89%	82%	90%	90%	90%

### Major Budget Changes

None

# PLANNING

## Planning

4915

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services	548,976	620,700	626,300	644,200
2. Office Supplies & Materials	3,769	3,500	3,500	3,500
3. Books and Publications	402	500	500	500
4. Special Dept Supplies		500	500	500
5. Communications	1,552	3,000	3,000	3,000
6. Contract Maintenance Services	79	500	500	500
7. Professional Services				
8. Outside Services	10	20,200	21,200	21,200
9. Advertising	5,381	4,700	4,700	4,700
10. Membership & Dues	500	3,600	3,600	3,600
TOTAL	560,669	657,200	663,800	681,700

Authorized Positions	5	5	5	5
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### Funding Source

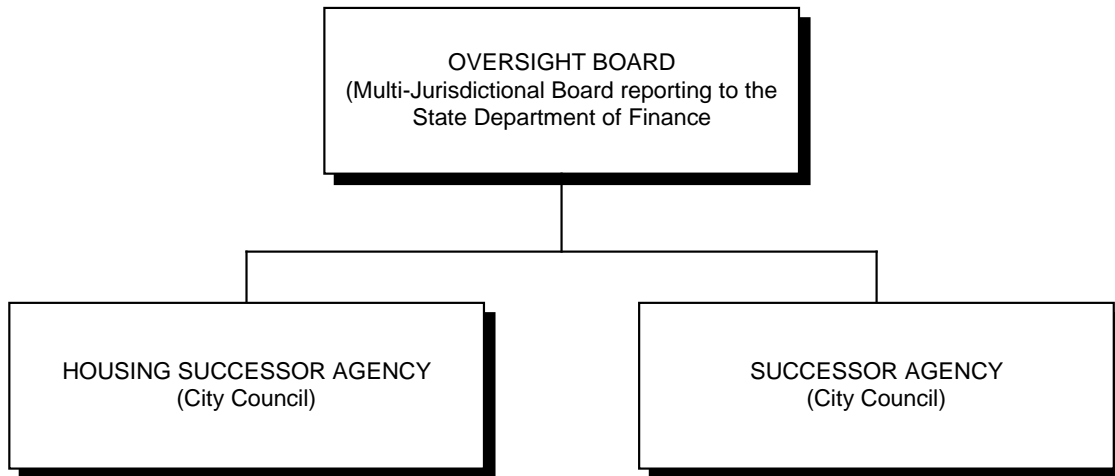
General Fund

# PLANNING Work Force

	10-11 Authorized	11-12 Authorized	12-13 Adopted	13-14 Plan
<b>Administration</b>				
Comm/Economic Dev Dir		0.125	0.150	0.150
Community Development Dir	0.250			
Administrative Secretary	0.500	0.500	0.500	0.500
Asst Comm/Econ Dev Dir		0.250	0.375	0.375
Total	0.750	0.875	1.025	1.025
<b>Special Project</b>				
Principal Planner	1.000	1.000	1.000	1.000
<b>Planning</b>				
Senior Planner	1.000	1.000	1.000	1.000
Associate Planner	2.000	2.000	2.000	2.000
Planning Manager	1.000	1.000	1.000	1.000
Planning Technician	1.000	1.000	1.000	1.000
Total	5.000	5.000	5.000	5.000
<b>Department Total</b>	6.750	6.875	7.025	7.025

# SUCCESSOR AGENCY

(TO THE FORMER REDEVELOPMENT AGENCY)







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# COMMUNITY & ECONOMIC DEVELOPMENT DEPT. SUCCESSOR AGENCY

7105

## Purpose

The Successor Agency 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. While the Successor Agency will be overseen by an "Oversight Board" of seven representatives largely representing the County and various local education districts, the staff of the Successor Agency will have a strong role in initiating and implementing actions in a way that achieves not only the requirements of the State's Dissolution Act but also is sensitive to the long-term development needs of the City and local community..

## 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 respond to questions or concerns raised by the DOF
3. Pay on-going obligations of the former redevelopment agency.
4. Comply with and facilitate County audit of former RDA.
5. 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.
6. Administer the process of fulfilling the Required Obligation Payment Schedule, and otherwise liquidate all assets of the former redevelopment agency.
7. Prepare new bi-annual budgets on behalf of the Successor Agency and seek approval from the Oversight Board.
8. Ensure the appropriate allocation of any remaining assets of the Housing Successor Agency.
9. Staff support to Successor Housing Agency

## Performance Measures

Performance Measure / Goal	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Complete Asset Management Plan for all properties held by the former Redevelopment Agency	N/A	N/A	N/A	N/A	100%
Complete Audit and close books of former Redevelopment Agency	N/A	N/A	100%	100%	N/A
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	N/A	N/A	N/A	10
Reduce the need for Oversight Board Meetings from 2 per month, to one per quarter (meetings began April 11, 2012)	N/A	N/A	6	7	6

## Major Budget Changes

This new State mandated program began February 1, 2012. Includes full time Manager position; ½ time Admin Aide.

# SUCCESSOR AGENCY OF SRA

## Succesor Agency Admin

7105

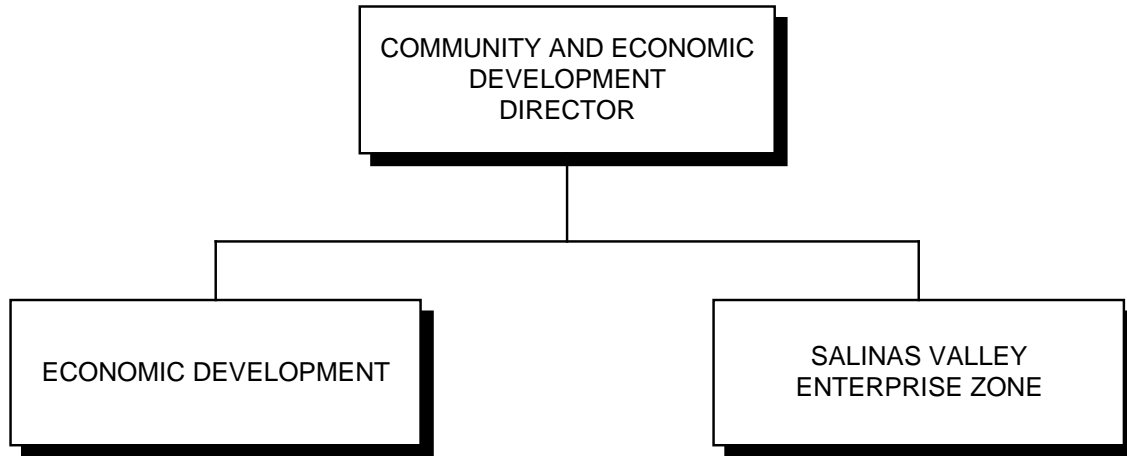
Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services			187,600	195,000
2. Office Supplies & Materials			3,900	3,900
3. Communications			1,980	1,980
4. Utilities			3,840	3,840
5. Contract Maintenance Services			15,630	15,630
6. Professional Services			20,000	12,600
7. Training/Conferences/Meetings			5,000	5,000
8. Insurance and Bonds			8,300	8,300
9. Refunds & Reimb Damages			3,750	3,750
TOTAL			250,000	250,000

<b>Authorized Positions</b>	1.51	1.51
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### Funding Source

Successor Agency Administration

# ECONOMIC DEVELOPMENT





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# COMMUNITY AND ECONOMIC DEVELOPMENT

## Summary

Expenditures by Program		10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
7301	Economic Development Division	224,947	107,800	467,800	469,900
7302	Salinas Valley Enterprise Zone	242,923	353,300	385,500	396,400
TOTAL		467,870	461,100	853,300	866,300

### Expenditures by Character

1.	Employee Services	354,370	227,600	410,800	493,800
2.	Office Supplies & Materials	2,493	3,000	3,000	3,000
3.	Special Dept Supplies	1,198			
4.	Communications	1,885	3,200	3,200	3,200
5.	Rents & Leases	12,400	12,400	12,400	12,400
6.	Professional Services	49,659	114,000	149,200	149,200
7.	Outside Services			70,000	
8.	Advertising	5,088	39,200	39,200	39,200
9.	Training/Conferences/Meetings	5,837	17,300	7,400	7,400
10.	Membership & Dues	4,810	4,400	4,100	4,100
11.	Contribution to Other Agencies			114,000	114,000
12.	Refunds & Reimb Damages	30,130	40,000	40,000	40,000
TOTAL		467,870	461,100	853,300	866,300

### Expenditures by Fund

General Fund				357,800	358,300
	Economic Development	224,947	107,800	110,000	111,600
	Salinas Valley Enterprise Zone	242,923	353,300	385,500	396,400
TOTAL		467,870	461,100	853,300	866,300

### Workforce by Program

7301	Economic Development Division	0.750	0.275	1.775	2.275
7302	Salinas Valley Enterprise Zone	1.250	1.100	1.100	1.100
TOTAL		2.000	1.375	2.875	3.375

**Purpose**

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

**Division Operations**

1. Develop and implement an Economic Development Marketing Strategy and Action Plan.
2. Assist in the development of a job creation strategy.
3. Promote the advantages offered through the Salinas Valley Enterprise Zone to new and existing area businesses.
4. Continue regional cooperation efforts through memberships, participation and contributions toward regional success.
5. Assist other departments in achieving increased efficiencies, improved public relations and accomplishment of common goals.

# ECONOMIC DEVELOPMENT

## Economic Development Division

7301

### Performance Measures

Performance Measure / Goal	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Monitor Micro-Loan Program applications and repayment for SUBA and OSA small businesses assuring prompt repayment.			100%	100%	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.			N/A	N/A	75%
Initiate six business attraction contacts based on focused industry study.			N/A	N/A	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
Update City of Salinas Economic Development Strategic Plan upon completion of Irish Technology Leadership Group community technology and innovation analysis and completion of the ED Marketing Strategy by end of FY 2012-2013.					100%
Continue to engage and facilitate regional Economic Development relationships with local, regional and state level organizations.					TBD

### Major Budget Changes

Add two employment positions:

1. Business Retention and Expansion Specialist – Implement a citywide BR&E program. Continue the Micro Loan Program and focus on expansion of program funding to include medium sized businesses.
2. Economic Development Manager – (starting at mid-year) Support for the overall business attraction efforts as well as situating the department/division for succession.



# COMMUNITY AND ECONOMIC DEVELOPMENT

## Economic Development Division

7301

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Employee Services	194,077	54,700	230,700	302,800
2. Office Supplies & Materials	734	1,000	1,000	1,000
3. Communications	1,245	1,700	1,700	1,700
4. Rents & Leases	7,500	7,500	7,500	7,500
5. Professional Services	9,000	17,800	28,000	28,000
6. Outside Services			70,000	
7. Advertising	4,524	7,500	7,500	7,500
8. Training/Conferences/Meetings	3,407	13,600	3,700	3,700
9. Membership & Dues	4,460	4,000	3,700	3,700
10. Contribution to Other Agencies			114,000	114,000
<b>TOTAL</b>	<b>224,947</b>	<b>107,800</b>	<b>467,800</b>	<b>469,900</b>
 <b>Authorized Positions</b>	 0.750	 0.275	 1.775	 2.275

### Funding Source

Economic Development, General Fund



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# 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. Provide economic development assistance to all of the participating jurisdictions.

### Performance Measures

Performance Measure / Goal	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Process 80% of vouchers within 14 calendar days of receipt.	962 Vouchers/ 75%	2358 Vouchers/ 47%	80%	2200 Vouchers/ 70%	80%
Complete Biennial Report to HCD no later than September 30, 2012.					
By January 1, 2013 and thereafter, conduct four site visits per week for Synchronist Survey			N/A	N/A	
Process all Expansion and TEA modification requests within the required timeframes.			100%	100%	100%
By January 1, 2013, Contact known Brokers and Realtors on a monthly basis to keep GIS-based property tool up-to-date			N/A	N/A	
Attend CAEZ Annual Conference					
Provide Advisory Board with monthly reports detailing significant legislative or regulatory developments					

### Major Budget Changes

Add a new employment position (SVEZ Business Retention/Expansion Specialist) to implement Business Retention and Expansion program in the Salinas Valley. Provide additional assistance to EZ jurisdictions and work with the OneStop Career Center and other providers of services to increase awareness and usage of Enterprise Zone benefits.

# COMMUNITY AND ECONOMIC DEVELOPMENT

## Salinas Valley Enterprise Zone

7302

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services	160,293	172,900	180,100	191,000
2. Office Supplies & Materials	1,759	2,000	2,000	2,000
3. Special Dept Supplies	1,198			
4. Communications	640	1,500	1,500	1,500
5. Rents & Leases	4,900	4,900	4,900	4,900
6. Professional Services	40,659	96,200	121,200	121,200
7. Advertising	564	31,700	31,700	31,700
8. Training/Conferences/Meetings	2,430	3,700	3,700	3,700
9. Membership & Dues	350	400	400	400
10. Refunds & Reimb Damages	30,130	40,000	40,000	40,000
TOTAL	242,923	353,300	385,500	396,400
 <b>Authorized Positions</b>	 1.25	 1.10	 1.10	 1.10

### Funding Source

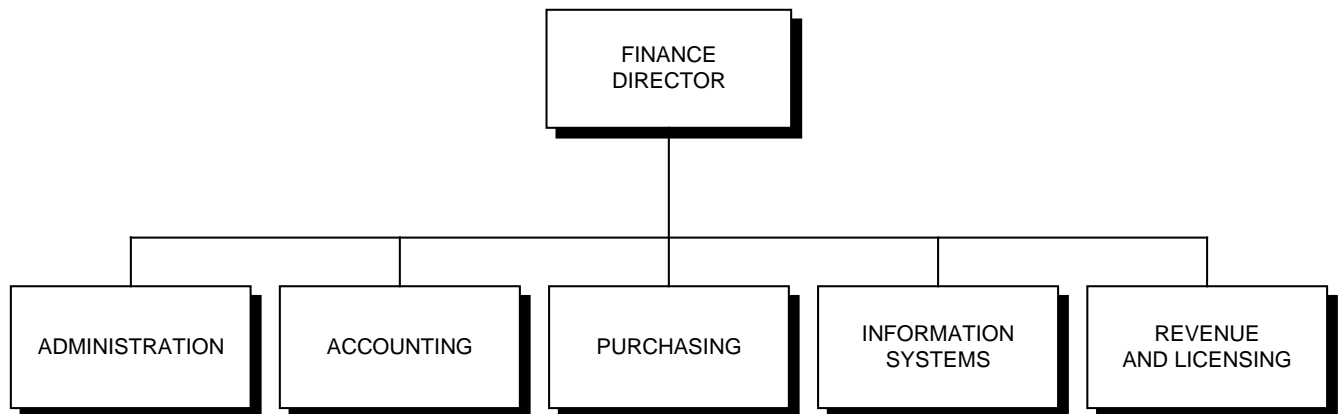
Economic Development

# COMMUNITY AND ECONOMIC DEVELOPMENT

## Work Force

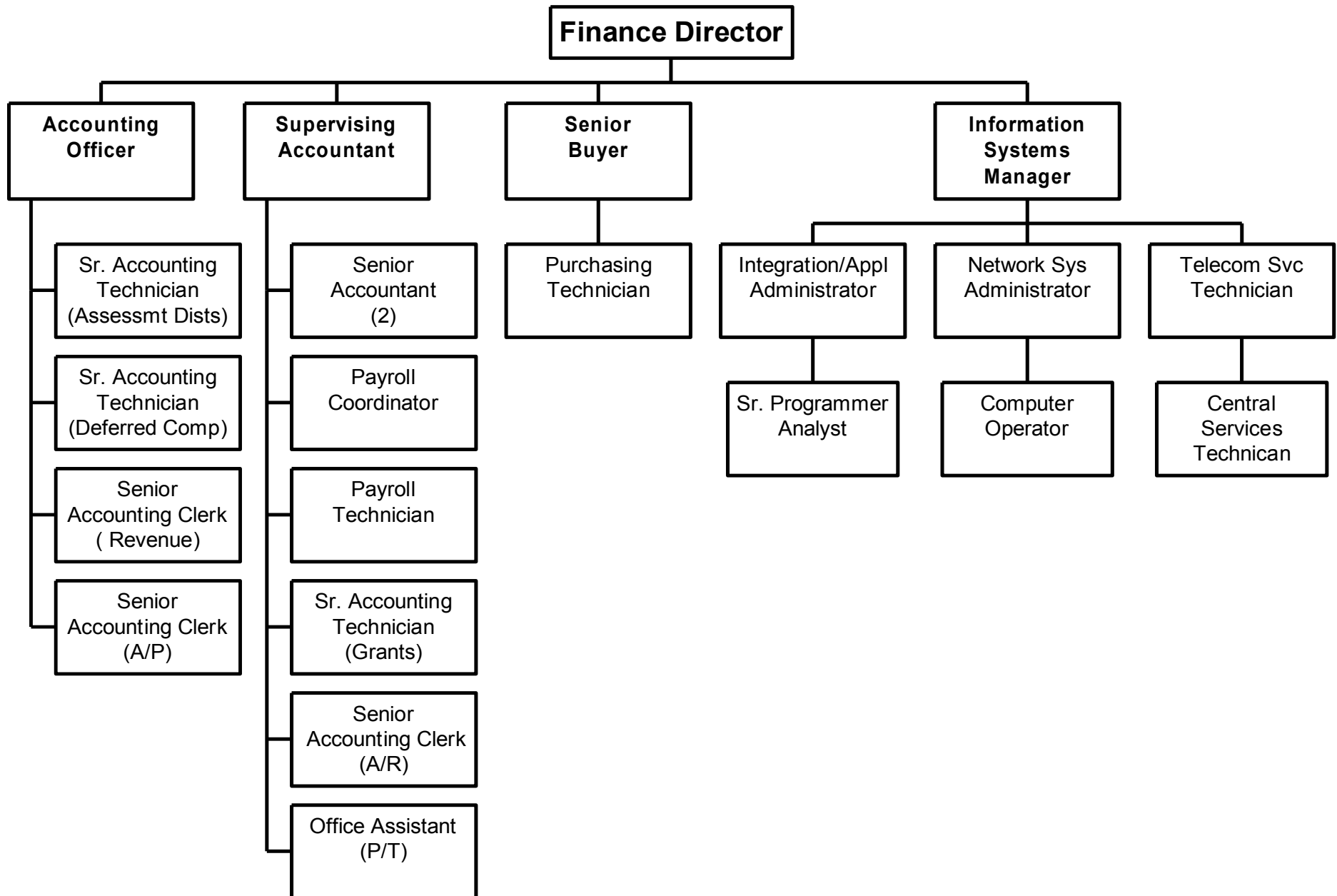
<b>Economic Development Division</b>	<b>10-11 Authorized</b>	<b>11-12 Authorized</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
Comm/Economic Dev Dir		0.275	0.275	0.275
Economic Development Dir	0.750			
Business Retention Spec			1.000	1.000
Economic Dev Manager			0.500	1.000
Total	0.750	0.275	1.775	2.275
<b>Salinas Valley Enterprise Zone</b>				
Economic Development Dir	0.250	0.100	0.100	0.100
Enterprise Zone Manager	1.000	1.000	1.000	1.000
Total	1.250	1.100	1.100	1.100
<b>Department Total</b>	<b>2.000</b>	<b>1.375</b>	<b>2.875</b>	<b>3.375</b>

# 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 2011-12**

#### **Organizational Effectiveness Initiative**

1. Coordinated and implemented a second tier PERS benefit level for all new fire and police hires
2. Implemented new sanitary sewer rates and refinanced sanitary sewer revenue bonds generating over \$5,917,000 in new bond proceeds to fund needed infrastructure rehabilitation of the sewer system
3. Implemented a number of information service technology initiatives such as upgrading desktops for 100% of Fire Department staff and 85% of Police Department staff
4. Coordinated false alarm fee restructure and out sourced false alarm billing
5. Participated with cross-departmental team to navigate and manage the disillusionment of the former Redevelopment Agency, transition to the Successor Agency, and administer the Oversight Board

### **City Council Goals, Strategies, and Objectives for FY 2012-13**

#### **Organizational Effectiveness Initiative**

1. Coordinate public polling and outreach effort regarding Measure V and other potential revenue enhancement ballot measures
2. Complete an organization wide technology assessment review to strategically be ready to move forward with implementation as funding becomes available as recommended by the Avery Report
3. Update the five year financial forecast
4. Coordinate and implement new performance measures in an effort to move toward a performance based budgeting system
5. Provide significant support and leadership in initiating and navigating through the next round of labor negotiations that should be concluded by March 2013

### **Major Budget Changes**

None



# FINANCE DEPARTMENT

## Summary

Expenditures by Program		10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
2030	Administration Division	492,706	440,200	452,200	463,800
2031	Accounting Division	1,056,390	1,058,000	1,083,800	1,123,400
2032	Purchasing Division	231,778	236,600	248,700	256,700
2033	Information Systems Division	1,530,140	1,516,545	1,513,200	1,539,800
2034	Revenue & Licensing Division	40,364	32,700	32,700	32,700
TOTAL		3,351,378	3,284,045	3,330,600	3,416,400

### Expenditures by Character

1.	Employee Services	2,637,858	2,553,400	2,621,200	2,707,000
2.	Office Supplies & Materials	23,116	29,745	30,200	30,200
3.	Special Dept Supplies	31,179	25,370	19,600	19,600
4.	Communications	16,613	21,200	21,200	21,200
5.	Contract Maintenance Services	525,431	549,675	528,200	528,200
6.	Professional Services	112,031	83,200	83,200	83,200
7.	Outside Services	320	700	700	700
8.	Training/Conferences/Meetings	12	295		
9.	Membership & Dues	552	1,460	1,300	1,300
10.	Capital Outlay		19,000	25,000	25,000
11.	Stores Sales	-91,064	-100,000	-100,000	-100,000
12.	Stores Purchases	95,330	100,000	100,000	100,000
TOTAL		3,351,378	3,284,045	3,330,600	3,416,400

### Expenditures by Fund

General Fund	3,244,710	3,192,845	3,239,400	3,325,200
Measure V Fund	55,662	60,000	60,000	60,000
Deferred Compensation Admin	51,006	31,200	31,200	31,200
TOTAL	3,351,378	3,284,045	3,330,600	3,416,400

### Workforce by Program

2030	Administration Division	3	2	2	2
2031	Accounting Division	10	10	10	10
2032	Purchasing Division	2	2	2	2
2033	Information Systems Division	8	7	7	7
TOTAL		23	21	21	21



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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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 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	1
Present mid-year budget review to City Council in Feb	1	1	1	1	1
Number of favorable sales tax audit misallocation findings	2	3	All	5	All
Value of favorable sales tax audit misallocation findings	\$ 6,454	\$ 21,458	All	\$ 93,287	All
Refinance 1996 bond issue by year end	-	-	-	-	1
Revenue measures - Hire public outreach firm	-	-	1	1	-
Revenue measures - Hire polling firm	-	-	1	1	-
Revenue measures - Hold public meetings in each district	-	-	-	-	6
Cost of Finance Department total per capital	\$ 22.40	\$ 22.16	\$ 21.75	\$ 21.75	\$ 21.88

### Major Budget Changes

None

# FINANCE DEPARTMENT

## Administration Division

2030

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services	491,102	439,100	451,100	462,700
2. Office Supplies & Materials	73	500	500	500
3. Special Dept Supplies	1,458	500	500	500
4. Communications	73	100	100	100
TOTAL	492,706	440,200	452,200	463,800

Authorized Positions	3	2	2	2
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### 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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Number of invoices processed	8,916	8,249	8,800	8,800	8,800
Number of journal entries processed	2,625	2,953	2,700	2,750	2,700
Complete annual audit by December	0	1	1	1	1
Number of paychecks processed	7,501	7,327	7,250	7,250	7,400
Number of Deferred Comp paychecks processed	368	388	410	415	423
Number of deferred compensation changes processed	487	510	550	530	575
Number of accounts receivable billed	17,892	18,823	18,500	18,750	19,000
Number of accounts receivable sent to collections	126	138	130	130	130
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	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services	943,966	968,100	993,900	1,033,500
2. Office Supplies & Materials	10,879	11,500	11,500	11,500
3. Special Dept Supplies	10,007	7,770	8,000	8,000
4. Communications	10,001	11,500	11,500	11,500
5. Contract Maintenance Services		430	200	200
6. Professional Services	81,525	58,200	58,200	58,200
7. Training/Conferences/Meetings	12			
8. Membership & Dues		500	500	500
TOTAL	1,056,390	1,058,000	1,083,800	1,123,400

<b>Authorized Positions</b>	10	10	10	10
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### 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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Number of purchase orders issued	-	-	10,400	10,000	10,000
New purchasing card holder training (# of trainees)	-	-	10	10	20
Number of purchases facilitated	-	-	4,160	4,160	4,160
Number of bids facilitated	-	-	5	5	5
Number buy local purchases	-	-	10	10	10
Number of receipt and inspection of goods delivered	-	-	2,080	2,080	2,080
Number of online auctions of surplus properties	-	-	2	4	6

### Major Budget Changes

None

# FINANCE DEPARTMENT

## Purchasing Division

2032

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services	221,508	229,600	241,700	249,700
2. Office Supplies & Materials	4,133	4,700	4,700	4,700
3. Communications	999	900	900	900
4. Outside Services	320	700	700	700
5. Membership & Dues	552	700	700	700
6. Stores Sales	-91,064	-100,000	-100,000	-100,000
7. Stores Purchases	95,330	100,000	100,000	100,000
TOTAL	231,778	236,600	248,700	256,700

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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Cost of Information Systems per capita	\$ 10.14	\$ 10.12	\$ 10.04	\$ 10.04	\$ 9.94
Number of help desk tickets handled	2,028	2,181	2,200	2,300	2,400
Number of special projects started	50	47	45	44	44
Number of special projects completed	35	40	40	37	38

### Major Budget Changes

None

# FINANCE DEPARTMENT

## Information Systems Division

2033

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services	981,282	916,600	934,500	961,100
2. Office Supplies & Materials	6,312	10,545	11,000	11,000
3. Special Dept Supplies	16,811	13,500	7,500	7,500
4. Communications	304	2,200	2,200	2,200
5. Contract Maintenance Services	525,431	549,245	528,000	528,000
6. Professional Services		5,000	5,000	5,000
7. Training/Conferences/Meetings		295		
8. Membership & Dues		160		
9. Capital Outlay		19,000	25,000	25,000
TOTAL	1,530,140	1,516,545	1,513,200	1,539,800

<b>Authorized Positions</b>	8	7	7	7
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### 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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Number of receipts receipted	53,272	54,615	55,500	56,200	56,000
Annual update of City-wide fee schedule	1	1	1	1	1
Number of hotel/motel TOT audits	-	-	-	-	5
Number of business license audits	1,935	2,994	-	-	3,000
Number of new business licenses recovered from audit	628	1,384	124	125	500
Value of business license audit findings	\$ 385,124	\$ 534,432	\$ 47,740	\$ 47,800	\$ 407,000
Number of favorable sales tax audit findings	36	18	20	20	20
Value of favorable sales tax audit findings	\$ 14,239	\$ 5,866	\$ 7,500	\$ 10,700	\$ 7,500

### Major Budget Changes

None

# FINANCE DEPARTMENT

## Revenue & Licensing Division

2034

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Office Supplies & Materials	1,719	2,500	2,500	2,500
2. Special Dept Supplies	2,903	3,600	3,600	3,600
3. Communications	5,236	6,500	6,500	6,500
4. Professional Services	30,506	20,000	20,000	20,000
5. Membership & Dues		100	100	100
TOTAL	40,364	32,700	32,700	32,700

### Authorized Positions

### Funding Source

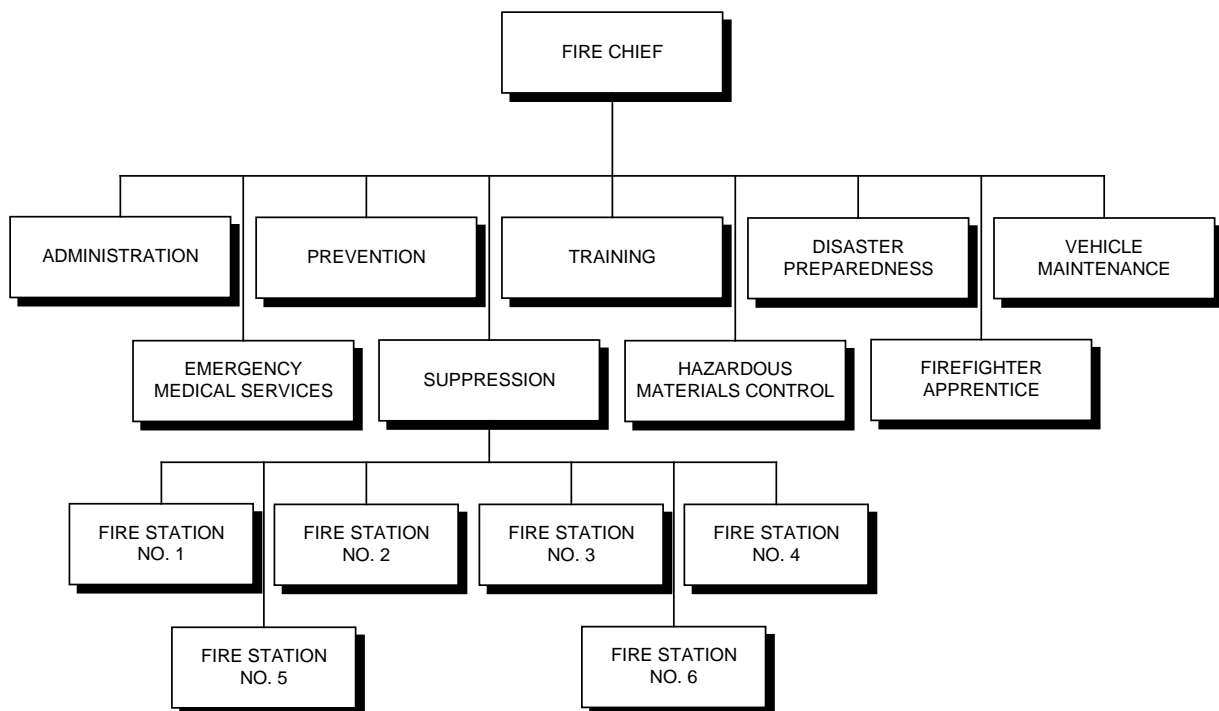
General Fund

# FINANCE DEPARTMENT

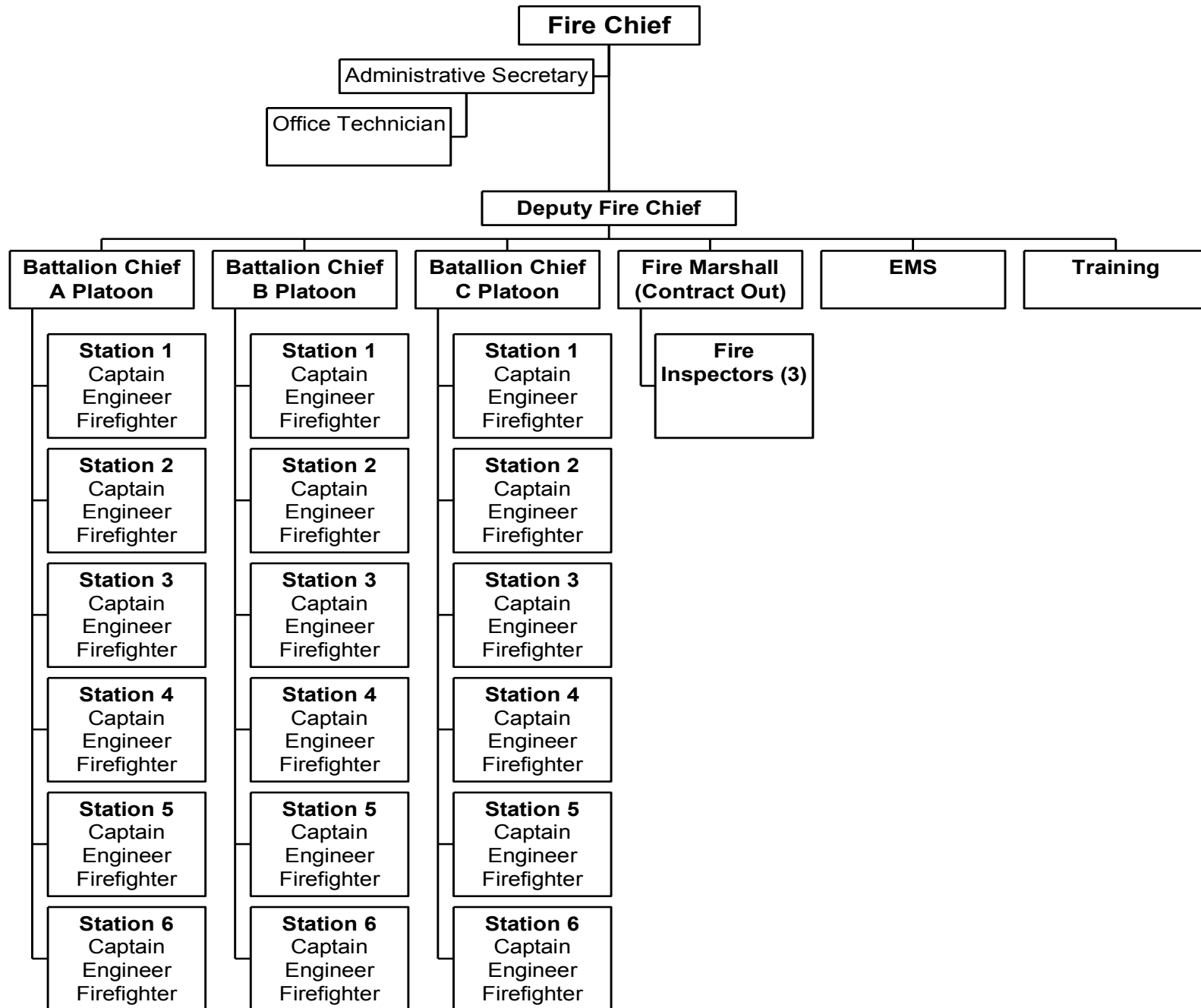
## Work Force

<b>Administration Division</b>	<b>10-11 Authorized</b>	<b>11-12 Authorized</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
Finance Director	1	1	1	1
Accounting Technician	1			
Accounting Officer	1	1	1	1
Total	3	2	2	2
<b>Accounting Division</b>				
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
<b>Purchasing Division</b>				
Purchasing Technician	1	1	1	1
Senior Buyer	1	1	1	1
Total	2	2	2	2
<b>Information Systems Division</b>				
Information Systems Mgr	1	1	1	1
Sr Programmer/Analyst	1	1	1	1
Central Services Tech	1	1	1	1
Network/Sys Administrator	1	1	1	1
Integration/Appl Admin	1	1	1	1
GIS Administrator	1			
Telecom Svc Tech	1	1	1	1
Computer Operator	1	1	1	1
Total	8	7	7	7
<b>Department Total</b>	<b>23</b>	<b>21</b>	<b>21</b>	<b>21</b>

# 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 agreements compliance. The Administration Division is also responsible for continuous self-assessment of Fire Department efficiency and the implementation of community life safety programs.

### **Top Five Accomplishments for FY 2011-12**

#### **Organizational Effectiveness Initiative**

1. **Fire Department Hiring** - The Fire Department hired 13 firefighters, 12 SAFER Grant and 1 General Fund positions. The firefighters will be online by mid-January. The new firefighters will reduce the Fire Department's overtime budget by \$500,000-\$700,000 per year.
2. **County Service Area (CSA) 74** – The Fire Department was successful in establishing a MOU with the County of Monterey that provides one-time reimbursement of \$553,493 and an annual reimbursement of just over \$100,000.
3. **New Life Pack 15 Cardiac Heart Monitors** - The Fire Department was able to replace 10 aging cardiac heart monitors with CSA-74 funds; the recently acquired CSA-74 funding saved the City General fund over \$225,000.
4. **New Fire Engines** – The Fire Department took delivery of two new Pierce Quantum fire engines in April of 2011. The new fire engines replaced two fire engines that had over 100,000 miles.
5. **Fire Protection** – The Fire Department Fire Loss for 2011/2012 was \$1,130,068 from the estimated assessed valuation of \$166,823,738; that equates to a .6% loss. In addition, the City experienced no fire-related deaths.

### **City Council Goals, Strategies, and Objectives for FY 2012-13**

#### **Organizational Effectiveness Initiative**

1. Improve Emergency Response Operations
  - a. Data analysis – Make operational changes based on analysis to achieve maximum effectiveness 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 (AFG) for equipment and training.
2. Safety & Training
  - a. Ensure fire personnel are trained to the latest techniques.
  - b. Compliance with State/Federal training mandates.
  - c. Establish and implement promotional career tracks.
  - d. Train 12 SAFER grant funded firefighters.
  - e. Provide fire personnel the appropriate level of safety gear, equipment and apparatus necessary to perform their duties in a safe and effective manner.



## **FIRE DEPARTMENT Summary**

- f. Enhance the health and safety of Salinas Fire Department personnel through training and an established Health/Wellness Program.
- 3. Maximize Fire Prevention/Community Outreach
  - a. Establish a company inspection program.
  - b. Train fire suppression personnel in company inspections.
  - c. Improve fire prevention and public safety awareness through Fire Safety PSA's.
  - d. Continue Career Day partnerships with local junior high schools, high schools and colleges.
- 4. Enhance Emergency Medical Services
  - a. Utilize CSA 74 funding to minimize fiscal impacts to the general fund.
  - b. Establish a first responder-training program for public safety agencies where appropriate.

### **Major Budget Changes**

None

# FIRE DEPARTMENT

## Summary

Expenditures by Program	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
4505 Administration Division	184,096	444,700	456,900	473,000
4510 Suppression Division	14,548,511	17,226,518	15,752,100	16,634,000
4520 Emergency Medical Svcs Division	530,473	578,584	637,800	661,300
4530 Prevention Division	414,924	431,200	477,400	487,700
4535 Disaster Preparedness Division				
4540 Training Division	70,835	73,000	73,700	74,600
4560 Vehicle Maintenance Division	250,161	262,700	271,000	274,900
4570 Hazardous Material Control Division	152,713	158,100	169,100	174,800
<b>TOTAL</b>	<b>16,151,713</b>	<b>19,174,802</b>	<b>17,838,000</b>	<b>18,780,300</b>

### Expenditures by Character

1. Employee Services	15,342,309	18,314,567	16,797,300	17,754,100
2. Office Supplies & Materials	7,633	10,700	10,700	10,700
3. Bldg/Veh/Equip Maint/Supplies	110,900	139,284	134,200	134,200
4. Vehicle Fuels & Lubricants	92,436	87,200	102,200	102,200
5. Small Tools & Equipment	18,769	22,290	17,900	17,900
6. Clothing & Personal Equip	28,668	29,971	52,100	37,100
7. Books and Publications	1,706	2,700	2,700	2,700
8. Special Dept Supplies	17,784	25,000	25,800	25,800
9. Communications	212,149	266,000	416,800	416,800
10. Utilities	45,329	58,000	58,000	58,000
11. Contract Maintenance Services	120,730	146,540	142,800	143,300
12. Professional Services	109,343	9,300	19,300	19,300
13. Outside Services	12,366	3,400	6,400	6,400
14. Training/Conferences/Meetings	31,204	39,900	45,900	45,900
15. Membership & Dues	387	950	900	900
16. Impvt Other Than Buildings		5,000		
17. Capital Outlay		14,000	5,000	5,000
<b>TOTAL</b>	<b>16,151,713</b>	<b>19,174,802</b>	<b>17,838,000</b>	<b>18,780,300</b>

### Expenditures by Fund

General Fund	15,526,240	15,609,951	15,830,900	17,678,600
Measure V Fund	95,000	95,000	95,000	95,000
Emergency Medical Services Fund	530,473	578,584	637,800	661,300
SAFER Grant		2,891,267	1,274,300	345,400
<b>TOTAL</b>	<b>16,151,713</b>	<b>19,174,802</b>	<b>17,838,000</b>	<b>18,780,300</b>

# **FIRE DEPARTMENT**

## **Summary**

<b>Workforce by Program</b>		<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
4505	Administration Division	3	3	3	3
4510	Suppression Division	78	91	91	91
4530	Prevention Division	3	3	3	3
	<b>TOTAL</b>	<b>84</b>	<b>97</b>	<b>97</b>	<b>97</b>



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# FIRE DEPARTMENT

## Administration Division

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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Firefighters Per Capita	0.57	0.52	0.6	0.6	0.6
Authorized Staffing	92	84	97	97	97
Overtime Costs	\$ 1,332,894	\$ 1,741,226	\$ 697,800	\$ 850,000	\$ 350,000
Dollar Value of Grant Applications	\$ 601,825	\$ 3,048,267	\$ 920,000		\$ 650,000
Dollar Value of Grants Awarded	\$ 601,825	\$ 3,048,267	\$ -		
Lost Days due to Injuries	928	TBD	443	500	443

### Major Budget Changes

In Fiscal Year 2011-12, the Fire Department received a two-year \$2.9 million SAFER grant to hire 12 firefighters. The additional staff will reduce the Fire Department's overtime cost by approximately \$500,000-\$700,000 per year during the two-year SAFER Grant period.

# **FIRE DEPARTMENT**

## **Administration Division**

**4505**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Employee Services	178,141	427,100	448,300	464,400
2. Office Supplies & Materials	2,215	3,000	3,000	3,000
3. Special Dept Supplies	881	1,400	1,400	1,400
4. Communications	2,102	2,500	2,500	2,500
5. Contract Maintenance Services	619	1,300	1,300	1,300
6. Membership & Dues	138	400	400	400
7. Capital Outlay		9,000		
<b>TOTAL</b>	<b>184,096</b>	<b>444,700</b>	<b>456,900</b>	<b>473,000</b>

<b>Authorized Positions</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
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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 11,500 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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
4 Minute Response - NFPA Standard	59.70%	59.70%	90%	90%	90%
4-6 Minute Response - General Plan Service Standard	91%	90.30%	90%	90%	90%
17 Firefighters at structure fires within 8 minutes - NFPA Standard	75.30%	74.70%	90%	90%	90%
Structure fires contained to room/point of origin	*	*	*	*	*
Number of structure fires contained by 1st alarm assignment	109	112	90	112	90
Total Structure Fires	114	122	100	125	100
Total Other Type Fires	256	249	240	260	240

\* Changes to the fire reporting system will allow this data to be tracked in FY 2012/13.

### Major Budget Changes

None

# **FIRE DEPARTMENT**

## **Suppression Division**

**4510**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Employee Services	14,056,601	16,636,967	14,975,800	15,872,200
2. Office Supplies & Materials	1,545	3,200	3,200	3,200
3. Bldg/Veh/Equip Maint/Supplies	15,055	26,000	26,000	26,000
4. Vehicle Fuels & Lubricants	85,967	80,000	95,000	95,000
5. Small Tools & Equipment	16,495	18,390	14,000	14,000
6. Clothing & Personal Equip	27,266	26,871	49,000	34,000
7. Books and Publications		700	700	700
8. Special Dept Supplies	9,052	21,000	21,000	21,000
9. Communications	199,859	251,700	401,500	401,500
10. Utilities	45,329	58,000	58,000	58,000
11. Contract Maintenance Services	70,467	88,290	84,500	85,000
12. Professional Services	6,366	2,000	12,000	12,000
13. Outside Services	12,366	3,400	6,400	6,400
14. Training/Conferences/Meetings	2,143			
15. Impvt Other Than Buildings		5,000		
16. Capital Outlay		5,000	5,000	5,000
<b>TOTAL</b>	<b>14,548,511</b>	<b>17,226,518</b>	<b>15,752,100</b>	<b>16,634,000</b>

<b>Authorized Positions</b>	78	91	91	91
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### **Funding Source**

General Fund



# **FIRE DEPARTMENT**

## **Emergency Medical Services Division**

**4520**

### **Purpose**

The EMS Division provides 24-hour advanced life support medical intervention at the paramedic 1<sup>st</sup> 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.

### **Performance Measures**

<b>Performance Measure / Goal</b>	<b>FY 2009-10 Actual</b>	<b>FY 2010-11 Actual</b>	<b>FY 2011-12 Goal</b>	<b>FY 2011-12 Projected</b>	<b>FY 2012-13 Goal</b>
Number of Paramedics	22	27	27	27	27
Number of EMT's	58	63	63	63	63
EMS Training Hours	1,224	1,416	1,500	1,500	1,500
Total EMS Responses	7,932	7,792			

### **Major Budget Changes**

A part-time clerical position is needed to assist with State/County Quality Assurance mandates of the Paramedic Program. CSA – 74 funding can be used to pay for this position.

# **FIRE DEPARTMENT**

## **Emergency Medical Svcs Division**

**4520**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Employee Services	501,295	526,400	590,700	614,200
2. Office Supplies & Materials	29	800	800	800
3. Bldg/Veh/Equip Maint/Supplies	14,147	21,084	16,000	16,000
4. Communications	1,289	1,500	1,500	1,500
5. Contract Maintenance Services	6,660	14,450	14,500	14,500
6. Professional Services	352	1,300	1,300	1,300
7. Training/Conferences/Meetings	6,701	12,900	12,900	12,900
8. Membership & Dues		150	100	100
<b>TOTAL</b>	<b>530,473</b>	<b>578,584</b>	<b>637,800</b>	<b>661,300</b>

### **Authorized Positions**

### **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**

<b>Performance Measure / Goal</b>	<b>FY 2009-10 Actual</b>	<b>FY 2010-11 Actual</b>	<b>FY 2011-12 Goal</b>	<b>FY 2011-12 Projected</b>	<b>FY 2012-13 Goal</b>
Educational Life & Fire Safety Demonstrations	6	38	12	16	20
Public Safety Demonstrations	20	65	12	16	20
Total Number of R-2 Inspections	1,256	1,088	1,200	1,147	1,300
Total Number of Commercial Inspections	594	471	500	558	500

### **Major Budget Changes**

1. A part-time clerical support person is needed to allow the Fire Inspectors to be out in the field conducting Life and Fire Safety Inspections.
2. Fill three Shift Inspectors positions to assist with Life and Fire Safety Inspections.

# **FIRE DEPARTMENT**

## **Prevention Division**

**4530**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Employee Services	309,256	421,600	464,000	474,300
2. Office Supplies & Materials	2,351	1,700	1,700	1,700
3. Bldg/Veh/Equip Maint/Supplies	43	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	1,600
7. Books and Publications	1,000	1,000	1,000	1,000
8. Special Dept Supplies	1,557	1,500	2,300	2,300
9. Communications	2,200	2,200	3,200	3,200
10. Professional Services	96,617			
11. Training/Conferences/Meetings	1,651		2,000	2,000
12. Membership & Dues	249	400	400	400
<b>TOTAL</b>	<b>414,924</b>	<b>431,200</b>	<b>477,400</b>	<b>487,700</b>

<b>Authorized Positions</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
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### **Funding Source**

General Fund, Measure V Fund

# **FIRE DEPARTMENT**

## **Disaster Preparedness Division**

**4535**

### **Purpose**

The Disaster Preparedness Division administers the City of Salinas Multi-Hazard Functional Plan. The division is responsible for the training of City personnel on the plan functions. The division is responsible for ensuring that disaster communications equipment is functional and sufficient to support Emergency Operations Center (EOC) operations in the event of activation. Mitigation plans are developed by division staff to prevent or lessen the impact of various disasters should they occur.

### **Division Operations:**

1. To train City Staff in EOC operations to ensure a state of readiness in case of a disaster and/or activation.
2. To provide City Staff with annual EOC training.
3. To conduct annual EOC exercises.
4. To maintain trained EOC personnel to ensure adequate staffing in case of an EOC activation.
5. Provide annual Community Emergency Response Team (CERT) training.

### **Performance Measures**

<b>Performance Measure / Goal</b>	<b>FY 2009-10 Actual</b>	<b>FY 2010-11 Actual</b>	<b>FY 2011-12 Goal</b>	<b>FY 2011-12 Projected</b>	<b>FY 2012-13 Goal</b>
Citywide EOC Training Hours	56	28	28	0	56
EOC Exercises	2	1	1	1	2
EOC Trained Personnel	19	17	19	17	28
CERT Training Hours	28	28	56	56	56

### **Major Budget Changes**

None

**FIRE DEPARTMENT**  
**Disaster Preparedness Division**

**4535**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
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1. Employee Services

TOTAL

**Authorized Positions**

**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 (two Phase 1 and two Phase 2) Draeger Class 'A' burn simulations per year to all fire suppression personnel.

### Performance Measures

Performance Measure / Goal	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Total Number of Training Hours (Department)	17,352	17,049	1,700	1,800	1,800
Mandated Training Compliance (Department) - %	40%	57%	100%	100%	100%
Number of Firefighters Trained - Class A Burn Trailers	N/A	N/A	87	87	87

\* Adjustment for 12 SAFER Grant Firefighters.

N/A - Burn Trailers were received in 2012.

### Major Budget Changes

None

# **FIRE DEPARTMENT**

## **Training Division**

**4540**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Employee Services	34,385	34,400	35,100	36,000
2. Office Supplies & Materials	1,493	2,000	2,000	2,000
3. Books and Publications	706	1,000	1,000	1,000
4. Special Dept Supplies	6,294	1,100	1,100	1,100
5. Communications	6,699	8,000	8,000	8,000
6. Contract Maintenance Services	516	500	500	500
7. Professional Services	6,008	6,000	6,000	6,000
8. Training/Conferences/Meetings	14,734	20,000	20,000	20,000
<b>TOTAL</b>	<b>70,835</b>	<b>73,000</b>	<b>73,700</b>	<b>74,600</b>

### **Authorized Positions**

### **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**

<b>Performance Measure / Goal</b>	<b>FY 2009-10 Actual</b>	<b>FY 2010-11 Actual</b>	<b>FY 2011-12 Goal</b>	<b>FY 2011-12 Projected</b>	<b>FY 2012-13 Goal</b>
Reserve Apparatus In-Service - %	*	*	*	*	*
Front-line Apparatus In-Service - %	*	*	*	*	*
Scheduled Maintenance Compliance - %	100%	100%	100%	100%	100%
Aerial & Ground Ladder Testing Compliance - %	100%	100%	100%	100%	100%

\* New policy established to track OOS days of reserve and front-line apparatus and scheduled maintenance compliance.

### **Major Budget Changes**

None.

# **FIRE DEPARTMENT**

## **Vehicle Maintenance Division**

**4560**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Employee Services	114,920	115,200	119,500	123,400
2. Bldg/Veh/Equip Maint/Supplies	79,555	90,000	90,000	90,000
3. Vehicle Fuels & Lubricants	6,469	6,500	6,500	6,500
4. Small Tools & Equipment	1,774	3,000	3,000	3,000
5. Contract Maintenance Services	42,468	42,000	42,000	42,000
6. Training/Conferences/Meetings	4,975	6,000	10,000	10,000
<b>TOTAL</b>	<b>250,161</b>	<b>262,700</b>	<b>271,000</b>	<b>274,900</b>

### **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**

<b>Performance Measure / Goal</b>	<b>FY 2009-10 Actual</b>	<b>FY 2010-11 Actual</b>	<b>FY 2011-12 Goal</b>	<b>FY 2011-12 Projected</b>	<b>FY 2012-13 Goal</b>
Quarterly Training Compliance	N/A	N/A	N/A	N/A	*
Total Training Hours	1,549	849	1,335	1,335	1,335
Annual CUPA Reimbursement	\$ 107,173	\$ 98,257	\$ 100,000	\$ 100,000	\$ 100,000

\* New training standard will be incorporated in-house quarterly training starting FY 12/13.

### **Major Budget Changes**

None.

**Purpose**

# **FIRE DEPARTMENT**

## **Hazardous Material Control Division**

**4570**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Employee Services	147,711	152,900	163,900	169,600
2. Bldg/Veh/Equip Maint/Supplies	2,100	2,100	2,100	2,100
3. Small Tools & Equipment	500	500	500	500
4. Clothing & Personal Equip	1,402	1,500	1,500	1,500
5. Communications		100	100	100
6. Training/Conferences/Meetings	1,000	1,000	1,000	1,000
<b>TOTAL</b>	<b>152,713</b>	<b>158,100</b>	<b>169,100</b>	<b>174,800</b>

### **Authorized Positions**

### **Funding Source**

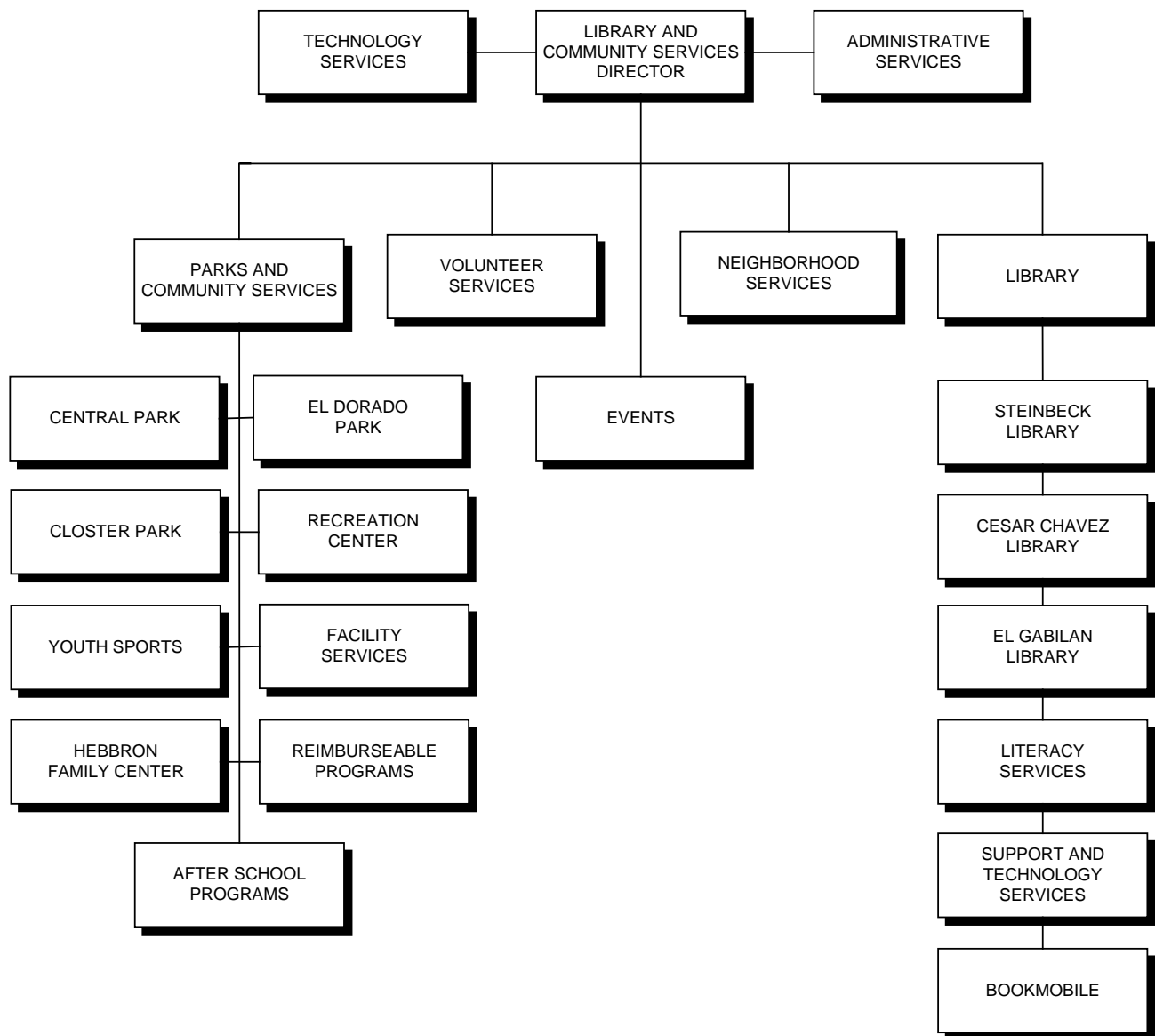
General Fund

# FIRE DEPARTMENT

## Work Force

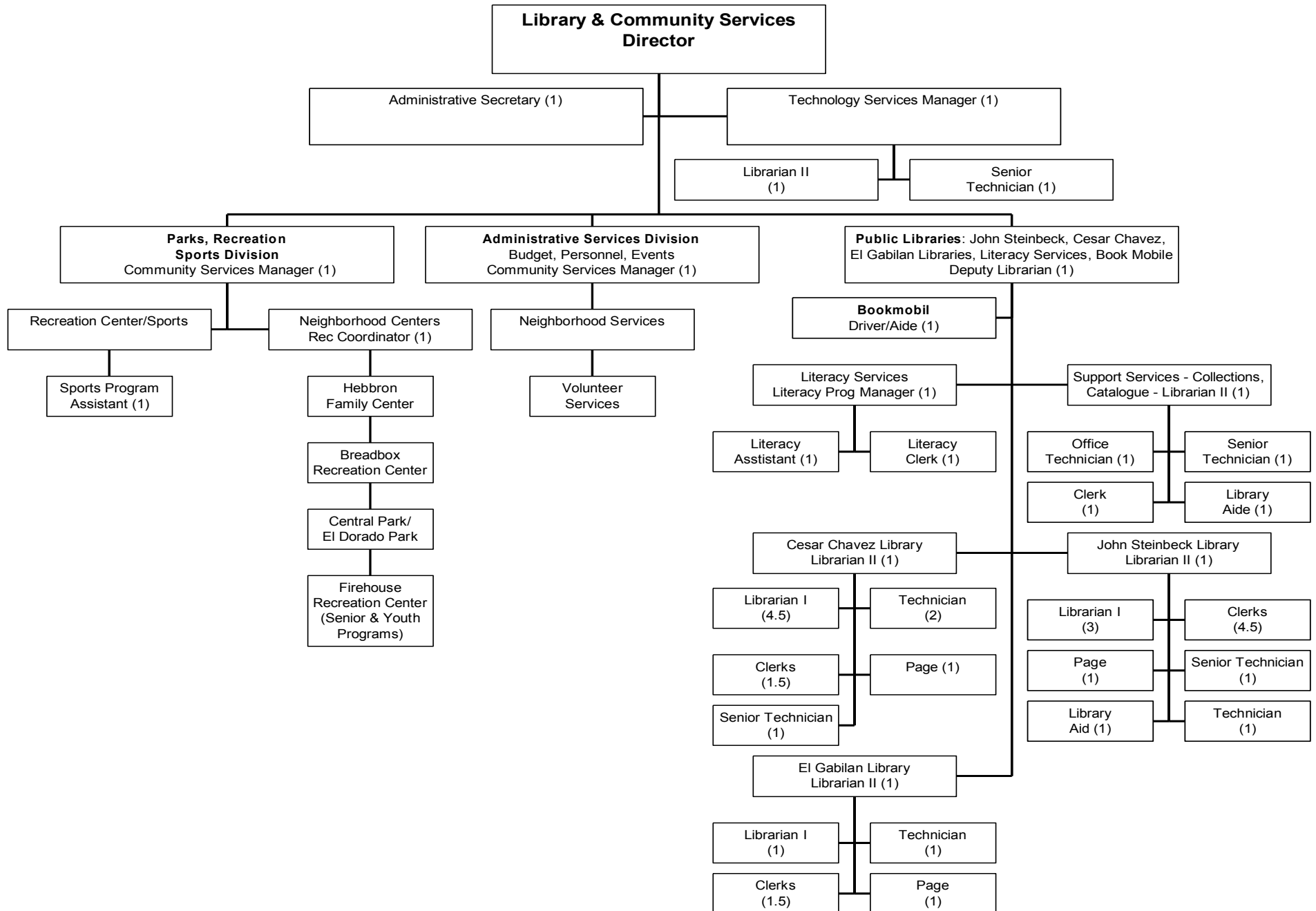
<b>Administration Division</b>	<b>10-11 Authorized</b>	<b>11-12 Authorized</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
Fire Chief	1	1	1	1
Administrative Secretary	1	1	1	1
Office Technician	1	1	1	1
Total	3	3	3	3
<b>Suppression Division</b>				
Deputy Fire Chief	1	1	1	1
Fire Captain	24	24	24	24
Battalion Chief	3	3	3	3
Firefighter (SAFER Grant)		12	12	12
Firefighter	29	28	28	28
Firefighter (Unfunded)	-3			
Fire Engineer	24	23	23	23
Total	78	91	91	91
<b>Prevention Division</b>				
Fire Inspector	3	3	3	3
<b>Department Total</b>	<b>84</b>	<b>97</b>	<b>97</b>	<b>97</b>

# LIBRARY AND COMMUNITY SERVICES



# LIBRARY AND COMMUNITY SERVICES DEPARTMENT

## Organization Chart



# LIBRARY AND COMMUNITY SERVICES DEPARTMENT

## Summary

### Purpose

The Library and Community Services Department consist of Library, Recreation and Community Services. To function as a public commons for a diverse community, create a City of Peace and Culture of Literacy through our programs and services. Promote intellectual curiosity, family literacy, social networking, environmental awareness and an active and healthy lifestyle and to be a model of innovation within the community providing a variety of programs to serve all ages. Program services include Libraries, recreation centers, playgrounds, CDBG after school programs, youth sports, leased facilities to include two golf courses, the Salinas Aquatic Center, Community Center/Sherwood Hall, Firehouse Recreation Center, Closter Park and Bread Box Recreation Center. Partnerships and creative colorations are developed with multi-government agencies, schools, community series groups and organizations.

### Top Five Accomplishments for FY 2011-12

#### Organizational Effectiveness Initiative

##### Library

1. Numbers: 561,704 visitors; 121,730 internet uses at 148 public computers; 1,138 children and youth programs; 14,948 residents attended programs; 3,171 volunteer hours; 3,672 used Homework Centers; 78% residents have library cards; digitized 165 local history interviews and photographs; ten local history video graphics; 8,000 + free lunches at Homework Centers.
2. Sixteen grants totaled \$1,332,500: Literary, Cesar Chavez Library, and Technology.
3. AWARDS: Monterey County Historical Society Award 2011; Selected for ICMA/Gates National Benchmark Study for technology; Packard Fellow; CA State Library "Pitch a Project;"
4. Opened Six Community Sites when Cesar Chavez Library closed for construction: Alisal Family Resource Center, Mexican American Opportunity Foundation, Los Padres ES Homework Center, Sherwood ES Library, La Paz Middle School, and Hebbbron Family Center.
5. Partnerships with 44 organizations, groups.

##### Recreation-Park Sports Division

1. Through a reallocation of Measure V dollars, the Parks & Community Services Department was able to maintain some basic programming at Central and El Dorado Park recreation facilities. Youth continue to be a central focus for the programming at these sites. From tiny tots, ages 3-5 learning to identify their colors, to elementary aged youth who enjoy a variety of after school activities, to middle school teens crafting their music skills and/or staying fit through Karate; Central and El Dorado provide a positive outlet for engaging neighborhood youth.
2. Recreation and Community Services programs continue to be in high demand by the residents of Salinas. Over 220,000 residents visited a neighborhood recreation center over the last year while over 4,000 youth participated in a variety of youth sports programs.
3. The Division continues to provide nutritious meals for youth and seniors throughout the year. Last year 14,000 meals were served to seniors at the Firehouse Recreation Center and over 18,000 free lunches were served as part of the summer lunch program at the (5) neighborhood centers and the Cesar Chavez Library.
4. Provide ongoing volunteer opportunities for youth and adults. Last year over 15,000 volunteer hours were provided in support of recreation programs (Youth Sports Coaches – 12,600 hours; Senior Program – 2,500 hours; Hebbbron Teens – 520 hours)
5. Hebbbron Family Center served as a HUB for CASP's implementation of the Comprehensive Strategy for Community Wide Violence Reduction Plan. Various subcommittees including the Cross Functional Team and The Community Engagement meet bi-monthly at the Center. Other CASP agencies also use Hebbbron to provide services to the target area.



# **LIBRARY AND COMMUNITY SERVICES DEPARTMENT**

## **Summary**

### **Events, Neighborhood Services, Volunteers**

1. As part of the CDBG Neighborhood Beatification Initiative the first city wide Neighborhood Gathering was held to encourage residents to work with each other to solve problems in their neighborhood and to develop ways to assist in providing city services. CDBG Projects to include the establishment of a community Garden at Central Park and the La Plaza Rotario at Closter Park. Cleanup and tree plantings took place at five other park sites and one neighborhood area. Neighborhood Services held three community Meetings to engage residents – two for District 3 Council Member McShane and one – for District 4 Council Member De La Rosa.
2. Renewed lease agreements with the Second Chance Youth Services at the Breadbox Recreation Center and the Salinas Boxing Club for Closter Park. Staff successfully negotiated leases with the National Steinbeck Center and Monterey County Aquatics Team (MCAT) for the Community Center/Sherwood Hall and the Salinas Aquatic Center. These efforts will allow for continued community access.
3. Established a Policy on Naming of City buildings, Facilities and Property.
4. Volunteers continue to support City Services. Last year over 15467 volunteer hours were provided in recreation programs (youth sports coaches, senior and teen programs and City community cleanups (United Salinas Make a Difference Day), support for the City Clerk, Finance Department and Library services.
5. Special issues 120 Community Special Event Permits.

### **City Council Goals, Strategies, and Objectives for FY 2012-13**

#### **Youth/Gang Violence Prevention Initiative (Peace)**

1. Partnerships/Collaborations with CASP and other existing and new community groups and organizations.
2. Literacy initiatives including the First 5 program, Homework Center, job and computer skills training.
3. Programs including digital arts, emerging technologies, teen recording studio, library soccer team, youth leadership grant programs and Youth Commission activities.

#### **Economic Development Initiative (Prosperity)**

1. Open new Cesar Chavez Library.
2. Increase of funding support and advocacy for the Library, Recreation and Community Services Activities.
3. Youth Commission economic development forum.

#### **Organizational Effectiveness Initiative**

1. Maintain libraries open seven days a week, and current Recreation/sports programs at centers.
2. Transferred all employees to 4/9 work schedules.
3. Continue collaboration on joint programs and activities.

### **Major Budget Changes**

#### **LCSD Administration:**

- Community Services Manager added responsibilities: budget, personnel, maintenance, grant reporting, and media liaison.
- One Library Deputy for 7 day service supervision
- Security Service for Safety at 3 Libraries.
- Additional positions required for twice-size new Cesar Chavez, Library total \$250,000.
- Additional recreation position required for supervision of Central and El Dorado Park programs.
- Additional resourced required to cover CDBG reduction of 0.75 FTE Recreation Coordinator and Breadbox operations.
- Three Commissions: Library, Recreation-Park and Youth Commission

# LIBRARY AND COMMUNITY SERVICES DEPARTMENT

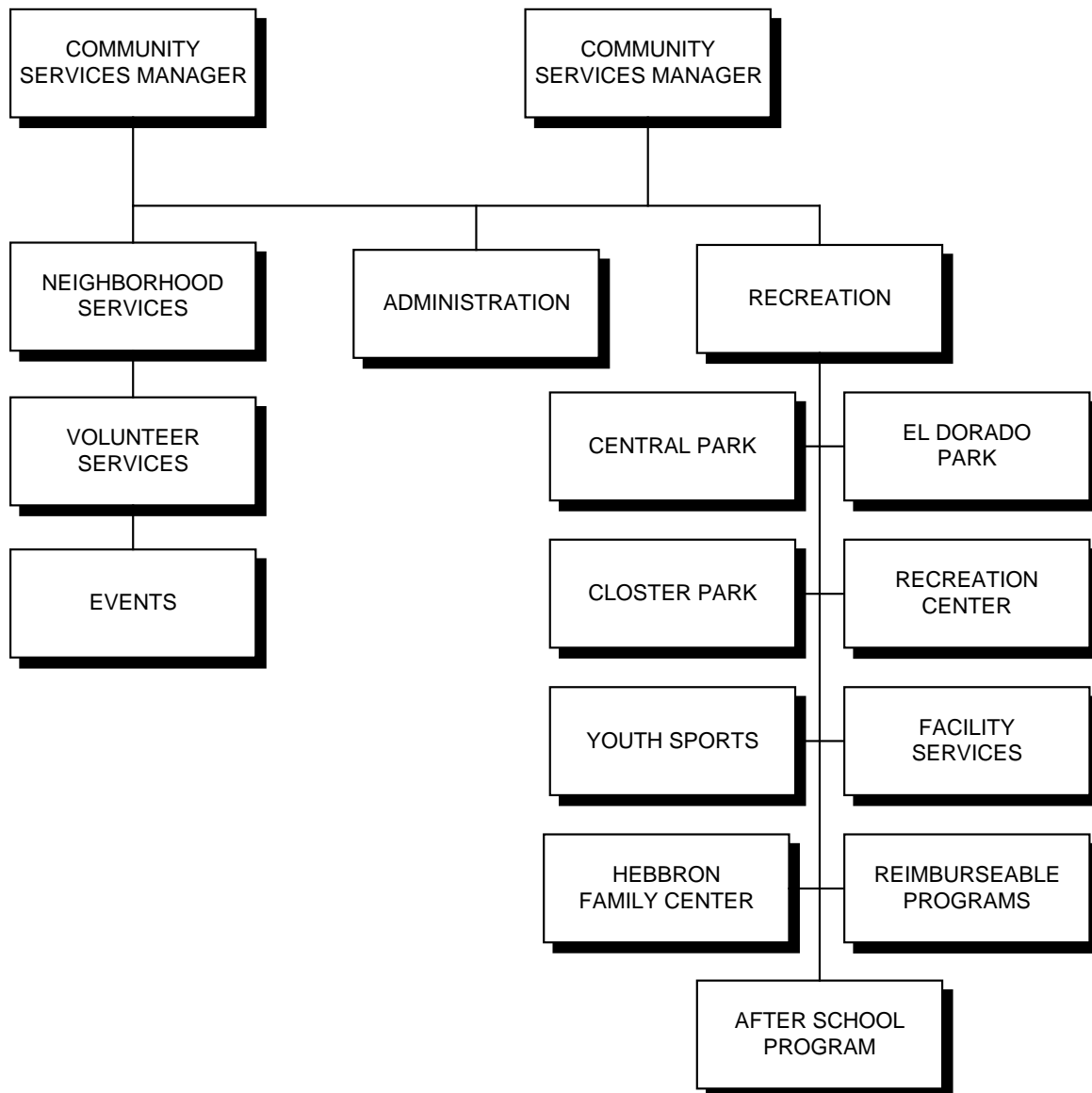
## Summary

	<u>10-11 Actual</u>	<u>11-12 Budget</u>	<u>12-13 Adopted</u>	<u>13-14 Plan</u>
<b>Expenditures by Program</b>				
Library	3,661,072	3,788,200	4,037,500	4,204,300
Parks and Community Services	1,305,955	1,485,500	1,399,100	1,419,400
<b>Total</b>	<u><b>4,967,027</b></u>	<u><b>5,273,700</b></u>	<u><b>5,436,600</b></u>	<u><b>5,623,700</b></u>
<b>Workforce by Program</b>				
Library	43.50	42.50	45.50	45.50
Parks and Community Services	6.50	5.00	6.00	6.00
<b>Total</b>	<u><b>50.00</b></u>	<u><b>47.50</b></u>	<u><b>51.50</b></u>	<u><b>51.50</b></u>



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# PARKS AND COMMUNITY SERVICES





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# PARKS AND COMMUNITY SERVICES

## Summary

Expenditures by Program		10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
5510	Administration Division	474,368	391,200	419,400	430,900
5515	Neighborhood Services Division			12,200	12,200
5527	Closter Park Division	16,397	23,800	7,500	7,500
5528	El Dorado Park Division	11,305	14,500	14,700	14,700
5529	Central Park Division	16,355	19,100	19,300	19,300
5531	Facility Services Division	8,685	8,500	8,500	8,500
5532	Reimbursable Rec Activities	57,275	160,700	160,700	160,700
5533	Youth Sports Division	274,317	382,600	161,000	163,400
5534	Adult Sports Division	11,257			
5535	Aquatics Division	238			
5536	Recreation Center Division	40,163	46,800	47,100	47,100
5537	Firehouse Rec Center Division	3,290	16,900	16,900	16,900
5538	Hebbron Heights Rec Center Division	35,724	38,700	39,000	39,000
5541	Afterschool Programs Division	261,958	252,200	362,300	368,700
5550	Community Center Division	94,399	130,500	130,500	130,500
5553	Box Office Division	224			
TOTAL		1,305,955	1,485,500	1,399,100	1,419,400

### Expenditures by Character

1.	Employee Services	979,118	739,200	886,400	906,700
2.	Office Supplies & Materials	3,769	6,500	8,000	8,000
3.	Bldg/Veh/Equip Maint/Supplies	5,388	13,500	13,600	13,600
4.	Vehicle Fuels & Lubricants	1,147	1,000	1,000	1,000
5.	Small Tools & Equipment	259	400	400	400
6.	Clothing & Personal Equip		1,000	1,000	1,000
7.	Special Dept Supplies	56,298	69,100	74,800	74,800
8.	Communications	9,335	10,500	11,900	11,900
9.	Utilities	93,763	136,400	136,400	136,400
10.	Contract Maintenance Services	33,278	60,200	60,200	60,200
11.	Professional Services	52,560	125,600	123,300	123,300
12.	Outside Services	67,116	75,000	50,000	50,000
13.	Advertising	3,463	17,000	17,000	17,000
14.	Training/Conferences/Meetings	34	900	900	900
15.	Membership & Dues		800	800	800
16.	Contribution to Other Agencies		225,000		
17.	Refunds & Reimb Damages	427	3,400	3,400	3,400
18.	Recognition-Award-Protocol			10,000	10,000
TOTAL		1,305,955	1,485,500	1,399,100	1,419,400

# **PARKS AND COMMUNITY SERVICES**

## **Summary**

<b>Expenditures by Fund</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
General Fund	945,889	1,108,800	905,400	919,300
Measure V Fund	360,066	376,700	493,700	500,100
<b>TOTAL</b>	<b>1,305,955</b>	<b>1,485,500</b>	<b>1,399,100</b>	<b>1,419,400</b>

### **Workforce by Program**

5510	Administration Division	3.5	3.0	3.0	3.0
5533	Youth Sports Division	2.0	1.0	1.0	1.0
5541	Afterschool Programs Division	1.0	1.0	2.0	2.0
	<b>TOTAL</b>	<b>6.5</b>	<b>5.0</b>	<b>6.0</b>	<b>6.0</b>



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# 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 Recreation-Park Commission with opportunities for input on critical Library, Recreation and Park services until a joint commission is established.
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, Recreation Centers, 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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Number of Employees (including temporary)			68	72	75
Number of Attendees at Recreation Centers	239,052	204,440	214,662	220,000	220,000
Number of Youth Commission Events/Activities	6	5	6	6	7
Number of Participants Attending Youth Commission Events	1,200	1,250	1,200	1,300	1,350
Number of Special Event Permits Issued	125	151	140	115	130
Number of Annual Hours Spent in Support of CASP	50	75	98	120	120
Number of Annual Hours Spent Attending Community Meetings/Events	125	175	193	250	275

### Major Budget Changes

Administration for Parks and Community Services has been consolidated with the Library to form the Library and Community Services Department for FY 2011-2012, resulting in the elimination of the Department Director position.

Two temporary positions for volunteer services were approved in the mid-year budget adjustments for fiscal year 2010-11.

# **PARKS AND COMMUNITY SERVICES** **Administration Division**

**5510**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Employee Services	451,206	347,700	365,900	377,400
2. Office Supplies & Materials	1,136	1,400	1,400	1,400
3. Bldg/Veh/Equip Maint/Supplies	150	1,500	1,500	1,500
4. Vehicle Fuels & Lubricants	163	400	400	400
5. Small Tools & Equipment	259	400	400	400
6. Clothing & Personal Equip		1,000	1,000	1,000
7. Special Dept Supplies	778	800	800	800
8. Communications	3,701	5,200	5,200	5,200
9. Professional Services	9,312	10,000	10,000	10,000
10. Outside Services	4,200	5,000	5,000	5,000
11. Advertising	3,463	17,000	17,000	17,000
12. Membership & Dues		800	800	800
13. Recognition-Award-Protocol			10,000	10,000
<b>TOTAL</b>	<b>474,368</b>	<b>391,200</b>	<b>419,400</b>	<b>430,900</b>
 <b>Authorized Positions</b>	 3.5	 3.0	 3.0	 3.0

## **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**

<b>Performance Measure / Goal</b>	<b>FY 2009-10 Actual</b>	<b>FY 2010-11 Actual</b>	<b>FY 2011-12 Goal</b>	<b>FY 2011-12 Projected</b>	<b>FY 2012-13 Goal</b>
Council District Cleanups	5	5	6	6	6
Community Meetings	13	11	5	5	10
City-wide Volunteer Hours Performed	NA	NA	20,000	20,756	22,831

### **Major Budget Changes**

Volunteer and Neighborhood Services has (2) Temporary Volunteer positions funded by mid-year FY11/12 Budget. Additional funds are needed for program implementation such as supplies, printing, and promotion and information resources.

# **PARKS AND COMMUNITY SERVICES**

## **Neighborhood Services Division**

**5515**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Employee Services				
2. Office Supplies & Materials			2,600	2,600
3. Special Dept Supplies			8,200	8,200
4. Communications			1,400	1,400
TOTAL			12,200	12,200

### **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**

<b>Performance Measure / Goal</b>	<b>FY 2009-10 Actual</b>	<b>FY 2010-11 Actual</b>	<b>FY 2011-12 Goal</b>	<b>FY 2011-12 Projected</b>	<b>FY 2012-13 Goal</b>
*Unavailable. Facility leased to Salinas Boxing Club	NA	NA	NA	NA	NA

### **Major Budget Changes**

Measure V funds substantially funds the operation of this facility. General Fund contribution to this facility is \$2,700 for FY 2011-12.

The lease was renewed with the Salinas Boxing Club for an additional 2 years. This organization has leased the facility since 2007.

# **PARKS AND COMMUNITY SERVICES**

## **Closter Park Division**

**5527**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Employee Services	9,078	9,500		
2. Office Supplies & Materials		1,100		
3. Bldg/Veh/Equip Maint/Supplies		1,700	800	800
4. Special Dept Supplies	542	2,500		
5. Communications	300	300	300	300
6. Utilities	3,882	4,900	4,900	4,900
7. Contract Maintenance Services	420	1,500	1,500	1,500
8. Professional Services	2,175	2,300		
<b>TOTAL</b>	<b>16,397</b>	<b>23,800</b>	<b>7,500</b>	<b>7,500</b>

### **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 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**

<b>Performance Measure / Goal</b>	<b>FY 2009-10 Actual</b>	<b>FY 2010-11 Actual</b>	<b>FY 2011-12 Goal</b>	<b>FY 2011-12 Projected</b>	<b>FY 2012-13 Goal</b>
Number of Program Attendees	62,013	50,868	50,021	51,000	51,000

### **Major Budget Changes**

Measure V funds the operation of this facility, with nominal general fund contributions of \$8,100 for FY 2011-12

### **Budget Impacts:**

Without the addition of a .75 Full Time Equivalent Sr. Recreation Assistant position there is no Full-Time supervision to provide oversight, program planning, record keeping, staff supervision, scheduling, etc.

- Temporary Employees will open, close facility and be left without supervision and training
- Contract classes will be eliminated
- The Summer Lunch Program will be eliminated

# **PARKS AND COMMUNITY SERVICES**

## **El Dorado Park Division**

**5528**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Employee Services	89			
2. Bldg/Veh/Equip Maint/Supplies	927	2,600	2,800	2,800
3. Communications	942	500	500	500
4. Utilities	6,992	8,500	8,500	8,500
5. Contract Maintenance Services	1,167	1,600	1,600	1,600
6. Professional Services	1,188	1,300	1,300	1,300
<b>TOTAL</b>	<b>11,305</b>	<b>14,500</b>	<b>14,700</b>	<b>14,700</b>

### **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**

<b>Performance Measure / Goal</b>	<b>FY 2009-10 Actual</b>	<b>FY 2010-11 Actual</b>	<b>FY 2011-12 Goal</b>	<b>FY 2011-12 Projected</b>	<b>FY 2012-13 Goal</b>
Program Attendees	29,172	32,902	33,500	34,000	34,000

### **Major Budget Changes**

Measure V funds the operation of this facility with some nominal General Fund contributions of \$2,900 for FY 2011-12

Without the addition of a .25 Full Time Equivalent Sr. Recreation Assistant position there is no full-time supervision to provide oversight, program planning, record keeping, staff supervision, training and scheduling, etc.

- Temporary Employees will open, close facility and be left without supervision and training
- The Summer Lunch Program will be eliminated

# **PARKS AND COMMUNITY SERVICES**

## **Central Park Division**

**5529**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Employee Services	10,162	9,500	9,500	9,500
2. Office Supplies & Materials	442	1,000	1,000	1,000
3. Bldg/Veh/Equip Maint/Supplies	689	1,700	1,900	1,900
4. Special Dept Supplies	1,688	1,700	1,700	1,700
5. Communications	417	300	300	300
6. Utilities	1,837	2,400	2,400	2,400
7. Contract Maintenance Services		1,200	1,200	1,200
8. Professional Services	1,120	1,300	1,300	1,300
<b>TOTAL</b>	<b>16,355</b>	<b>19,100</b>	<b>19,300</b>	<b>19,300</b>

### **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, Hebborn 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**

<b>Performance Measure / Goal</b>	<b>FY 2009-10 Actual</b>	<b>FY 2010-11 Actual</b>	<b>FY 2011-12 Goal</b>	<b>FY 2011-12 Projected</b>	<b>FY 2012-13 Goal</b>
Revenue Collected		\$ 18,968	\$ 32,000	\$ 34,588	\$ 8,500
Bounce House Permits Issued	NA	NA	50	55	60

### **Major Budget Changes**

Temporary payroll remains at \$6,800 for FY 2011-12 and 2012-13.

Municipal Stadium will be turned over to the California Rodeo Association in June 2012 consistent with the existing lease provisions. This will result in a loss in revenue in the amount of \$20,000.

**PARKS AND COMMUNITY SERVICES**  
**Facility Services Division**

**5531**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Employee Services	8,212	6,800	6,800	6,800
2. Special Dept Supplies	473	500	500	500
3. Refunds & Reimb Damages		1,200	1,200	1,200
TOTAL	8,685	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**

<b>Performance Measure / Goal</b>	<b>FY 2009-10 Actual</b>	<b>FY 2010-11 Actual</b>	<b>FY 2011-12 Goal</b>	<b>FY 2011-12 Projected</b>	<b>FY 2012-13 Goal</b>
Revenue Collected		\$ 39,934	\$ 47,500	\$ 50,000	\$ 50,000

### **Major Budget Changes**

The FY 2011-12 Reimbursable Budget was reduced by \$55,000 due to the lease of the Community Center and Firehouse Recreation Center facilities for programming.

# **PARKS AND COMMUNITY SERVICES**

## **Reimbursable Rec Activities**

**5532**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Employee Services	16,630	32,400	32,400	32,400
2. Special Dept Supplies	2,852	17,900	17,900	17,900
3. Professional Services	37,733	109,600	109,600	109,600
4. Refunds & Reimb Damages	60	800	800	800
TOTAL	57,275	160,700	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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Number of Registered Participants	4,301	3,936	3,900	4,000	4,000
Volunteer Coaches Hours Performed		12,605	12,350	12,500	12,500
Revenue Collected		\$ 87,837	\$ 88,726	\$ 90,000	\$ 90,000

### Major Budget Changes

A Recreation Coordinator position was eliminated from the Budget in FY 2011-12. The elimination of this position has required the Division to redistribute full time staffing resources to accommodate the existing (15) youth sports programs with annual participation of more than 4,000 youth.

# **PARKS AND COMMUNITY SERVICES** **Youth Sports Division**

**5533**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Employee Services	240,570	121,100	124,500	126,900
2. Special Dept Supplies	33,207	33,200	33,200	33,200
3. Communications	173	800	800	800
4. Professional Services		1,100	1,100	1,100
5. Contribution to Other Agencies		225,000		
6. Refunds & Reimb Damages	367	1,400	1,400	1,400
<b>TOTAL</b>	<b>274,317</b>	<b>382,600</b>	<b>161,000</b>	<b>163,400</b>

<b>Authorized Positions</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>
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## **Funding Source**

General Fund



# **PARKS AND COMMUNITY SERVICES**

## **Adult Sports Division - Eliminated**

**5534**

### **Purpose**

Provide adult sports programs to the community that will offset costs for officials, equipment and supplies through fees paid by the participants.

### **Division Operations**

1. Expand adult sports programs where costs allow and where staff workload allows, with "cost recovery" incorporated in the development.
2. Further expand our usage agreement with the High School District.
3. Continue to practice excellent customer service.

### **Performance Measures**

<b>Performance Measure / Goal</b>	<b>FY 2009-10 Actual</b>	<b>FY 2010-11 Actual</b>	<b>FY 2011-12 Goal</b>	<b>FY 2011-12 Projected</b>	<b>FY 2012-13 Goal</b>
Programs not offered due to budget reductions	N/A	N/A	N/A	N/A	N/A

### **Major Budget Changes**

Adult Sports was eliminated in the FY 2010-11 Budget along with softball, volleyball, basketball and flag football programs for over 200 adult teams in men, women and co-ed leagues.

# **PARKS AND COMMUNITY SERVICES**

## **Adult Sports Division**

**5534**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Employee Services	10,060			
2. Special Dept Supplies	1,197			
TOTAL	11,257			

### **Authorized Positions**

### **Funding Source**

General Fund

# **PARKS AND COMMUNITY SERVICES**

## **Aquatics Division - Eliminated**

**5535**

### **Purpose**

Offer year-around season at the Salinas Aquatic Center so that residents have the opportunity to learn and participate in all levels of swimming activity.

### **Division Operations**

1. Monitor operation of Aquatic Center including compliance with lease terms.

### **Performance Measures**

<b>Performance Measure / Goal</b>	<b>FY 2009-10 Actual</b>	<b>FY 2010-11 Actual</b>	<b>FY 2011-12 Goal</b>	<b>FY 2011-12 Projected</b>	<b>FY 2012-13 Goal</b>
Unavailable Facility is leased to the Monterey County Aquatic Team	N/A	N/A	N/A	N/A	N/A

### **Major Budget Changes**

The New Salinas Aquatic Center opened in September 2009. On June 15, 2010, Council approved a facility lease agreement with Salinas Valley Aquatics, doing business as Monterey County Aquatic Team for an initial two-year term that began on June 21, 2010.

# **PARKS AND COMMUNITY SERVICES**

## **Aquatics Division**

**5535**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Communications	238			
2. Utilities				
TOTAL	238			

### **Authorized Positions**

### **Funding Source**

General Fund, Measure V 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**

<b>Performance Measure / Goal</b>	<b>FY 2009-10 Actual</b>	<b>FY 2010-11 Actual</b>	<b>FY 2011-12 Goal</b>	<b>FY 2011-12 Projected</b>	<b>FY 2012-13 Goal</b>
Number of Registrations Taken	4,301	3,936	3,900	4,000	4,000

### **Major Budget Changes**

None

# **PARKS AND COMMUNITY SERVICES**

## **Recreation Center Division**

**5536**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Employee Services	24,013	22,000	22,000	22,000
2. Office Supplies & Materials	1,629	2,000	2,000	2,000
3. Bldg/Veh/Equip Maint/Supplies	1,913	2,800	3,100	3,100
4. Vehicle Fuels & Lubricants	984	600	600	600
5. Special Dept Supplies	909	2,500	2,500	2,500
6. Communications	600	500	500	500
7. Utilities	8,820	13,300	13,300	13,300
8. Contract Maintenance Services	1,261	2,200	2,200	2,200
9. Training/Conferences/Meetings	34	900	900	900
<b>TOTAL</b>	<b>40,163</b>	<b>46,800</b>	<b>47,100</b>	<b>47,100</b>

### **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**

<b>Performance Measure / Goal</b>	<b>FY 2009-10 Actual</b>	<b>FY 2010-11 Actual</b>	<b>FY 2011-12 Goal</b>	<b>FY 2011-12 Projected</b>	<b>FY 2012-13 Goal</b>
Number of Program Attendees	40,424	16,556	15,968	16,000	16,000
Senior Volunteer Hours Performed		2,500	2,500	2,500	2,500
Number of Senior Meals Served		14,000	14,000	14,000	14,000

### **Major Budget Changes**

On June 15, 2010, Council approved a facility lease agreement for Firehouse with GoKids, Inc. for a three-year term beginning on July 1, 2010. This program operates in conjunction with program #3162 Firehouse Recreation Center partially funded by CDBG in the amount of \$15,000 in FY2011-12. The CDBG allocations will be increased to \$20,000 in FY 2012-13. This will provide for additional support for the Senior and After School programs at the facility.

The City has agreed to contribute for janitorial services and supplies.

# **PARKS AND COMMUNITY SERVICES**

## **Firehouse Rec Center Division**

**5537**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Employee Services	724			
2. Communications	625	700	700	700
3. Utilities	1,414	15,000	15,000	15,000
4. Contract Maintenance Services	527	1,200	1,200	1,200
TOTAL	3,290	16,900	16,900	16,900

### **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.

### **Performance Measures**

<b>Performance Measure / Goal</b>	<b>FY 2009-10 Actual</b>	<b>FY 2010-11 Actual</b>	<b>FY 2011-12 Goal</b>	<b>FY 2011-12 Projected</b>	<b>FY 2012-13 Goal</b>
Number of Program Attendees	74,235	63,116	66,630	68,000	70,000
Number of Programs			1,650	1,800	2,000
Teen Volunteer Hours Performed	326	717	600	632	650

### **Major Budget Changes**

The budget reflects \$23,200 of this program funded by Measure V funds for FY 2011-12. This program operates in conjunction with program #3164 Hebbron Family Center partially funded by CDBG in the amount of \$133,000 in FY2011-12. The CDBG allocations for FY 2012-13 will be reduced to \$72,000.

The reduction in CDBG funds will result in the loss of a 0.75 FTE Recreation Coordinator.

### **Major Budget Impact**

Without the 0.75 FTE Recreation Coordinator Position: (result of CDBG reduction) there will be no full time supervision to provide oversight, program planning, record keeping, staff supervision, training, scheduling, etc.

- Temporary Employees will open, close facility
- Contract classes will have to be eliminated
- Facility will only be open Monday-Friday from 3:00-8:00 p.m. (reduction of 35 hours)
- No program structure
- The summer lunch program will be eliminated.

# **PARKS AND COMMUNITY SERVICES**

## **Hebbron Heights Rec Center Division**

**5538**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Employee Services	21,363	18,000	18,000	18,000
2. Office Supplies & Materials	562	1,000	1,000	1,000
3. Bldg/Veh/Equip Maint/Supplies	1,709	3,200	3,500	3,500
4. Communications	572	700	700	700
5. Utilities	9,107	13,300	13,300	13,300
6. Contract Maintenance Services	2,411	2,500	2,500	2,500
<b>TOTAL</b>	<b>35,724</b>	<b>38,700</b>	<b>39,000</b>	<b>39,000</b>

### **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**

<b>Performance Measure / Goal</b>	<b>FY 2009-10 Actual</b>	<b>FY 2010-11 Actual</b>	<b>FY 2011-12 Goal</b>	<b>FY 2011-12 Projected</b>	<b>FY 2012-13 Goal</b>
Number of Free Lunches Served (Summer)		5,700	13,833	14,561	15,500
Number of Youth Field Trip Participants		180	190	200	200
Number of Summer Camp Participants		412	475	500	500

### **Major Budget Changes**

Remaining Measure V funds (\$165,000) are for City-sponsored after school programs for youth.

### **Budget Impacts:**

- This program funds temporary payroll for El Dorado Park entirely and is used to supplement the temporary payroll accounts for the other neighborhood recreation centers as well.
- This program funds citywide enrichment programs including trips, specialty classes, swimming lessons, workshops, etc....and supplements existing after school activities at the neighborhood recreation centers.
- This program has been used in the past to support projects identified by the Council Education Committee.
- This program contributes to Youth Commission activities.

**PARKS AND COMMUNITY SERVICES**  
**Afterschool Programs Division**

**5541**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Employee Services	184,614	172,200	307,300	313,700
2. Special Dept Supplies	14,652	10,000	10,000	10,000
3. Outside Services	62,692	70,000	45,000	45,000
<b>TOTAL</b>	<b>261,958</b>	<b>252,200</b>	<b>362,300</b>	<b>368,700</b>

<b>Authorized Positions</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>
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**Funding Source**

Measure V Fund, General Fund

# **PARKS AND COMMUNITY SERVICES**

## **Community Center**

**5550**

### **Purpose**

Manage lease of the Community Center complex.

### **Division Operations**

1. Monitor the lease arrangements with the National Steinbeck Center.
2. Continue to practice excellent customer service.

### **Performance Measures**

<b>Performance Measure / Goal</b>	<b>FY 2009-10 Actual</b>	<b>FY 2010-11 Actual</b>	<b>FY 2011-12 Goal</b>	<b>FY 2011-12 Projected</b>	<b>FY 2012-13 Goal</b>
Unavailable Facility of leased to the Steinbeck Center	N/A	N/A	N/A	N/A	N/A

### **Major Budget Changes**

On August 24, 2010, Council approved a facility lease agreement with National Steinbeck Center for an initial period of eighteen months to assume the management and operation of the Community Center for the purpose of operating publicly accessible arts and information programs, among other related programs and services.

# **PARKS AND COMMUNITY SERVICES**

## **Community Center Division**

**5550**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Employee Services	2,397			
2. Communications	1,767	1,500	1,500	1,500
3. Utilities	61,711	79,000	79,000	79,000
4. Contract Maintenance Services	27,492	50,000	50,000	50,000
5. Professional Services	1,032			
<b>TOTAL</b>	<b>94,399</b>	<b>130,500</b>	<b>130,500</b>	<b>130,500</b>

### **Authorized Positions**

### **Funding Source**

General Fund, Measure V Fund

# **PARKS AND COMMUNITY SERVICES**

## **Box Office Division - Eliminated**

**5553**

### **Purpose**

Operate the box office to provide ticket sales to Community Center/Hall events and activities.

### **Division Operations**

1. Continue to practice excellent customer service.
2. Provide box office services to the community for events held at Sherwood Hall as well as offsite events as requested.

### **Major Budget Changes**

The City will not operate the box office while the Community Center facility is under the lease agreement with the National Steinbeck Center

**PARKS AND COMMUNITY SERVICES**  
**Box Office Division**

**5553**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Outside Services	224			
TOTAL	224			

**Authorized Positions**

**Funding Source**

General Fund

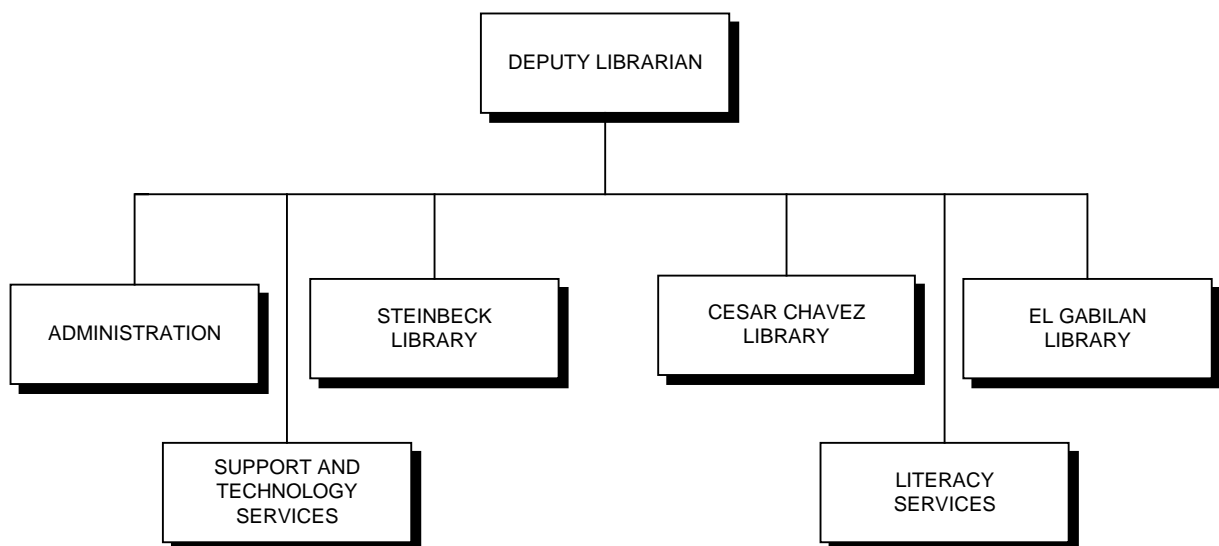


# **PARKS AND COMMUNITY SERVICES**

## **Work Force**

	<b>10-11 Authorized</b>	<b>11-12 Authorized</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
<b>Administration Division</b>				
Parks/Community Svc Dir	0.5			
Administrative Secretary	1.0	1.0	1.0	1.0
Comm Service Manager	2.0	2.0	2.0	2.0
Total	3.5	3.0	3.0	3.0
<b>Youth Sports Division</b>				
Recreation Coord	1.0			
Sports Program Asst	1.0	1.0	1.0	1.0
Total	2.0	1.0	1.0	1.0
<b>Afterschool Programs Division</b>				
Recreation Coord (MV)	1.0	1.0	2.0	2.0
<b>Department Total</b>	<b>6.5</b>	<b>5.0</b>	<b>6.0</b>	<b>6.0</b>

# LIBRARY



# LIBRARY Summary

<b>Expenditures by Program</b>		<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
6005	Administration Division	582,504	422,700	423,500	440,500
6009	Technology Services Division			247,200	258,900
6010	Support Services Division	835,529	922,900	571,700	519,700
6011	Steinbeck Library Division	918,022	975,800	1,132,000	1,162,900
6012	Cesar Chavez Library Division	694,625	769,200	935,900	1,070,300
6013	El Gabilan Library Division	338,091	415,800	444,800	459,000
6063	Literacy Division	292,301	281,800	282,400	293,000
TOTAL		3,661,072	3,788,200	4,037,500	4,204,300

## Expenditures by Character

1.	Employee Services	3,129,706	3,161,500	3,374,800	3,541,600
2.	Office Supplies & Materials	22,110	20,850	20,850	20,850
3.	Bldg/Veh/Equip Maint/Supplies	8,585	8,900	10,300	10,300
4.	Books and Publications	195,948	220,550	220,550	220,550
5.	Special Dept Supplies	41,426	40,800	40,800	40,800
6.	Communications	13,449	13,200	13,200	13,200
7.	Utilities	86,221	92,400	92,400	92,400
8.	Rents & Leases	2,580	2,500	2,500	2,500
9.	Contract Maintenance Services	90,922	116,200	121,900	121,900
10.	Professional Services	25,661	86,400	123,800	123,800
11.	Outside Services	17,886			
12.	Training/Conferences/Meetings	4,975	3,900	3,900	3,900
13.	Membership & Dues	7,300	7,500	7,500	7,500
14.	Taxes	5,228	5,000	5,000	5,000
15.	Capital Outlay	9,075	8,500		
TOTAL		3,661,072	3,788,200	4,037,500	4,204,300

## Expenditures by Fund

Measure V Fund	3,603,558	3,758,800	4,010,100	4,176,900
CLLS-Adult Literacy Project	48,309	25,500	23,500	23,500
CLSA Families for Literacy	9,205	3,900	3,900	3,900
TOTAL	3,661,072	3,788,200	4,037,500	4,204,300

# LIBRARY Summary

Workforce by Program		10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
6005	Administration Division	4.0	3.0	3.0	3.0
6009	Technology Services Division			3.0	3.0
6010	Support Services Division	11.0	11.0	5.0	5.0
6011	Steinbeck Library Division	10.5	10.5	13.5	13.5
6012	Cesar Chavez Library Division	9.5	9.5	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	43.5	42.5	45.5	45.5

# LIBRARY

## Administration Division

6005

### Purpose

Provide leadership. Focus on organizational effectiveness. Manage resources effectively and efficiently to optimize services to the public. Form new partnerships and opportunities in the community 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 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. Open the Cesar Chavez Library.
5. Implement The California Endowment Building Healthy Communities 3-year grant.
6. Work with the Friends of the Salinas Public Library on membership development.
7. Increase funding support and advocacy for the Library.
8. Practice excellent customer service.
9. Provide overall budget, project and program management.
10. Provide support and oversight to the advance and current Planning Division.

### Performance Measures

Performance Measure / Goal	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Number of Employees (including temporary)				68	72
Number of Visitors at Libraries	587,684	588,376	593,551	600,000	660,000
Number of Hours Attending Community Meetings/Events (Annually)	120	125	134	150	165
Number of News Releases Issued	60	68	70	75	83
Number of Partnerships & Collaborations with Community Agencies	25	30	34	44	48
Awards & Recognition	7	9	9	10	12
Number of Volunteer Hours Performed by FOSPL	NA	NA	N/A	878	1,000
Number of Volunteer Hours Performed	3,364	3,872	3,490	3,625	39,00

### Major Budget Changes

1. Loss of 1 Deputy Librarian position reduces management to one Deputy for 7-day service.
2. Cost of books and other materials is increasing resulting in less purchase power.
3. Demand for technology and Internet computers increasing by the public.
4. Expanded Cesar Chavez Library will require additional positions, furniture and equipment.
5. Library Director now responsible for Parks, Recreation, Neighborhood Services and Volunteer Services reducing the capacity to spend direct time on Library issues.
6. Public engagement increasing with organizations, media, residents.
7. Three Commissions require increased time and resources.

# LIBRARY

## Administration Division

6005

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services	563,936	405,300	406,100	423,100
2. Office Supplies & Materials	250	500	500	500
3. Communications	1,799	1,200	1,200	1,200
4. Contract Maintenance Services	1,185	1,200	1,200	1,200
5. Professional Services	6,602	4,000	4,000	4,000
6. Training/Conferences/Meetings	1,432	3,000	3,000	3,000
7. Membership & Dues	7,300	7,500	7,500	7,500
TOTAL	582,504	422,700	423,500	440,500

Authorized Positions	4	3	3	3
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### Funding Source

Measure V Fund

<b>LIBRARY AND COMMUNITY SERVICES DEPARTMENT</b> <b>Technology Services Division</b>	<b>6009</b>
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### **Purpose**

To provide innovative technologies 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.
3. Utilize social media for communications with public
4. Produce videos, films and visual communication for public.

### **Performance Measures**

Performance Measure / Goal	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Website hits	168,548	315,323	331,098	331,089	346,855
Internet Users	115,084	113,093	115,476	118,748	130,622
Number of Public Programs	60	60	62	63	69

### **Major Budget Changes**

The Technology Services Manager will expand services to Recreation Centers and create websites and e-news for the Community.

The Technology Services Manager manages the CA Endowment Grant.

**LIBRARY**  
**Technology Services Division**

**6009**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Employee Services			247,200	258,900
TOTAL			247,200	258,900

<b>Authorized Positions</b>			3	3
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**Funding Source**

Measure V Fund



# LIBRARY

## Support Services Division

6010

### Purpose

To provide excellent customer service to our patrons and internal customers through efficient and innovative operations of our Support Services Division.

### Division Operations

1. Select, acquire and process materials in a variety of formats for new and existing collections at all three libraries, 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.

### Performance Measures

Performance Measure / Goal	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Number of Titles Added to Collection	9,508	8,712	8,950	9,148	10,062
Number of Materials in Collection	197,378	228,913	232,530	240,359	251,804

### Major Budget Changes

- Loss of one Technician position to El Gabilan Library
- Increase Asian and Spanish language materials reduces English language collection
- Purchasing Technician position under review for classification and work load

# LIBRARY

## Support Services Division

6010

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services	726,120	804,400	458,200	406,200
2. Office Supplies & Materials	18,701	17,000	17,000	17,000
3. Special Dept Supplies	34,469	35,600	35,600	35,600
4. Communications	9,543	10,000	10,000	10,000
5. Rents & Leases	2,580	2,500	2,500	2,500
6. Contract Maintenance Services	21,340	22,400	22,400	22,400
7. Professional Services	15,900	21,000	21,000	21,000
8. Taxes	5,228	5,000	5,000	5,000
9. Capital Outlay	1,648	5,000		
TOTAL	835,529	922,900	571,700	519,700

Authorized Positions	11	11	5	5
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### Funding Source

Measure V Fund

# LIBRARY

## Steinbeck Library Division

6011

### Purpose

Open seven days a week, providing leadership to the community through innovative cultural, educational and literary programming that promotes reading and education, and function as a resource for the other two libraries, informing 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 the set up of new exhibits in the public area.
7. Maintain video messages for the public.
8. Expand awareness of toy collection.
9. Provide Bookmobile Services

### Performance Measures

Performance Measure / Goal	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Number of Information Items	147,143	148,734	152,320	156,171	171,788
Number of Titles Circulated	240,576	229,672	234,500	241,156	265,271
Summer Reading Enrollment	961	770	786	809	889
Number of Programs	389	228	232	239	263
Number of Visitors	251,269	249,379	255,958	261,848	288,033

### Major Budget Changes

- Security service maintains safety seven days a week.
- Increase in facilities maintenance of 50 year old building
- Friends of the Library support children's programs and Snappy the Tortoise costs.
- Computers will need to be replaced (5 years old).

# LIBRARY

## Steinbeck Library Division

6011

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services	692,776	696,700	881,000	911,900
2. Office Supplies & Materials	437	700	700	700
3. Bldg/Veh/Equip Maint/Supplies	5,280	4,600	5,400	5,400
4. Books and Publications	94,926	97,000	97,000	97,000
5. Special Dept Supplies	1,632	2,000	2,000	2,000
6. Communications	2,100	2,000	2,000	2,000
7. Utilities	57,957	60,200	60,200	60,200
8. Contract Maintenance Services	36,442	49,700	50,500	50,500
9. Professional Services	3,159	61,400	33,200	33,200
10. Outside Services	17,886			
11. Capital Outlay	5,427	1,500		
TOTAL	918,022	975,800	1,132,000	1,162,900
 <b>Authorized Positions</b>	 10.5	 10.5	 13.5	 13.5

### 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**

<b>Performance Measure / Goal</b>	<b>FY 2009-10 Actual</b>	<b>FY 2010-11 Actual</b>	<b>FY 2011-12 Goal</b>	<b>FY 2011-12 Projected</b>	<b>FY 2012-13 Goal</b>
Number of Information Items	29,386	45,140	47,201	47,397	52,137
Number of Titles Circulated	120,260	111,481	115,476	117,055	128,761
Summer Reading Enrollment	581	1,325	1,339	1,391	1,530
Number of Programs	107	167	170	175	193
Number of Visitors	239,133	249,881	254,725	262,375	288,613

### **Major Budget Changes**

- Open the new twice-size library end of 2012. Additional positions needed \$250,000 for 3 librarians and 2 clerks.
- Increase in facility maintenance costs
- Security service for required safety.
- Increase in visitors by 50% (now 900-1000 per day).

# LIBRARY

## Cesar Chavez Library Division

6012

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services	597,048	656,200	786,900	921,300
2. Office Supplies & Materials	199	200	200	200
3. Bldg/Veh/Equip Maint/Supplies	2,328	2,900	3,300	3,300
4. Books and Publications	55,802	60,200	60,200	60,200
5. Special Dept Supplies	869	700	700	700
6. Utilities	20,704	23,700	23,700	23,700
7. Contract Maintenance Services	17,675	25,300	28,100	28,100
8. Professional Services			32,800	32,800
TOTAL	694,625	769,200	935,900	1,070,300

<b>Authorized Positions</b>	9.5	9.5	12.5	12.5
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### Funding Source

Measure V Fund

# LIBRARY

## El Gabilan Library Division

6013

### 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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Number of Information Items	19,979	30,445	30,792	31,967	35,164
Number of Titles Circulated	78,461	78,879	79,897	82,823	91,105
Summer Reading Enrollment	1,159	898	900	943	1,037
Number of Programs	70	91	92	96	105
Number of Visitors	57,417	85,482	88,973	89,756	98,732

### Major Budget Changes

- Security service required for safety. (employee assaulted)

# LIBRARY

## El Gabilan Library Division

6013

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services	278,032	350,500	344,400	358,600
2. Office Supplies & Materials	100	100	100	100
3. Bldg/Veh/Equip Maint/Supplies	977	1,400	1,600	1,600
4. Books and Publications	37,201	37,600	37,600	37,600
5. Special Dept Supplies	250	600	600	600
6. Utilities	7,560	8,500	8,500	8,500
7. Contract Maintenance Services	13,971	17,100	19,200	19,200
8. Professional Services			32,800	32,800
TOTAL	338,091	415,800	444,800	459,000

<b>Authorized Positions</b>	5.5	5.5	5.5	5.5
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### Funding Source

Measure V Fund



### Purpose

Provide leadership, the programs and services that will broadly impact the literacy skills of those residents who most need help, and contribute to the social and economic vitality of the community by helping bring about a culture of literacy where every Salinas resident is literate.

### Division Operations

1. Recruit adult learners, and increase the number of tutors, volunteers, and learners served.
2. Provide classes and services to adults seeking employment through innovative programs and workshops, offering job related workshops, and computer literacy training.
3. Maintain First 5 state-funded grant to provide playgroups in our three library branches, and in one community center, which will increase family literacy programs and learners.
4. Enlarge GED program by offering new diagnostic software and workbooks, increasing outreach, and continuing partnerships with Hartnell College.
5. Seek new grant funding for Homework Center.
6. Expand Literacy services at Cesar Chavez Library in conjunction with the new Cesar Chavez Library.
7. Maintain partnerships with Homework Centers at Los Padres and Sherwood elementary schools.

### Performance Measures

Performance Measure / Goal	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Number of Tutors & Learners	NA	NA	250	400	440
Number of Homework Center Students	6,564	9,772	9689	10,261	11,287
Number of Literacy Center Users	NA	NA	984	1,000	1,100
Number of Grants	5	5	5	5	6
Number of Free Lunches Served		3,768	3700	3,800	4,180
Number of Information Items	1,870	4,594	4691	4,824	5,306
Number of Titles Circulated	5,390	4,881	4982	5,125	5,638
Number of Events Attended	NA	NA	10	15	17
Number of Visitors	2,123	3,634	3692	3,816	4,197

### Major Budget Changes

- State library CLLS funds no longer available.
- National Council for Family Literacy Grant includes a Snappy Mobile beginning July 1, 2012. Need additional grant to staff it.
- Relocation of Literacy Center at John Steinbeck Library downstairs requires more supervision.

# LIBRARY

## Literacy Division

6063

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services	271,794	248,400	251,000	261,600
2. Office Supplies & Materials	2,423	2,350	2,350	2,350
3. Books and Publications	8,019	25,750	25,750	25,750
4. Special Dept Supplies	4,206	1,900	1,900	1,900
5. Communications	7			
6. Contract Maintenance Services	309	500	500	500
7. Training/Conferences/Meetings	3,543	900	900	900
8. Capital Outlay	2,000	2,000		
TOTAL	292,301	281,800	282,400	293,000

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

<b>Administration Division</b>	<b>10-11 Authorized</b>	<b>11-12 Authorized</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
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)	2.0	1.0	1.0	1.0
Total	4.0	3.0	3.0	3.0
<b>Technology Services Division</b>				
Librarian II (MV)			1.0	1.0
Sr Library Tech (MV)			1.0	1.0
Technology Serv Mgr (MV)			1.0	1.0
Total			3.0	3.0
<b>Support Services Division</b>				
Office Technician			1.0	1.0
Bookmobile Driver (MV)	1.0	1.0		
Purchasing Technician(MV)	1.0	1.0		
Librarian II (MV)	2.0	2.0	1.0	1.0
Sr Library Technician(MV)	3.0	3.0	2.0	2.0
Library Technician (MV)	1.0	1.0		
Library Clerk (MV)	1.0	1.0	1.0	1.0
Library Aide (MV)	1.0	1.0		
Technical Svcs Mgr (MV)	1.0	1.0		
Total	11.0	11.0	5.0	5.0
<b>Steinbeck Library Division</b>				
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	1.0
Library Clerk (MV)	4.5	4.5	4.5	4.5
Library Aide (MV)			2.0	2.0
Librarian I (MV)	3.0	3.0	3.0	3.0
Total	10.5	10.5	13.5	13.5

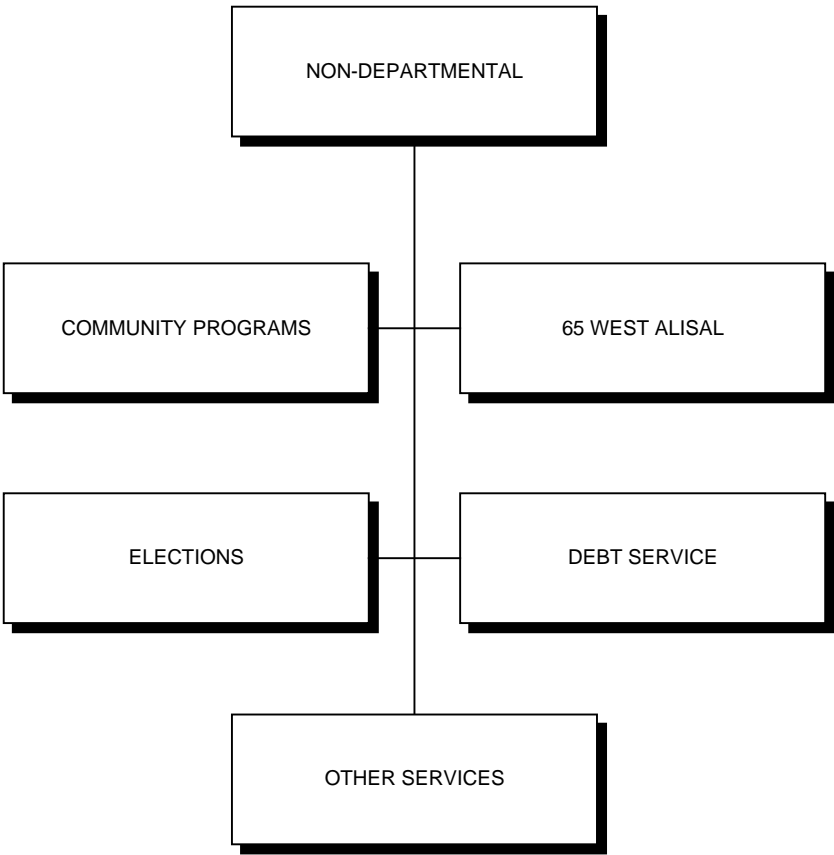
# LIBRARY Work Force

<b>Cesar Chavez Library Division</b>	<b>10-11 Authorized</b>	<b>11-12 Authorized</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
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)	4.0	4.0	6.0	6.0
Library Technician (MV)	2.0	2.0	2.0	2.0
Library Clerk (MV)	1.5	1.5	2.5	2.5
Total	9.5	9.5	12.5	12.5
<b>El Gabilan Library Division</b>				
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
<b>Literacy Division</b>				
Literacy Asst (MV)	1.0	1.0	1.0	1.0
Library 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
<b>Department Total</b>	<b>43.5</b>	<b>42.5</b>	<b>45.5</b>	<b>45.5</b>



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# NON-DEPARTMENTAL



# **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 2011-12**

### **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 2012-13**

### **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**

In FY 2012-13, \$197,000 was added to the non-departmental budget for the November 2012 election. The non-department budget also includes funds for severance payments and the health insurance retirement incentive totaling \$750,000 in FY 2011-12 and \$175,000 in FY 2012-13.

# NON-DEPARTMENTAL Summary

<b>Expenditures by Program</b>		<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
3520	Community Programs Division	179,146	150,000	150,000	150,000
3530	Elections Division	108,275		197,000	
3550	65 West Alisal Division	58,615	82,500	82,500	82,500
3565	Debt Service Division	1,069,837	1,070,300	1,071,400	1,066,800
3590	Other Services Division	5,199,589	5,916,400	6,145,000	5,529,300
<b>TOTAL</b>		<b>6,615,462</b>	<b>7,219,200</b>	<b>7,645,900</b>	<b>6,828,600</b>

## Expenditures by Character

1.	Employee Services	2,503,226	2,200,000	2,262,000	1,815,300
2.	Communications	272,200	305,500	305,500	305,500
3.	Utilities	48,033	67,500	67,500	67,500
4.	Rents & Leases	6,396	19,500	3,000	3,000
5.	Contract Maintenance Services	10,822	15,000	15,000	15,000
6.	Professional Services	344,385	77,400	245,000	140,000
7.	Outside Services	144,062	94,500	229,000	17,000
8.	Public Assistance			10,000	
9.	Administration/Contingencies	25,796	68,500	150,000	150,000
10.	Training/Conferences/Meetings	34,476	83,500	58,500	58,500
11.	Membership & Dues	746,516	824,700	863,900	824,900
12.	Insurance and Bonds	1,301,800	2,093,000	2,072,600	2,072,600
13.	Contribution to Other Agencies	1,510	150,000	150,000	150,000
14.	Refunds & Reimb Damages	25,076	50,000	50,000	50,000
15.	Recognition-Award-Protocol	17,907	13,300	6,000	6,000
16.	Taxes	63,420	61,500	61,500	61,500
17.	Bond-Principal	495,000	510,000	530,000	545,000
18.	Bond-Interest	562,869	544,800	525,900	506,300
19.	Paying Agent Fees	11,968	15,500	15,500	15,500
20.	Impvt Other Than Buildings		25,000	25,000	25,000
<b>TOTAL</b>		<b>6,615,462</b>	<b>7,219,200</b>	<b>7,645,900</b>	<b>6,828,600</b>

## Expenditures by Fund

General Fund	5,425,625	5,810,200	6,233,200	5,420,500
Measure V Fund		188,700	191,300	191,300
Debt Service-1997 COPs	794,791	791,600	797,500	792,800
Debt Service-1999 COPs	87,376	90,300	88,300	86,300
Steinbeck COP	187,670	188,400	185,600	187,700
PEG (1%) Cable Franchise	120,000	150,000	150,000	150,000
<b>TOTAL</b>	<b>6,615,462</b>	<b>7,219,200</b>	<b>7,645,900</b>	<b>6,828,600</b>



# **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	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services	177,636			
2. Contribution to Other Agencies	1,510	150,000	150,000	150,000
TOTAL	179,146	150,000	150,000	150,000

### 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**

In FY 2012-13, \$197,000 was added to the Elections Division budget for the November 2012 election.

## **Purpose**

# NON-DEPARTMENTAL Elections Division

3530

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Outside Services	108,275		197,000	
TOTAL	108,275		197,000	

## Authorized Positions

## Funding Source

General Fund

# **NON-DEPARTMENTAL**

## **65 West Alisal Division**

**3550**

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**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Communications	140	500	500	500
2. Utilities	47,653	67,000	67,000	67,000
3. Contract Maintenance Services	10,822	15,000	15,000	15,000
TOTAL	58,615	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**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Bond-Principal	495,000	510,000	530,000	545,000
2. Bond-Interest	562,869	544,800	525,900	506,300
3. Paying Agent Fees	11,968	15,500	15,500	15,500
TOTAL	1,069,837	1,070,300	1,071,400	1,066,800

## **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**

The Other Services Division budget includes funds for severance payments and the health insurance retirement incentive totaling \$750,000 in FY 2011-12 and \$175,000 in FY 2012-13.

# NON-DEPARTMENTAL Other Services Division

3590

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services	2,325,590	2,200,000	2,262,000	1,815,300
2. Communications	272,060	305,000	305,000	305,000
3. Utilities	380	500	500	500
4. Rents & Leases	6,396	19,500	3,000	3,000
5. Professional Services	344,385	77,400	245,000	140,000
6. Outside Services	35,787	94,500	32,000	17,000
7. Public Assistance			10,000	
8. Administration/Contingencies	25,796	68,500	150,000	150,000
9. Training/Conferences/Meetings	34,476	83,500	58,500	58,500
10. Membership & Dues	746,516	824,700	863,900	824,900
11. Insurance and Bonds	1,301,800	2,093,000	2,072,600	2,072,600
12. Refunds & Reimb Damages	25,076	50,000	50,000	50,000
13. Recognition-Award-Protocol	17,907	13,300	6,000	6,000
14. Taxes	63,420	61,500	61,500	61,500
15. Impvt Other Than Buildings		25,000	25,000	25,000
TOTAL	5,199,589	5,916,400	6,145,000	5,529,300

## Authorized Positions

## Funding Source

General Fund

# NON-DEPARTMENTAL

## Other Services Division

**3590**

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

	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Annual Leave	1,429,194	1,450,000	1,550,000	1,600,000
2. Life Insurance	1,724			
3. Health Ins Retirees	63,521		75,000	80,000
4. PERS-Retiree Health Insurance	69,893		85,000	85,000
5. PERS Health Insurance - Admin Fee	24,900		25,000	25,000
6. Health Insurance Severance Benefit	372,089	270,000	15,000	
7. Pre-fund Retiree Health Insurance			175,000	
8. Health Insurance - Severance Benefit	309,350	180,000		
9. Pac Bell	156,127	200,000	200,000	200,000
10. Tel/Siemens ABN-AMRO	96,656	85,000	85,000	85,000
11. Cell Phones	19,277	20,000	20,000	20,000
12. Refuse	380	500	500	500
13. Building Rent				
14. Rent - MPS	3,396	16,500		
15. Rent - Expo Site	3,000	3,000	3,000	3,000
16. Legal Services				
17. Legal Services				
18. Audit Services	60,704	50,000	65,000	65,000
19. Interpreting Services	173	10,000	5,000	5,000
20. Labor Relations	56,317		5,000	55,000
21. Other Professional Services	10,915	5,000	10,000	10,000
22. Other Professional Services				
23. Other Professional Services	73	5,000	5,000	5,000
24. Other Professional Services				
25. Organizational Analysis	166,322	7,400		
26. Other Outside Services	110	2,000	2,000	2,000
27. Other Outside Serices	15,677	15,000	15,000	15,000
28. City Newsletter				
29. PG&E Climate Smart				
30. Other Svc - Economic Dev				
31. Contingencies	25,796	68,500	150,000	150,000
32. Training	3,182	53,500	28,500	28,500
33. Tuition Reimbursement	31,294	30,000	30,000	30,000
34. Economic Development Corporation	280,900	280,900	280,900	280,900
35. FORGE	14,000	14,000	14,000	14,000
36. National League of Cities	12,556	15,000	15,000	15,000
37. League Of Calif Cities	47,719	40,000	40,000	40,000
38. Chamber of Commerce	3,000	3,000	3,000	3,000
39. Sister City Association	380	1,200	1,200	1,200
40. Legislative Advocacy	129,243	131,000	131,000	131,000
41. AMBAG	24,841	26,100	26,100	26,100
42. LAFCO	75,769	80,000	80,000	80,000
43. PERS Coalition	1,000	1,000	1,000	1,000
44. Air District	35,408	35,000	35,000	35,000
45. Cable TV Taping				
46. Convention & Visitors Bureau		45,000	45,200	45,200

# **NON-DEPARTMENTAL** **Other Services Division**

**3590**

	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
47. Cable TV Negotiations				
48. International Hispanic Network				
49. Mo. Co. Cities Association	1,700	2,500	2,500	2,500
50. Insurances	1,301,800	1,904,300	1,881,300	1,881,300
51. Refunds & Reimb Damages	25,076	50,000	50,000	50,000
52. Recognition-Award-Protocol				
53. Employee Recognition	14,053			
54. Council/Commission Recognition				
55. Youth Commision				
56. Mayro's Recognitions	3,854	13,300	6,000	6,000
57. Taxes	63,420	61,500	61,500	61,500
58. Impvt Other Than Buildings		25,000	25,000	25,000
59. Capital Outlay				
60. Cable TV Taping	120,000	150,000	150,000	150,000
<b>TOTAL</b>	<b>5,074,789</b>	<b>5,350,200</b>	<b>5,397,700</b>	<b>5,312,700</b>

# NON-DEPARTMENTAL

## Other Services Division

**3590**

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

	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
Regular Payroll Costs	41,483,254	46,937,504	45,659,155	47,289,595
Temporary Pay	1,198,117	944,030	1,140,200	1,100,200
Overtime - Regular	5,073,228	3,998,375	3,507,600	3,782,600
Reimb Payroll Costs	222,777	246,924	249,147	249,547
Termination Payroll Costs	5,731			
Other Payroll Costs	-392,955	1,182,040	2,000	
Flexible Leave	1,386,787	1,402,829	1,373,880	1,418,036
Employee Benefits	22,301,726	25,938,660	27,819,671	28,997,458
CIP/Program Reg Salary Deduct	-109,300	-4,173,790	-5,120,653	-2,437,636
Employee Services Subtotal	71,169,365	76,476,572	74,631,000	80,399,800
Office Supplies & Materials	146,269	208,364	214,500	214,500
Bldg/Veh/Equip Maint/Supplies	640,090	760,319	798,000	798,000
Vehicle Fuels & Lubricants	711,342	732,500	747,500	747,500
Small Tools & Equipment	49,380	71,290	66,900	66,900
Clothing & Personal Equip	128,949	152,490	178,700	163,700
Street Materials	107,617	144,000	144,000	144,000
Books and Publications	234,786	246,200	246,200	246,200
Special Dept Supplies	411,358	573,110	476,000	457,100
Chemicals	36,223	42,000	42,000	42,000
Communications	2,823,555	3,188,150	3,310,600	3,441,600
Utilities	2,564,031	2,612,150	2,682,200	2,681,600
Rents & Leases	151,775	209,900	203,400	193,400
Contract Maintenance Services	2,565,284	2,910,765	2,756,550	2,759,250
Professional Services	1,954,118	2,464,006	2,458,850	2,338,850
Outside Services	935,190	1,370,130	988,400	504,400
Financial Assistance	123,140	3,637,666	858,600	858,600
Public Assistance		270,000	45,000	35,000
Administration/Contingencies	1,168,572	1,563,211	1,409,200	1,391,800
Advertising	40,256	93,182	92,900	92,900
Training/Conferences/Meetings	305,584	393,128	371,600	317,200
Membership & Dues	779,688	869,815	907,900	868,900
Insurance and Bonds	7,684,322	8,076,339	8,142,100	8,247,100
Contribution to Other Agencies	1,355,029	2,679,108	1,754,300	1,763,700
Refunds & Reimb Damages	587,538	228,736	229,400	229,400
Recognition-Award-Protocol	17,907	13,800	16,500	16,500
Taxes	131,553	141,600	136,500	136,500
Bond-Principal	4,410,756	4,616,300	5,027,000	5,263,500
Bond-Interest	3,807,745	3,666,400	3,443,200	3,217,500
Paying Agent Fees	114,216	143,000	143,000	143,000
Relocation Payments	11,388	34,000	24,000	24,000
Buildings	99,099			
Impvt Other Than Buildings		74,000	25,000	25,000
Capital Outlay	210,503	325,027	50,000	50,000
Stores Sales	-91,064	-100,000	-100,000	-100,000
Stores Purchases	95,330	100,000	100,000	100,000
Other Expenses Subtotal	34,311,529	42,510,686	37,990,000	37,479,600

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

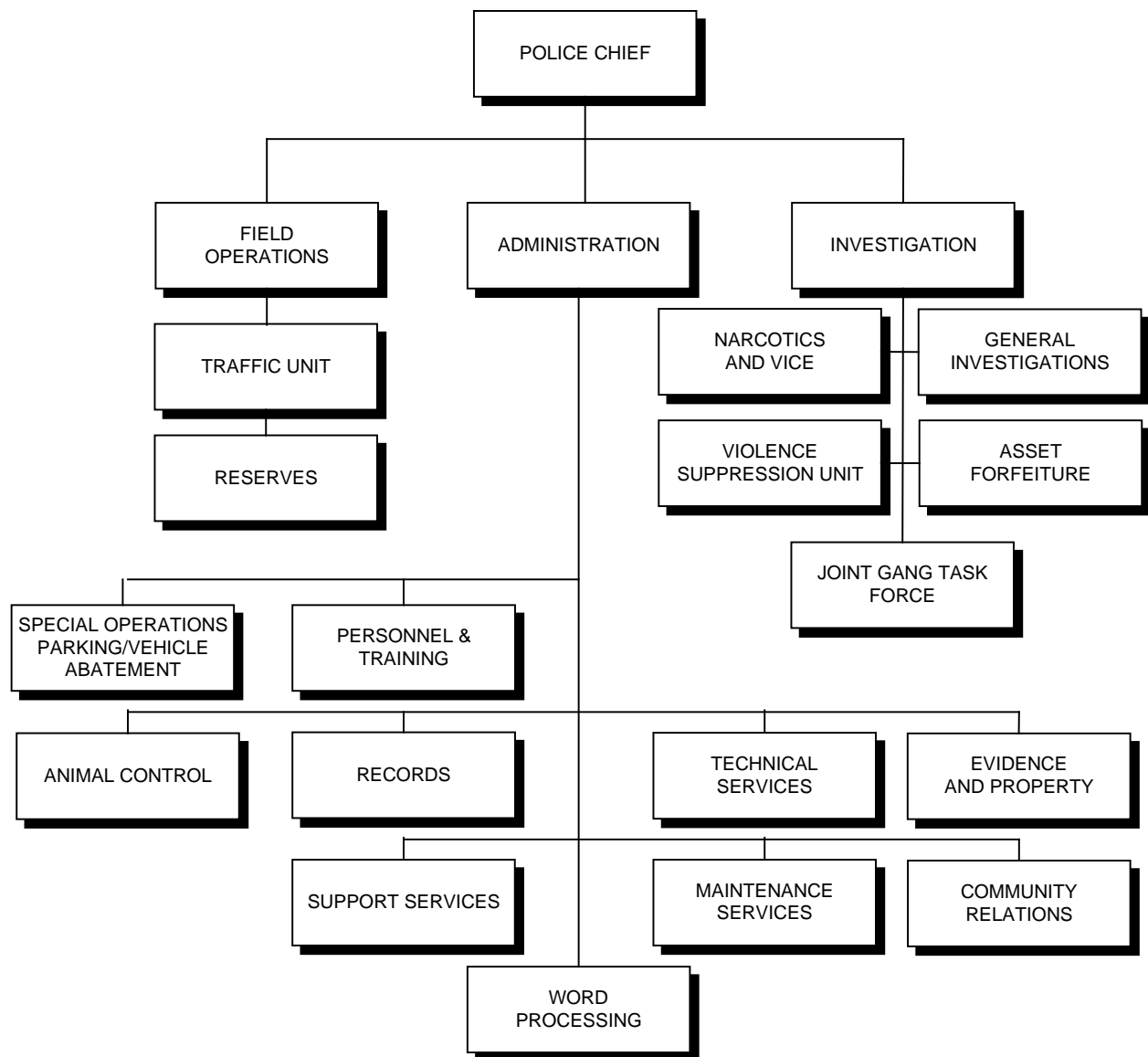
**3590**

	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
TOTAL	105,480,894	118,987,258	112,621,000	117,879,400

## NON-DEPARTMENTAL Capital Outlays

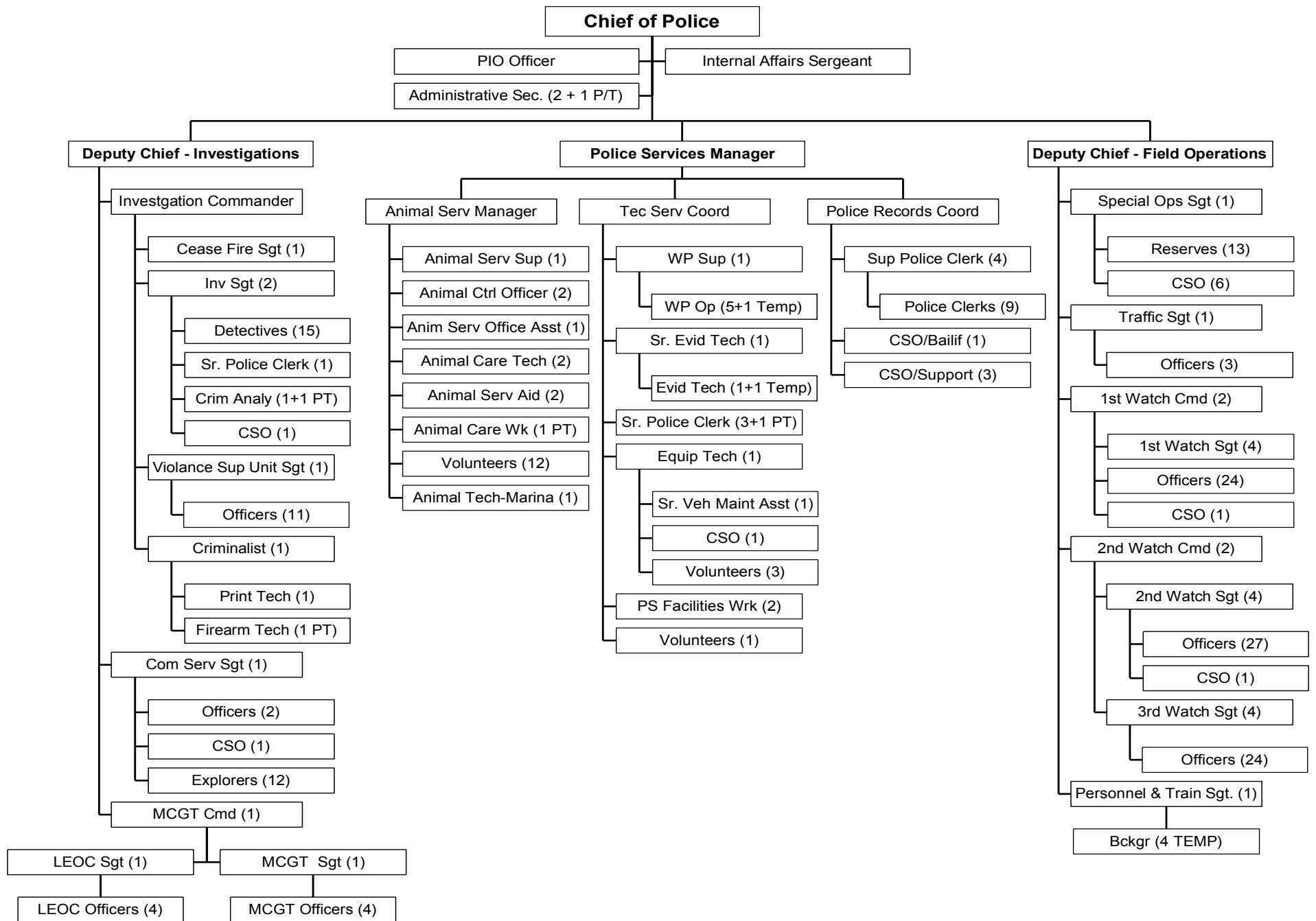
Other Services Division	12-13 Adopted	13-14 Plan
Crazyhorse Landfill Gas System	25,000	25,000

# 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 Five Accomplishments for FY 2011-12**

#### **Youth/Gang Violence Prevention Initiative (Peace)**

1. Reduced gang-related homicide rate by 49% from previous year.
2. Operationalized the Law Enforcement Operations Center with staffing and funding from local, state and federal partners.

#### **Organizational Effectiveness Initiative**

1. Redirected the PD's gang enforcement efforts from a patrol/suppression orientation to an investigative/intelligence driven orientation to focus on those gang members in the community who are most likely to engage in violence.
2. Controlled overtime expenses using creative personnel allocations to meet mandatory minimum staffing levels.
3. Reassigned sworn personnel to the CASP Strategic Work Plan (SWP) initiative in Hebbroon to build positive police/community relations.

### **City Council Goals, Strategies, and Objectives for FY 2012-13**

#### **Youth/Gang Violence Prevention Initiative (Peace)**

1. Continue to work with Federal and State partners to establish violence reduction strategies.
2. Actively work with CASP partners in violence prevention and intervention strategies
3. Continue commitment to establish, fund and staff the Law Enforcement Operation Center.
4. Actively seek grant funding to initiate and sustain violence prevention strategies.

#### **Economic Development Initiative (Prosperity)**

1. Continue to work in partnership with the Oldtown Association to maintain a safe environment.
2. Work in partnership with SUBA to eliminate blight and reduce crime and nuisance issues.
3. Work in partnership with Northridge Mall to maintain a safe and family friendly environment.

#### **Organizational Effectiveness Initiative**

1. Implement POST organizational assessment recommendations and develop action plan based thereon.
2. Implement strategies outlined in Avery Report and further elucidated in the CASP strategic plan.
3. Complete relocation of Evidence storage and personnel to offsite location.

# **POLICE DEPARTMENT**

## **Summary**

### **Major Budget Changes**

- FY 2012-13 shows the addition of eight Police Officer positions funded by the federal COPS Hiring Recovery Program (CHRP) 2009 Grant.
- FY 2013-14 shows the addition of seven Police Officer positions that were frozen as a result of the Police Union concessions ending October 1, 2013.

The City will see an increase in fees paid to Monterey County for contract services in 911 fees that is reflected in Support Services (4030).

# POLICE DEPARTMENT

## Summary

Expenditures by Program		10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
4010	Administration Division	809,046	910,000	427,100	654,600
4011	Community Services Unit	418,439	605,300	1,200,600	1,287,500
4012	Personnel & Training Unit	560,990	449,500	504,900	463,300
4015	CalGRIP III Grant Gang Reduction	269,397	547,271	53,000	53,000
4016	Special Operations Unit	615,623	643,600	625,800	650,600
4017	CalGRIP IV Grant Gang Reduction		369,230	200,000	
4020	Patrol Division	17,759,466	18,900,676	18,106,300	20,409,100
4021	Traffic Unit	828,640	1,177,634	720,000	769,900
4030	Support Services Unit	3,724,983	4,099,745	4,006,000	4,194,500
4031	Technical Services Division	329,329	322,600	331,600	343,300
4032	Word Processing Unit	433,880	395,500	357,800	440,100
4033	Evidence & Property Unit	175,834	191,000	198,600	203,900
4034	Records Unit	939,168	1,144,300	942,500	1,188,400
4037	Maintenance Services Unit	898,910	994,319	746,600	761,100
4040	Investigations Division	3,786,211	3,437,400	3,614,000	3,952,800
4041	Narcotics Unit	890,544	1,036,200	1,024,300	1,067,700
4043	Violence Suppression Unit	2,064,714	2,137,800	2,178,900	2,291,800
4050	Reserves Division	35,036	12,000	52,000	12,000
4070	Animal Control Svcs Unit	759,995	803,500	839,300	855,300
4071	Animal Control Svc - Other Agencies		55,000	66,800	71,500
4077	DUI Enforcement Division	4,572	20,000		
4080	Asset Seizure Division	12,000	25,000	25,000	25,000
4090	Joint Gang Task Force	1,185,877	1,294,400	1,294,800	1,385,600
	TOTAL	36,502,654	39,571,975	37,515,900	41,081,000

# POLICE DEPARTMENT

## Summary

Expenditures by Character	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services	31,908,817	34,055,486	32,864,100	36,580,800
2. Office Supplies & Materials	37,642	78,949	76,800	76,800
3. Bldg/Veh/Equip Maint/Supplies	205,352	185,735	228,500	228,500
4. Vehicle Fuels & Lubricants	371,642	375,000	375,000	375,000
5. Small Tools & Equipment	3,034	1,600	1,600	1,600
6. Clothing & Personal Equip	77,097	80,919	84,000	84,000
7. Books and Publications	483	800	800	800
8. Special Dept Supplies	177,518	259,412	204,700	186,700
9. Communications	2,243,360	2,484,100	2,456,600	2,587,600
10. Utilities	90,776	108,700	108,700	108,700
11. Rents & Leases	40,544	80,200	90,200	80,200
12. Contract Maintenance Services	380,411	349,600	354,400	356,200
13. Professional Services	46,780	68,682	45,000	45,000
14. Outside Services	512,781	1,003,990	432,100	230,100
15. Administration/Contingencies	6,708	21,899		
16. Training/Conferences/Meetings	165,544	133,121	169,600	115,200
17. Membership & Dues	4,983	3,980	3,800	3,800
18. Buildings	85,545			
19. Capital Outlay	143,637	279,802	20,000	20,000
TOTAL	36,502,654	39,571,975	37,515,900	41,081,000

# POLICE DEPARTMENT

## Summary

Expenditures by Fund	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
General Fund	31,284,234	31,671,678	31,073,000	35,649,000
Measure V Fund	2,333,683	3,163,200	3,202,600	3,392,700
Asset Seizure Fund	12,000	25,000	25,000	25,000
Sales Tax-SB172	403,800	150,000	250,000	250,000
Click It or Ticket Program	8,524			
MoCo Avoid the 18 Campaign 2007-2010				
DUI Enforcement & Awareness Program	47,294			
Avoid the 18 DUI Campaign 2009-12	136,915	234,672		
Cal-ID / RAN Grant	77,637			
Supplemental Law Enforcement-AB3229	134,500	245,700	100,000	100,000
Bureau of Justice Assistance	56,098	125,347		
County BJA Grant Fund	336,038			
COPS 2009 Recovery Grant	1,088,171	2,493,917	1,303,900	229,900
Vehicle Abatement Fund	185,337	171,200	178,600	183,700
Recreation Parks Fund	35,625	53,000	53,000	53,000
Trust Deposits-Misc	15,491	23,491		
CalGRIP 3-Comm Wide Violence Reduct	137,529	245,110		
CalGRIP 3-In Kind	46,269	113,731		
DUI Enforcement & Awareness Prg 2010	66,983	76,762		
Local JAG Program	88,447	55,584		
CalGRIP 4-Street Outreach Svcs		369,230	200,000	
Next Gen Click It Or Ticket	3,114			
Sobriety Checkpoint Mini-Grant1011	4,965			
Cal ID / RAN Grant		85,000	85,000	87,600
Bureau of Justice Assistance		119,353		
COPS Hiring Program 2011			1,044,800	1,110,100
Selective Traffic Enforcement Prog		150,000		
TOTAL	36,502,654	39,571,975	37,515,900	41,081,000

# POLICE DEPARTMENT

## Summary

Workforce by Program		10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
4010	Administration Division	5.0	5.0	4.0	4.0
4011	Community Services Unit	4.0	4.0	8.0	8.0
4012	Personnel & Training Unit	1.0	1.0	1.0	1.0
4016	Special Operations Unit	6.0	5.5	5.5	5.5
4020	Patrol Division	95.0	97.0	101.0	108.0
4021	Traffic Unit	4.0	4.0	4.0	4.0
4030	Support Services Unit	8.5	9.0	9.0	9.0
4031	Technical Services Division	3.0	3.0	3.0	3.0
4032	Word Processing Unit	7.0	6.0	6.0	6.0
4033	Evidence & Property Unit	2.0	2.0	2.0	2.0
4034	Records Unit	14.0	14.0	14.0	14.0
4037	Maintenance Services Unit	4.0	4.0	4.0	4.0
4040	Investigations Division	20.0	20.0	21.0	21.0
4041	Narcotics Unit	5.0	5.0	5.0	5.0
4043	Violence Suppression Unit	12.0	12.0	12.0	12.0
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
4090	Joint Gang Task Force	6.0	6.0	6.0	6.0
TOTAL		203.5	205.5	213.5	220.5



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# 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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Customer Referrals				200	220
Billings/Purchase Order Completions				500	540
Travel Authorizations Completed				70	75

### Major Budget Changes

One Administrative Secretary position is unfilled. Temporary help will be used to maintain basic business functions.

**POLICE DEPARTMENT**  
**Administration Division**

**4010**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Employee Services	795,881	891,700	408,800	636,300
2. Office Supplies & Materials	1,502	2,000	2,000	2,000
3. Small Tools & Equipment	1,074	100	100	100
4. Books and Publications	63	300	300	300
5. Special Dept Supplies	3,114	3,000	3,000	3,000
6. Training/Conferences/Meetings	4,211	9,820	10,000	10,000
7. Membership & Dues	3,201	3,080	2,900	2,900
<b>TOTAL</b>	<b>809,046</b>	<b>910,000</b>	<b>427,100</b>	<b>654,600</b>

<b>Authorized Positions</b>	<b>5</b>	<b>5</b>	<b>4</b>	<b>4</b>
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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**

<b>Performance Measure / Goal</b>	<b>FY 2009-10 Actual</b>	<b>FY 2010-11 Actual</b>	<b>FY 2011-12 Goal</b>	<b>FY 2011-12 Projected</b>	<b>FY 2012-13 Goal</b>
Neighborhood Watch Presentations				20	30
Community Presentations				20	30

### **Major Budget Changes**

Reassigned four police officers from patrol (4020) to CSU (4011) for assignment to CASP/SWP Implementation.

**POLICE DEPARTMENT**  
**Community Services Unit**

**4011**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Employee Services	415,586	602,700	1,198,000	1,284,900
2. Office Supplies & Materials	599	600	600	600
3. Special Dept Supplies	2,254	2,000	2,000	2,000
<b>TOTAL</b>	<b>418,439</b>	<b>605,300</b>	<b>1,200,600</b>	<b>1,287,500</b>

<b>Authorized Positions</b>	<b>4</b>	<b>4</b>	<b>8</b>	<b>8</b>
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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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
POST Mandated CPT (hours per officer)				24	24
POST Mandated Perishable Skills Training (hours per officer)				24	24

### Major Budget Changes

None

# **POLICE DEPARTMENT** **Personnel & Training Unit**

**4012**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Employee Services	347,516	286,400	287,400	300,200
2. Office Supplies & Materials	887	1,000	1,000	1,000
3. Books and Publications	420	500	500	500
4. Special Dept Supplies	51,300	50,000	50,000	50,000
5. Outside Services	12,949	16,000	16,000	16,000
6. Training/Conferences/Meetings	147,478	95,600	150,000	95,600
7. Membership & Dues	440			
<b>TOTAL</b>	<b>560,990</b>	<b>449,500</b>	<b>504,900</b>	<b>463,300</b>

<b>Authorized Positions</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
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## **Funding Source**

General Fund

# POLICE DEPARTMENT

## CalGRIP III Grant Gang Reduction-Match

4015

### Purpose

To designate a Community Safety Director who will oversee the CASP Program Manager. To provide evidence-based prevention and intervention programs to those at highest risk for youth and gang violence. These services will greatly enhance the City's collaborative efforts to prevent gang and youth violence and expand upon the existing CASP efforts.

### Division Operations

1. Grant Partners: Partner's for Peace, 2<sup>nd</sup> Chance Family and Youth Services, Sun Street Centers
  - a. Partners for Peace: Help reduce youth and gang violence through evidence based programs.
  - b. 2<sup>nd</sup> Chance Family and Youth Services: Provide prevention and intervention services to 100 at-risk middle school students through LifeSkills training.
  - c. Sun Street Centers: Provide prevention services delivered through LifeSkills training sessions to 160 individuals referred by probation and behavioral health departments of Monterey County.
2. Community Safety Director: Oversee CASP Program Manager who will coordinate and enhance existing service for at-risk and gang involved youth through Grant Partners and inter-disciplinary partners of CASP who are committed to creating a City of Peace.
3. Assist community partners to provide continuum of services to address the problem of youth and gang violence.

### Performance Measures

Performance Measure / Goal	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Community Safety Director - Match position	1	1	1	1	N/A
CASP Program Manager - Fully grant funded position	1	1	1	1	N/A
<b>Grant Partners:</b>					
Partners for Peace - Provide 48 Strengthening Families Sessions	0	156	48	48	
2nd Chance Family & Youth Services - Provide 100 Middle School students LifeSkills Sessions & 100 Alternative Education Students with gang affiliations with interventions services.	33	51	116	116	N/A
Sun Street Centers - LifeSkills Prevention session to 160 youth and parents.	40	60	160	255	N/A

### Major Budget Changes

As of FY 11/12 this program is now the responsibility of the Community Safety Division.

# **POLICE DEPARTMENT** **CalGRIP III Grant Gang Reduction**

**4015**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Employee Services	121,047	261,413	20,400	20,400
2. Office Supplies & Materials	590	1,500	1,100	1,100
3. Special Dept Supplies	1,281	14,075	1,200	1,200
4. Communications		300	700	700
5. Professional Services	6,660	20,000	20,000	20,000
6. Outside Services	133,039	225,582		
7. Training/Conferences/Meetings	6,780	24,401	9,600	9,600
<b>TOTAL</b>	<b>269,397</b>	<b>547,271</b>	<b>53,000</b>	<b>53,000</b>

## **Authorized Positions**

## **Funding Source**



# **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**

<b>Performance Measure / Goal</b>	<b>FY 2009-10 Actual</b>	<b>FY 2010-11 Actual</b>	<b>FY 2011-12 Goal</b>	<b>FY 2011-12 Projected</b>	<b>FY 2012-13 Goal</b>
Special Events Planned and Managed				40	40
Special Events Staffed and Supervised with Police Officers				20	20
Alcohol Permit Review				100	100

### **Major Budget Changes**

None

**POLICE DEPARTMENT**  
**Special Operations Unit**

**4016**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Employee Services	594,491	613,400	595,600	620,400
2. Office Supplies & Materials	10,605	13,200	13,200	13,200
3. Clothing & Personal Equip	1,611	3,000	3,000	3,000
4. Special Dept Supplies	3,386	4,000	4,000	4,000
5. Outside Services	5,530	10,000	10,000	10,000
<b>TOTAL</b>	<b>615,623</b>	<b>643,600</b>	<b>625,800</b>	<b>650,600</b>
 <b>Authorized Positions</b>	 6.0	 5.5	 5.5	 5.5

**Funding Source**

Measure V Fund

# **POLICE DEPARTMENT**

## **CalGrip IV Gang Reduction**

**4017**

### **Purpose**

The Community Safety Division will provide fiduciary and administrative oversight of the program and will ensure compliance with the grant requirements. Year one will be under the charge of Georgina Mendoza, the Community Safety Director. Year 2 will be under the charge of the CASP Program Manager, Antonia Herrera. Both positions will be responsible for updating the project meeting schedule, working documents, contact information for CASP Advisory Council members, managing survey forms and other evaluation instruments and preparing grant progress reports. The CASP Project Manager will ensure proper record keeping related to all grant activities, including but not limited to providing logistical support for those meetings, issuance of notices and minutes.

### **Division Operations**

1. Grant partner, 2<sup>nd</sup> Chance Family and Youth Services:
  - a. Year One will fund 4 full time street outreach workers to assist in intervention services (grant funded). As a match, 2<sup>nd</sup> Chance will provide two full time violence interrupters who will design and implement programs that reach individuals with needs that might otherwise not be met. The violence interrupters are former gang members who escaped the cycle of violence.
  - b. Year Two will fund 3.90 full time street outreach workers to assist in intervention services (grant funded). As a match, 2<sup>nd</sup> Chance will provide two full time violence interrupters who will design and implement programs that reach individuals with needs that might otherwise not be met. The violence interrupters are former gang members who escaped the cycle of violence.
2. Assist the community partner to provide continuum of services to address the problem of youth and gang violence.

### **Performance Measures**

Grant Period: January 1, 2011 through December 31, 2012

Project Director Yr 1 – Georgina Mendoza, 20% grant funded (January 1, 2011 through December 31, 2011)

Project Director Yr 2 – Antonia Herrera, 50% grant funded (January 1, 2012 through December 31, 2012)

### **Major Budget Changes**

Year one 20% of Project Director, Georgina Mendoza, Community Safety Director, salary funded.

Year two 50% of Project Director, Antonia Herrera, CASP Program Manager, salary funded.

Program is sole responsibility of Community Safety Division.

**POLICE DEPARTMENT**  
**CalGRIP IV Grant Gang Reduction**

**4017**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Employee Services		36,758	10,000	
2. Outside Services		332,472	190,000	
TOTAL		369,230	200,000	

**Authorized Positions**

**Funding Source**

# 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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Community Oriented Policing Activities (per patrol officer per year)				100	100

### Major Budget Changes

Seven Police Officer positions are funded in FY 2011-12 and FY 2012-13.

**POLICE DEPARTMENT**  
**Patrol Division**

**4020**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Employee Services	17,282,039	18,424,717	17,619,300	19,930,100
2. Office Supplies & Materials	2,385	4,100	4,100	4,100
3. Vehicle Fuels & Lubricants	371,642	375,000	375,000	375,000
4. Clothing & Personal Equip	69,681	66,959	70,000	70,000
5. Special Dept Supplies	20,317	20,000	20,000	20,000
6. Outside Services	13,002	9,500	17,500	9,500
7. Membership & Dues	400	400	400	400
<b>TOTAL</b>	<b>17,759,466</b>	<b>18,900,676</b>	<b>18,106,300</b>	<b>20,409,100</b>
 <b>Authorized Positions</b>	 95	 97	 101	 108

**Funding Source**

General Fund, Sales Tax SB172, Supplemental Law EnforcementAB3229, 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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Percent reduction in collisions at five most accident-prone locations				5%	5%
Percent Reduction in Fatal Accidents				5%	5%

### Major Budget Changes

None

# **POLICE DEPARTMENT**

## **Traffic Unit**

**4021**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Employee Services	731,459	993,698	712,900	762,800
2. Office Supplies & Materials	600	2,489	600	600
3. Clothing & Personal Equip	489	1,860	2,500	2,500
4. Special Dept Supplies	4,561	7,500	4,000	4,000
5. Professional Services	15,102	16,801		
6. Outside Services	56,046	116,745		
7. Training/Conferences/Meetings	7,323	3,300		
8. Capital Outlay	13,060	35,241		
<b>TOTAL</b>	<b>828,640</b>	<b>1,177,634</b>	<b>720,000</b>	<b>769,900</b>

<b>Authorized Positions</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
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### **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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Investigate/reconstruct major crime scenes				20	20
Latent Print Investigations				800	900
Firearms Processed				120	140
Internal Investigations Completed				20	25

### Major Budget Changes

The budget reflects anticipated increases in the 911 Communications fee.

# **POLICE DEPARTMENT**

## **Support Services Unit**

**4030**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Employee Services	911,071	1,190,000	1,182,500	1,238,200
2. Office Supplies & Materials	5,553	7,500	7,500	7,500
3. Bldg/Veh/Equip Maint/Supplies	38,455	25,000	25,000	25,000
4. Clothing & Personal Equip	397	1,000	1,000	1,000
5. Special Dept Supplies	38,073	42,868	38,000	38,000
6. Communications	2,222,717	2,451,200	2,419,500	2,550,500
7. Utilities	39,515	54,500	54,500	54,500
8. Rents & Leases	434	5,200	5,200	5,200
9. Contract Maintenance Services	118,165	109,000	113,200	115,000
10. Professional Services	23,461	25,000	25,000	25,000
11. Outside Services	238,663	184,750	134,500	134,500
12. Membership & Dues	85	100	100	100
13. Buildings	85,545			
14. Capital Outlay	2,849	3,627		
<b>TOTAL</b>	<b>3,724,983</b>	<b>4,099,745</b>	<b>4,006,000</b>	<b>4,194,500</b>

<b>Authorized Positions</b>	<b>8.5</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>
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### **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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Complete Uniform Crime Reports				12	12
Process Citations for Court				3,000	3,200

### Major Budget Changes

None

**POLICE DEPARTMENT**  
**Technical Services Division**

**4031**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Employee Services	312,630	300,200	309,200	320,900
2. Office Supplies & Materials	798	60	700	700
3. Special Dept Supplies	10,822	11,500	11,500	11,500
4. Communications		800	800	800
5. Contract Maintenance Services	1,981	3,200	3,200	3,200
6. Outside Services	3,098	6,200	6,200	6,200
7. Capital Outlay		640		
<b>TOTAL</b>	<b>329,329</b>	<b>322,600</b>	<b>331,600</b>	<b>343,300</b>

<b>Authorized Positions</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
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**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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Police Reports completed				17,000	17,500

### Major Budget Changes

Eliminated Position: Word Processing Operator in FY 11/12. An additional position is unfilled.

**POLICE DEPARTMENT**  
**Word Processing Unit**

**4032**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Employee Services	431,628	384,000	356,300	438,600
2. Special Dept Supplies	2,252	1,500	1,500	1,500
3. Outside Services		10,000		
TOTAL	433,880	395,500	357,800	440,100

<b>Authorized Positions</b>	7	6	6	6
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**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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Process evidence into storage				10,000	10,200
Purge evidence				7,000	8,000

### Major Budget Changes

None

**POLICE DEPARTMENT**  
**Evidence & Property Unit**

**4033**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Employee Services	169,678	164,900	172,500	177,800
2. Office Supplies & Materials	2,480	2,500	2,500	2,500
3. Special Dept Supplies	3,429	3,500	3,500	3,500
4. Training/Conferences/Meetings	180			
5. Membership & Dues	67	100	100	100
6. Capital Outlay		20,000	20,000	20,000
TOTAL	175,834	191,000	198,600	203,900
 <b>Authorized Positions</b>	 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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Arrest Packets Completed for Court		3,240	3,300	3,500	3,600
Reports Processed		15,000	15,550	15,550	16,000

### Major Budget Changes

None

# **POLICE DEPARTMENT**

## **Records Unit**

**4034**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Employee Services	928,768	1,121,000	929,200	1,175,100
2. Office Supplies & Materials	3,149	5,500	5,500	5,500
3. Small Tools & Equipment	500	500	500	500
4. Clothing & Personal Equip	2,268	2,500	2,500	2,500
5. Special Dept Supplies	3,908	4,500	4,500	4,500
6. Training/Conferences/Meetings	25			
7. Membership & Dues	550	300	300	300
8. Capital Outlay		10,000		
<b>TOTAL</b>	<b>939,168</b>	<b>1,144,300</b>	<b>942,500</b>	<b>1,188,400</b>

<b>Authorized Positions</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>14</b>
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### **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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Building Deficiencies Rectified				25	30

### Major Budget Changes

None

**POLICE DEPARTMENT**  
**Maintenance Services Unit**

**4037**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Employee Services	357,896	315,100	324,900	339,400
2. Office Supplies & Materials	70	200	200	200
3. Bldg/Veh/Equip Maint/Supplies	162,809	157,235	200,000	200,000
4. Clothing & Personal Equip	496	1,100	500	500
5. Special Dept Supplies		25,000		
6. Contract Maintenance Services	241,646	220,400	221,000	221,000
7. Professional Services	1,557	6,881		
8. Outside Services		39,996		
9. Administration/Contingencies	6,708	21,899		
10. Capital Outlay	127,728	206,508		
<b>TOTAL</b>	<b>898,910</b>	<b>994,319</b>	<b>746,600</b>	<b>761,100</b>

<b>Authorized Positions</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
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**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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Investigations Completed			450	500	550
Average Clearance Rate/All Cases			50 percent	60 percent	65 percent

### Major Budget Changes

None

# **POLICE DEPARTMENT**

## **Investigations Division**

**4040**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Employee Services	3,781,296	3,428,800	3,609,500	3,948,300
2. Office Supplies & Materials	4,779	4,000	4,000	4,000
3. Clothing & Personal Equip	469	500	500	500
4. Special Dept Supplies		314		
5. Training/Conferences/Meetings	-453			
6. Membership & Dues	120			
7. Capital Outlay		3,786		
<b>TOTAL</b>	<b>3,786,211</b>	<b>3,437,400</b>	<b>3,614,000</b>	<b>3,952,800</b>

<b>Authorized Positions</b>	<b>20</b>	<b>20</b>	<b>21</b>	<b>21</b>
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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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Investigations Completed		470	500	520	550

### Major Budget Changes

This unit now operates out of the Law Enforcement Operations Center (LEOC).

**POLICE DEPARTMENT**  
**Narcotics Unit**

**4041**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Employee Services	867,410	973,200	973,800	1,030,200
2. Office Supplies & Materials	471	500	500	500
3. Special Dept Supplies	2,553	37,500	20,000	12,000
4. Rents & Leases	20,110	25,000	30,000	25,000
<b>TOTAL</b>	<b>890,544</b>	<b>1,036,200</b>	<b>1,024,300</b>	<b>1,067,700</b>

<b>Authorized Positions</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
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**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**

<b>Performance Measure / Goal</b>	<b>FY 2009-10 Actual</b>	<b>FY 2010-11 Actual</b>	<b>FY 2011-12 Goal</b>	<b>FY 2011-12 Projected</b>	<b>FY 2012-13 Goal</b>
Gang Certifications				20	30
Court Presentations/Expert Testimony				30	40
Weapons Seized				30	40

### **Major Budget Changes**

None

**POLICE DEPARTMENT**  
**Violence Suppression Unit**

**4043**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Employee Services	2,063,074	2,111,800	2,137,900	2,265,800
2. Special Dept Supplies			10,000	
3. Rents & Leases		25,000	30,000	25,000
4. Contract Maintenance Services	1,406	500	500	500
5. Outside Services	234	500	500	500
<b>TOTAL</b>	<b>2,064,714</b>	<b>2,137,800</b>	<b>2,178,900</b>	<b>2,291,800</b>
 <b>Authorized Positions</b>	 12	 12	 12	 12

**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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Patrol hours per Reserve Officer per Year				20	20
Special Event hours per Reserve Officer per Year				40	40
Truancy Abatement hours per Reserve Officer per Year				5	5
City Council Security Hours per Year				108	108

### Major Budget Changes

Increased Part Time/Temporary pay budget by \$30,000 to pay for truancy abatement efforts.

**POLICE DEPARTMENT**  
**Reserves Division**

**4050**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Employee Services	34,451	10,000	50,000	10,000
2. Clothing & Personal Equip	585	2,000	2,000	2,000
TOTAL	35,036	12,000	52,000	12,000

**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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Animals Licensed		4,500	4,700	5,000	6,000
Animals Returned to Owner			500	540	600

### Major Budget Changes

None

**POLICE DEPARTMENT**  
**Animal Control Svcs Unit**

**4070**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Employee Services	601,038	636,800	668,600	688,600
2. Office Supplies & Materials	1,696	2,300	1,800	1,800
3. Bldg/Veh/Equip Maint/Supplies	4,088	3,500	3,500	3,500
4. Small Tools & Equipment	1,460	1,000	1,000	1,000
5. Clothing & Personal Equip	1,101	2,000	2,000	2,000
6. Special Dept Supplies	30,268	32,155	31,500	31,500
7. Communications	1,530	2,800	2,800	2,800
8. Utilities	51,261	54,200	54,200	54,200
9. Contract Maintenance Services	17,213	16,500	16,500	16,500
10. Outside Services	50,220	52,245	57,400	53,400
11. Membership & Dues	120			
<b>TOTAL</b>	<b>759,995</b>	<b>803,500</b>	<b>839,300</b>	<b>855,300</b>

<b>Authorized Positions</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>
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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**

<b>Performance Measure / Goal</b>	<b>FY 2009-10 Actual</b>	<b>FY 2010-11 Actual</b>	<b>FY 2011-12 Goal</b>	<b>FY 2011-12 Projected</b>	<b>FY 2012-13 Goal</b>
Animals Received				300	300

### **Major Budget Changes**

One full-time regular Care Technician has been added to the budget under the new program 4071 in FY 2011-12 and FY 2012-13, temporary pay in program 4070 has been reduced by \$30,000 ,and the implementation of a contract agreement with the City of Marina to provide reimbursable animal sheltering services for their animals.

**POLICE DEPARTMENT**  
**Animal Control Svc - Other Agencies**

**4071**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Employee Services		55,000	66,800	71,500
TOTAL		55,000	66,800	71,500

<b>Authorized Positions</b>	1	1	1
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**Funding Source**

General Fund



# POLICE DEPARTMENT

## DUI Enforcement Division

4077

### Purpose

Provide an average of 20 hours of Driving Under the Influence enforcement patrols every other week. Reduce injuries associated with DUI related accidents.

### Division Operations

1. Staff a two person DUI enforcement team every other weekend.
2. Increase knowledge of DUI laws and perceived risk of apprehension through education and media opportunities.
3. Conduct DUI checkpoints on a quarterly basis.

### Performance Measures

Performance Measure / Goal	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
DUI Checkpoints Staffed (per grant guidelines)				11	11
DUI Patrol Shifts (per grant guidelines)				100	100

### Major Budget Changes

This has been eliminated, as office of Traffic Safety grant funding provides for enhanced DUI enforcement patrols.

**POLICE DEPARTMENT**  
**DUI Enforcement Division**

**4077**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Employee Services	4,572	20,000		
TOTAL	4,572	20,000		

**Authorized Positions**

**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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Cases adjudicated				20	25

### Major Budget Changes

None

**POLICE DEPARTMENT**  
**Asset Seizure Division**

**4080**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Communications	12,000	25,000	25,000	25,000
TOTAL	12,000	25,000	25,000	25,000

**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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Gang related investigations				10	15
Gang related arrests				100	120
Weapons seized				30	40

### Major Budget Changes

None

**POLICE DEPARTMENT**  
**Joint Gang Task Force**

**4090**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Employee Services	1,157,286	1,233,900	1,230,500	1,321,300
2. Office Supplies & Materials	1,478	31,500	31,500	31,500
3. Communications	7,113	4,000	7,800	7,800
4. Rents & Leases	20,000	25,000	25,000	25,000
TOTAL	1,185,877	1,294,400	1,294,800	1,385,600

<b>Authorized Positions</b>	6	6	6	6
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**Funding Source**

Measure V Fund, BJA Grant Fund

# POLICE DEPARTMENT

## Work Force

	10-11 Authorized	11-12 Authorized	12-13 Adopted	13-14 Plan
<b>Administration Division</b>				
Chief of Police	1.0	1.0	1.0	1.0
Police Serv Mgr (Frozen)	1.0	1.0	1.0	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	1.0		
Total	5.0	5.0	4.0	4.0
<b>Community Services Unit</b>				
Police Sergeant	1.0	1.0	1.0	1.0
Police Officer	2.0	2.0	6.0	6.0
Comm Serv Officer (MV)	1.0	1.0	1.0	1.0
Total	4.0	4.0	8.0	8.0
<b>Personnel &amp; Training Unit</b>				
Police Sergeant	1.0	1.0	1.0	1.0
<b>Special Operations Unit</b>				
Police Sergeant	1.0	1.0	1.0	1.0
Comm Serv Officer(2.5 MV)	5.0	4.5	4.5	4.5
Total	6.0	5.5	5.5	5.5
<b>Patrol Division</b>				
Deputy Chief	1.0	1.0	1.0	1.0
Police Commander	4.0	4.0	4.0	4.0
Police Sergeant	12.0	12.0	12.0	12.0
Police Officer (6 MV)	74.0	74.0	70.0	70.0
Police Officer(Fed Grant)		9.0	9.0	9.0
Police Officer (Unfunded)		-7.0	-7.0	
Police Officer(Fed Grant)			8.0	8.0
Comm Service Offcr (4 MV)	4.0	4.0	4.0	4.0
Total	95.0	97.0	101.0	108.0

# POLICE DEPARTMENT

## Work Force

	10-11 Authorized	11-12 Authorized	12-13 Adopted	13-14 Plan
<b>Traffic Unit</b>				
Police Sergeant	1.0	1.0	1.0	1.0
Police Officer	3.0	3.0	3.0	3.0
Total	4.0	4.0	4.0	4.0
<b>Support Services Unit</b>				
Crime Analyst	1.0	1.0	1.0	1.0
Senior Police Clerk	1.0	1.0	1.0	1.0
Criminalist	1.0	1.0	1.0	1.0
Police Sergeant	2.0	2.0	2.0	2.0
Comm Serv Officer (MV)	2.5	3.0	3.0	3.0
Latent Fingerprint Tech	1.0	1.0	1.0	1.0
Total	8.5	9.0	9.0	9.0
<b>Technical Services Division</b>				
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
<b>Word Processing Unit</b>				
Word Proc Op (Frozen)			1.0	1.0
Word Processing Operator	6.0	5.0	4.0	4.0
Supvsg Wrd Proc Operator	1.0	1.0	1.0	1.0
Total	7.0	6.0	6.0	6.0
<b>Evidence &amp; Property Unit</b>				
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

	10-11 Authorized	11-12 Authorized	12-13 Adopted	13-14 Plan
<b>Records Unit</b>				
Police Records Coord	1.0	1.0	1.0	1.0
Police Clerk (Frozen)			2.0	2.0
Sup Police Clerk (Frozen)			1.0	1.0
Police Clerk (1 MV)	9.0	9.0	7.0	7.0
Supervising Police Clerk	4.0	4.0	3.0	3.0
Total	14.0	14.0	14.0	14.0
<b>Maintenance Services Unit</b>				
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
<b>Investigations Division</b>				
Police Officer (Frozen)			1.0	1.0
Senior Police Clerk	1.0	1.0	1.0	1.0
Deputy Chief of Police			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	14.0	14.0
Community Serv Offcr (MV)	1.0	1.0	1.0	1.0
Total	20.0	20.0	21.0	21.0
<b>Narcotics Unit</b>				
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
<b>Violence Suppression Unit</b>				
Police Sergeant	1.0	1.0	1.0	1.0
Police Officer	11.0	11.0	11.0	11.0
Total	12.0	12.0	12.0	12.0

# POLICE DEPARTMENT

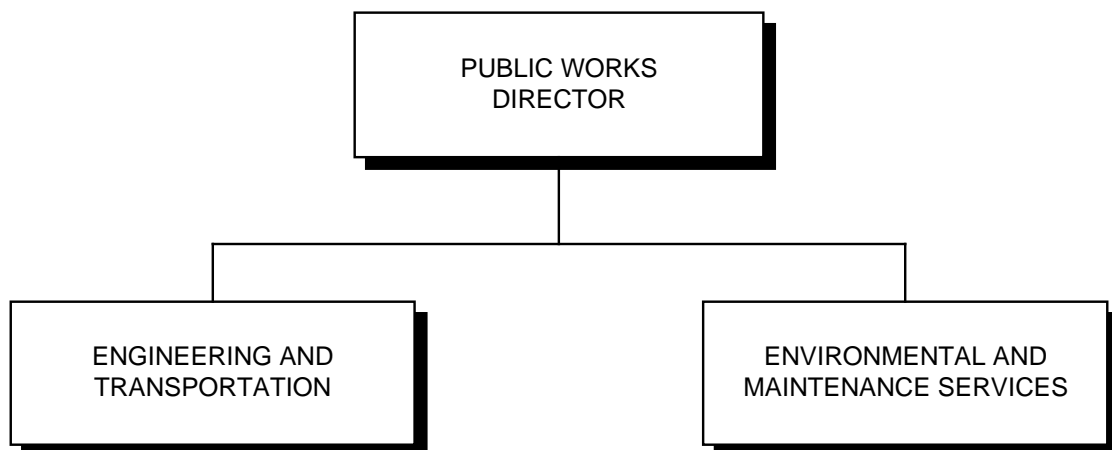
## Work Force

<b>Animal Control Svcs Unit</b>	<b>10-11 Authorized</b>	<b>11-12 Authorized</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
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
<b>Animal Control Svc - Other Agencies</b>				
Animal Care Tech		1.0	1.0	1.0
<b>Joint Gang Task Force</b>				
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
<b>Department Total</b>	<b>203.5</b>	<b>205.5</b>	<b>213.5</b>	<b>220.5</b>

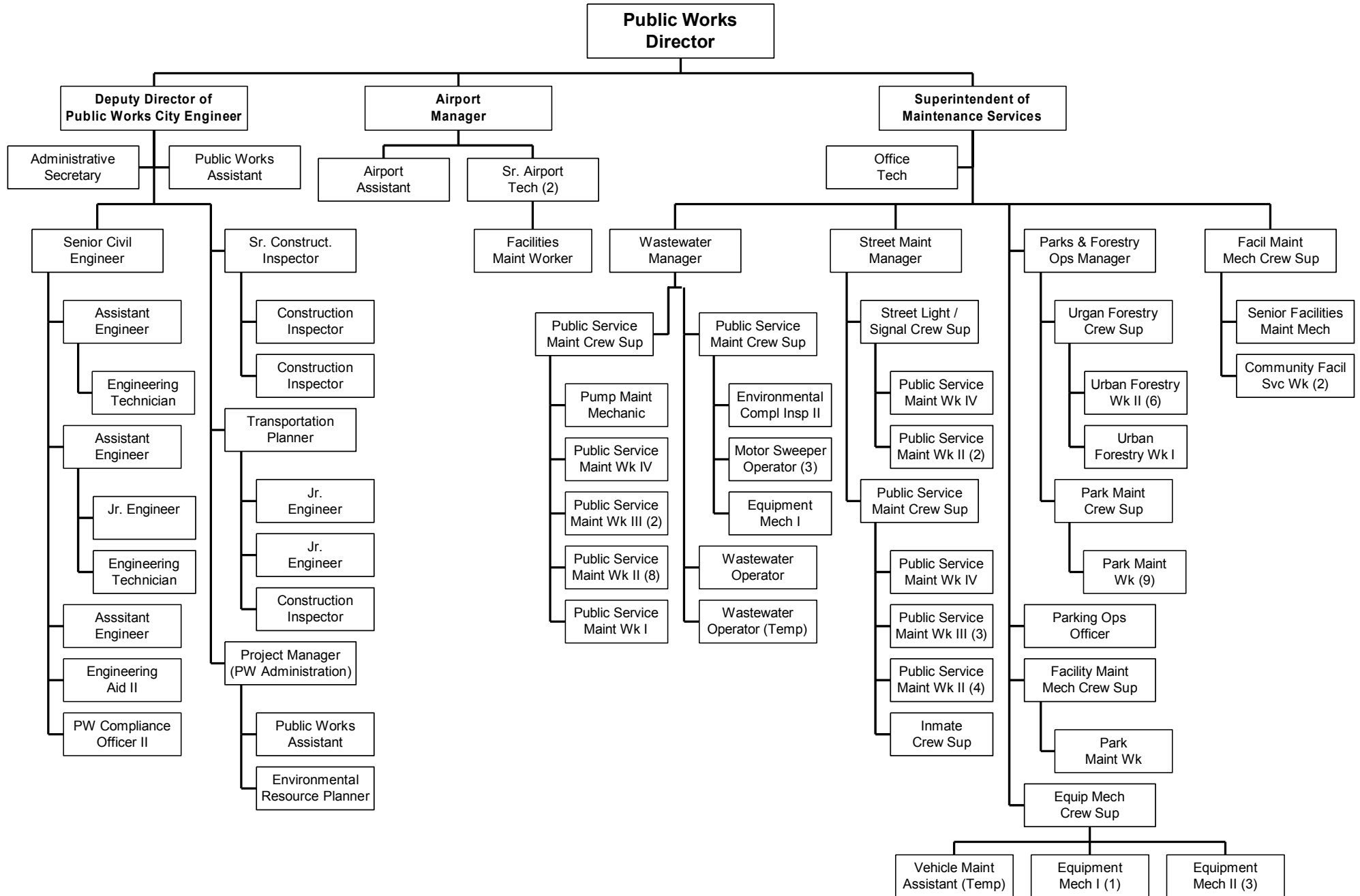


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## PUBLIC WORKS



# PUBLIC WORKS DEPARTMENT Organization Chart



# **PUBLIC WORKS DEPARTMENT**

## **Summary**

### **Purpose**

The Public Works Department consists of the Engineering and Traffic/Transportation Divisions, and Environmental and Maintenance Services Divisions. The Engineering and Traffic/Transportation Divisions provide management of the City's public infrastructure; 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 provides maintenance services for all City infrastructure, vehicles and equipment, and also ensures NPDES compliance in the field.

### **Top Accomplishments for FY 2011-12**

#### **Organizational Effectiveness Initiative**

1. Negotiated implementation of the City of Salinas Municipal Storm Water Permit CA 0049981; Draft Order No. R3-2012-0005 with the Central Coast Water Quality Control Board.
2. Revised Sidewalk Maintenance Program through a community engagement process that included involvement of citizens in revising the program.
3. Fleet Maintenance – Fleet Maintenance is the internal service division responsible for the inspection, maintenance, and repair of the City's Public Works fleet, including over 300 vehicles and hundreds of equipment pieces. Accomplishments include doubling the useful life of our street sweepers through a daily inspection and preventive maintenance program to insure that Sewer flushing and inspection equipment is available on a 24-hour basis and all paving related equipment is on line and ready for use at all times during the year. Fleet dedicates 40% of service time to support the Police fleet and is called on to perform extraordinary repairs or miscellaneous equipment installation on an as needed basis. Because of the record of successful inspections, the California Highway Patrol granted the City of Salinas an Administrative Review instead of a Biennial Inspection of Terminals (BIT) Inspection for 2010.
4. Facilities Maintenance – The Facilities Maintenance Division is responsible for maintaining 650,000 square feet of City-owned buildings and facilities through preventative maintenance and repair to ensure clean, safe, sanitary, and well-operating facilities for employees and the public. Although reductions of resources in this area, has been quite challenging, City staff continues to ensure that facilities are maintained as best as possible. City facilities again passed the Monterey County Environmental Health Business Response Plan Inspection.
5. Engineering – Flexing and creating special teams from existing staff to address specific issues including working on ADA Transition Plan and East Market Street project.

#### **Economic Development Initiative (Prosperity)**

6. The City's Public Works Department secured a \$3.486 million U.S. Department of Commerce, Economic Development Administration (EDA) grant for the City's Industrial Waste Water Conveyance System Improvements project.
7. Secured a \$1.355 Million Grant from the Department of Energy to complete energy efficiency projects. One of the projects funded, the HVAC/Chiller system at Sherwood Hall, was completed on February 2012.
8. Secured \$400,000 Funding for Boronda Road Traffic Signal Coordination Project.
9. The East Market Street Phase-2 road reconstruction improvements were completed between North Sanborn Road to Carr Avenue.
10. Worked with Caltrans to complete construction of the Airport Boulevard/US 101 Interchange Project and maintain good public relations during the project.

# **PUBLIC WORKS DEPARTMENT**

## **Summary**

11. Provided technical support for the processing and approval of the Cloverfield (Lowe's) Development Project.
12. Complete the U.S. 101 highway corridor study and develop a 5-year Capital Improvement Program (CIP) for said corridor

### **City Council Goals, Strategies, and Objectives for FY 2012-13 and FY 2013-14**

#### **Youth/Gang Violence Prevention Initiative (Peace)**

1. Complete the construction of the Cesar Chavez Library expansion by December 1, 2012 to accommodate the needs of our new Alisal residents and area students.
2. Complete the design and construction for the Laurel Heights Neighborhoods Park Improvement project by July 1, 2012.
3. Work with Rancho Cielo students to teach them skills related to sidewalk repair/construction, and the urban forestry.
4. Develop maintenance schedules for all Maintenance Districts established within the City to ensure services for which residents are paying are provided in a timely and responsible manner.

#### **Economic Development Initiative (Prosperity)**

1. Review, comment, and assist with the processing of the Taylor Farms development, Future Growth Area activities (including the Rogge Road High School and future Middle School in the Central FGA Area) .
2. Complete Construction of Market Street Project by December 1, 2012.
3. Design the East Boronda Road widening project by July 1, 2013.
4. Secure funding and complete the design for the Industrial Waste Conveyance Improvement project by July 1, 2012.
5. Complete the Design for the U.S. 101/Sanborn Interchange Improvement and Elvee Drive extension (Reclamation Ditch to Work Street) project for construction in 2013
6. Complete the City's Sanitary Sewer and Industrial Waste Master Plans by June 30, 2012.
7. Submit 10 applications for grant funding in FY 11/12.

#### **Organizational Effectiveness Initiative**

1. Reorganize departmental administrative functions to focus on revenue generation and increased customer services.
2. Schedule the fiscal year Capital Improvement Program (CIP) to ensure 80% of those approved in the budget are constructed within said fiscal year. Determine how to most effectively distribute projects based on the current design staffing levels/expertise and the need to hire consultants to design more complex projects requiring special/unique expertise.
3. Develop training program to increase managerial and supervisory capacity including the development of a departmental succession plan.

### **Major Budget Changes**

#### **Position Changes**

Add     Public Works Services Manager

#### **Change**

Public Works Administrative Manager to Public Works Assistant

#### **Relocate**

Environmental Resource Planner from Environmental Compliance Division to DPW Properties

# PUBLIC WORKS Summary

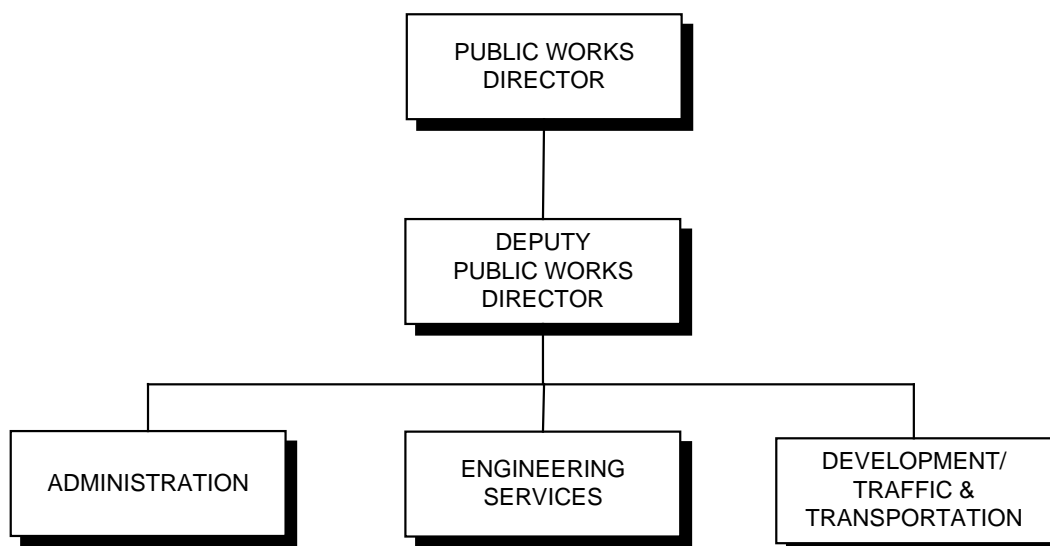
	<u>10-11 Actual</u>	<u>11-12 Budget</u>	<u>12-13 Adopted</u>	<u>13-14 Plan</u>
<b>Expenditures by Program</b>				
Engineering & Transportation	966,756	1,140,500	1,375,800	1,583,300
Environmental & Maint Services	6,360,183	6,657,535	6,804,900	7,197,600
<b>Total</b>	<u><b>7,326,939</b></u>	<u><b>7,798,035</b></u>	<u><b>8,180,700</b></u>	<u><b>8,780,900</b></u>
<b>Workforce by Program</b>				
Engineering & Transportation	20.500	21.000	20.625	20.625
Environmental & Maint Services	48.750	47.500	48.375	48.375
<b>Total</b>	<u><b>69.250</b></u>	<u><b>68.500</b></u>	<u><b>69.000</b></u>	<u><b>69.000</b></u>





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# ENGINEERING AND TRANSPORTATION





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# ENGINEERING AND TRANSPORTATION

## Summary

Expenditures by Program		10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
5010	Administration Division	402,661	451,400	525,300	670,700
5020	Engineering Services Division	309,569	412,300	485,200	531,900
5022	Development/Traffic & Transp.	254,526	276,800	365,300	380,700
TOTAL		966,756	1,140,500	1,375,800	1,583,300

### Expenditures by Character

1.	Employee Services	938,862	1,042,300	1,277,600	1,485,100
2.	Office Supplies & Materials	5,564	10,250	11,000	11,000
3.	Small Tools & Equipment	502	1,400	1,400	1,400
4.	Books and Publications	1,455	1,100	1,100	1,100
5.	Special Dept Supplies	3,531	7,900	7,900	7,900
6.	Communications	7,027	10,000	10,000	10,000
7.	Utilities		550		
8.	Contract Maintenance Services	3,537	4,000	4,000	4,000
9.	Professional Services	2,233	51,500	53,500	53,500
10.	Outside Services	695	3,300	3,300	3,300
11.	Training/Conferences/Meetings		5,000	3,000	3,000
12.	Membership & Dues	2,899	3,000	3,000	3,000
13.	Capital Outlay	451	200		
TOTAL		966,756	1,140,500	1,375,800	1,583,300

### Expenditures by Fund

General Fund	966,756	1,140,500	1,375,800	1,583,300
Measure V Fund				
TOTAL	966,756	1,140,500	1,375,800	1,583,300

### Workforce by Program

5010	Administration Division	4.500	4.500	5.125	5.125
5020	Engineering Services Division	14.000	14.500	12.500	12.500
5022	Development/Traffic & Transp.	2.000	2.000	3.000	3.000
TOTAL		20.500	21.000	20.625	20.625

# DEPARTMENT OF PUBLIC WORKS

## Administration and District Division

5010

### Purpose

Provide administrative support to all Sections of 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 funding; manage of all city-owned property, including leases/rents, administrative oversight of all Districts including 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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Percentage of lease payments received on time	93%	95%	100%	97%	100%
Percentage of maintenance district resident service complaints satisfactorially resolved within 24 hours	85%	95%	100%	98%	100%
Percentage of resident and others (realtors, title companies) assessment/maintenance district inquiries responded to satisfactorially within 24 hours	85%	95%	100%	98%	100%
Council Reports Processed (annually)	79	64	77	77	75
Personnel Actions processed (annually)	40	25	35	35	35
Purchase Orders Processed (annually)	100	100	100	100	100
Assist with DRC Applications (annually)	5	5	10	15	15
Review Traffic Studies and/or CEQA documents (annually)	4	6	8	8	12

### Major Budget Changes

Position Changes

Add Public Works Administrative Services Manager

Change

Public Works Administrative Supervisor to Public Works Assistant

Relocate

Environmental Resource Planner from Environmental Compliance Division to DPW Properties, Administration and District Division

# ENGINEERING AND TRANSPORTATION

## Administration Division

5010

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services	384,544	417,200	491,100	636,500
2. Office Supplies & Materials	5,564	10,250	11,000	11,000
3. Small Tools & Equipment	104	400	400	400
4. Books and Publications		300	300	300
5. Communications	7,027	10,000	10,000	10,000
6. Utilities		550		
7. Professional Services	2,072	7,500	9,500	9,500
8. Training/Conferences/Meetings		2,000		
9. Membership & Dues	2,899	3,000	3,000	3,000
10. Capital Outlay	451	200		
TOTAL	402,661	451,400	525,300	670,700
Authorized Positions	4.500	4.500	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. Administer Develop funding and implement the requirements of the 2005 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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Grant applications submitted. Dollars secured vs. dollars applied for	5	5	10	10	15
City C.I.P. projects designed. (annually)	5	8	10	10	15
City projects constructed on time and within budget (annually)	20	20	20	20	20
Number of projects inspected					

### Major Budget Changes

None

# ENGINEERING AND TRANSPORTATION

## Engineering Services Division

5020

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services	307,524	359,500	432,400	479,100
2. Small Tools & Equipment	398	500	500	500
3. Books and Publications	362	500	500	500
4. Special Dept Supplies	1,124	3,500	3,500	3,500
5. Contract Maintenance Services		2,000	2,000	2,000
6. Professional Services	161	42,000	42,000	42,000
7. Outside Services		1,300	1,300	1,300
8. Training/Conferences/Meetings		3,000	3,000	3,000
TOTAL	309,569	412,300	485,200	531,900

<b>Authorized Positions</b>	14.0	14.5	12.5	12.5
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### 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 database of traffic counts surveys.
2. Respond to traffic inquiries and concerns from the public, other departments and other agencies.
3. Improve efficiency of traffic signal operations.
4. Secure funding for transportation related projects.
5. Implement traffic fee Ordinance and collaborate with other departments and agencies to fund future transportation infrastructure needs.
6. Work with TAMC, Caltrans and other agencies to obtain funding for extending commuter rail service to Salinas.
7. Oversee operations of traffic signals.
8. Review and update traffic signal timing systems to improve circulation
9. Evaluate systems as appropriate to meet traffic needs.
10. Provide signal interconnection in an effort to improve traffic movements and minimize congestion

### Performance Measures

Performance Measure / Goal	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Traffic Permits issued (annually)					
Grant applications submitted. Dollars secured vs. dollars applied for.	5	5	10	10	15
Traffic Requests addressed (annually)	20	20	20	20	20
Traffic Requests addressed (annually)	20	20	20	20	20

### Major Budget Changes

Traffic Signal Operations will be placed under the supervision of the Traffic and Transportation Division.

# ENGINEERING AND TRANSPORTATION

## Development/Traffic & Transp.

5022

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services	246,794	265,600	354,100	369,500
2. Small Tools & Equipment		500	500	500
3. Books and Publications	1,093	300	300	300
4. Special Dept Supplies	2,407	4,400	4,400	4,400
5. Contract Maintenance Services	3,537	2,000	2,000	2,000
6. Professional Services		2,000	2,000	2,000
7. Outside Services	695	2,000	2,000	2,000
TOTAL	254,526	276,800	365,300	380,700

Authorized Positions	2	2	3	3
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### Funding Source

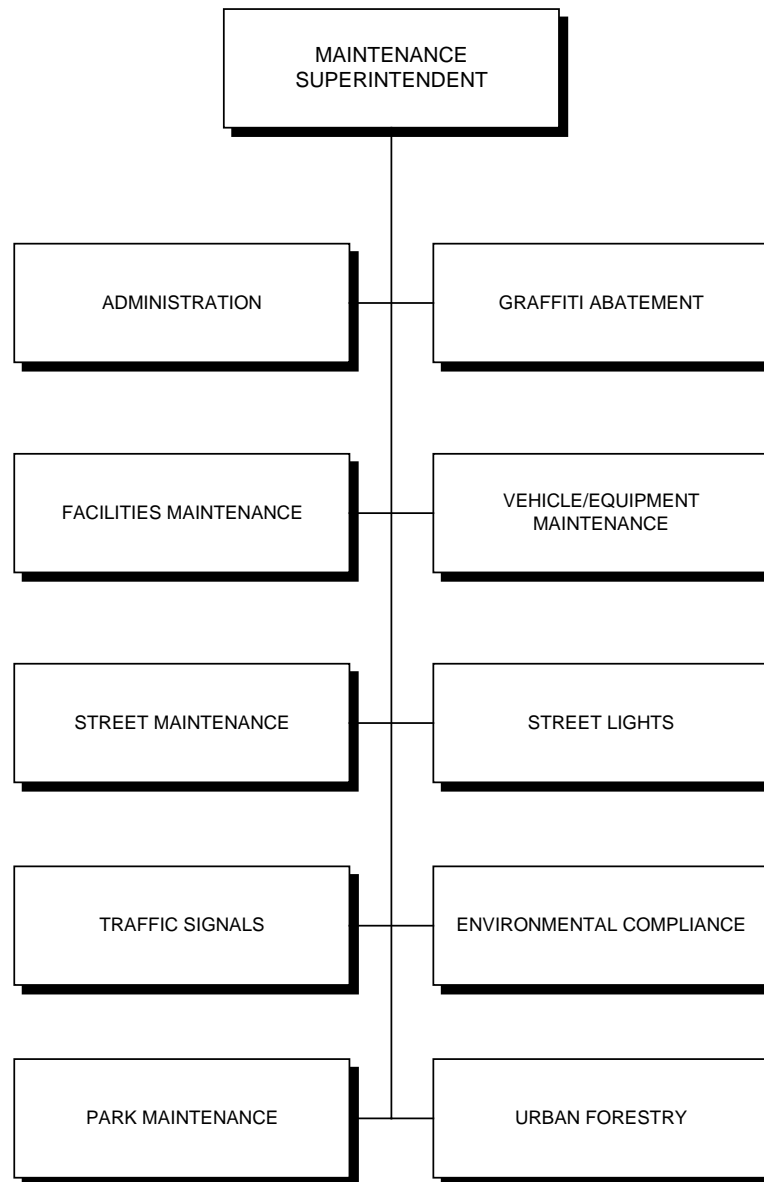
General Fund, Measure V Fund

# ENGINEERING AND TRANSPORTATION

## Work Force

<b>Administration Division</b>	<b>10-11 Authorized</b>	<b>11-12 Authorized</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
Engineer/transp Director	0.500			
Deputy Dir of Pub Works		0.250	0.250	0.250
Public Works Assistant	1.000	1.000	2.000	2.000
Pub Works Admin Mgr	1.000	1.000		
Administrative Secretary	1.000	1.000	1.000	1.000
Public Works Manager			0.500	0.500
Compliance Officer II	1.000	1.000	1.000	1.000
Director of Public Works		0.250	0.375	0.375
Total	4.500	4.500	5.125	5.125
<b>Engineering Services Division</b>				
Deputy Dir of Pub Works		0.500	0.500	0.500
Senior Civil Engineer	1.000	1.000	1.000	1.000
Assistant Engineer	3.000	3.000	3.000	3.000
Junior Engineer	2.000	2.000	2.000	2.000
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	3.000	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	14.000	14.500	12.500	12.500
<b>Development/Traffic &amp; Transp.</b>				
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
Total	2.000	2.000	3.000	3.000
<b>Department Total</b>	<b>20.500</b>	<b>21.000</b>	<b>20.625</b>	<b>20.625</b>

# ENVIRONMENTAL AND MAINTENANCE SERVICES





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# ENVIRONMENTAL & MAINT SERVICES

## Summary

Expenditures by Program		10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
5310	Administration Division	183,269	216,800	414,200	425,500
5313	Graffiti Abatement Division	85,217	120,000	189,100	191,800
5330	Facilities Maintenance Division	750,101	803,900	920,800	942,100
5340	Vehicle/Equipment Maintenance	711,668	861,035	738,400	760,900
5350	Street Maintenance Division	1,164,047	1,277,000	1,143,900	1,378,400
5351	Street Lights Division	700,894	739,600	774,400	779,100
5353	Traffic Signals Division	333,641	326,900	220,400	220,400
5355	Environmental Compliance Division	124,197	136,800	141,900	148,000
5380	Parks and Community Services	1,831,871	1,669,400	1,762,600	1,807,800
5385	Urban Forestry Division	475,278	506,100	499,200	543,600
TOTAL		6,360,183	6,657,535	6,804,900	7,197,600

### Expenditures by Character

1.	Employee Services	3,656,045	3,705,000	3,865,200	4,257,500
2.	Office Supplies & Materials	3,173	5,900	6,100	6,100
3.	Bldg/Veh/Equip Maint/Supplies	157,922	228,500	228,500	228,500
4.	Vehicle Fuels & Lubricants	145,347	153,600	153,600	153,600
5.	Small Tools & Equipment	21,372	31,800	31,800	31,800
6.	Clothing & Personal Equip	15,232	29,900	29,900	29,900
7.	Street Materials	105,779	127,000	127,000	127,000
8.	Books and Publications	147	200	200	200
9.	Special Dept Supplies	1,425	25,785	8,300	8,300
10.	Chemicals	10,080	11,000	11,000	11,000
11.	Communications	18,380	21,900	21,900	21,900
12.	Utilities	1,345,745	1,327,900	1,408,900	1,408,900
13.	Rents & Leases	2,800	6,300	6,300	6,300
14.	Contract Maintenance Services	501,893	573,500	528,900	529,300
15.	Professional Services	361,671	402,300	372,300	372,300
16.	Training/Conferences/Meetings	1,772	4,250	3,500	3,500
17.	Membership & Dues	1,400	1,500	1,500	1,500
18.	Capital Outlay	10,000	1,200		
TOTAL		6,360,183	6,657,535	6,804,900	7,197,600

### Expenditures by Fund

General Fund	5,578,983	5,814,835	5,946,500	6,297,500
Measure V Fund	781,200	842,700	858,400	900,100
TOTAL	6,360,183	6,657,535	6,804,900	7,197,600

# ENVIRONMENTAL & MAINT SERVICES

## Summary

Workforce by Program		10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
5310	Administration Division	1.500	2.250	2.375	2.375
5313	Graffiti Abatement Division			0.750	0.750
5330	Facilities Maintenance Division	5.000	5.000	5.000	5.000
5340	Vehicle/Equipment Maintenance	6.000	5.000	5.000	5.000
5350	Street Maintenance Division	16.000	15.000	15.000	15.000
5351	Street Lights Division	0.750	0.750	1.000	1.000
5353	Traffic Signals Division	0.250	0.250		
5355	Environmental Compliance Division	1.250	1.250	1.250	1.250
5380	Parks and Community Services	10.000	10.000	10.000	10.000
5385	Urban Forestry Division	8.000	8.000	8.000	8.000
TOTAL		48.750	47.500	48.375	48.375



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# 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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Number of purchase orders issued	3,505	3,648	3,800	3,905	4,000
Process Biweekly Payroll Personnel Actions	78	71	71	71	71

### Major Budget Changes

None

# ENVIRONMENTAL & MAINT SERVICES

## Administration Division

5310

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services	153,275	125,600	323,400	334,700
2. Office Supplies & Materials	3,173	4,600	4,800	4,800
3. Small Tools & Equipment	113	200	200	200
4. Clothing & Personal Equip	143	200	200	200
5. Special Dept Supplies	410	1,000	1,000	1,000
6. Communications	7,307	9,200	9,200	9,200
7. Utilities	6,848	4,900	4,900	4,900
8. Contract Maintenance Services		500	500	500
9. Professional Services	12,000	70,000	70,000	70,000
10. Training/Conferences/Meetings		600		
TOTAL	183,269	216,800	414,200	425,500
 <b>Authorized Positions</b>	 1.500	 2.250	 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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Square Feet of Graffiti Removed Annually	80,000	125,000	250,000	250,000	250,000

### Major Budget Changes

Graffiti Abatement was contracted with Republic Services and will be brought back into Environmental and Maintenance Services

# ENVIRONMENTAL & MAINT SERVICES

## Graffiti Abatement Division

5313

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services			59,100	61,800
2. Contract Maintenance Services	85,217	120,000	130,000	130,000
TOTAL	85,217	120,000	189,100	191,800

Authorized Positions			0.75	0.75
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### 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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Square feet of buildings to maintain per employee	350,000	350,000	350,000	350,000	350,000
Electrical and Plumbing Repairs Preformed Annually		140	140	140	140
Painting and Carpentry Maintenance Requests		400	400	400	400

### Major Budget Changes

None

# ENVIRONMENTAL & MAINT SERVICES

## Facilities Maintenance Division

5330

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services	353,686	373,800	490,500	511,800
2. Bldg/Veh/Equip Maint/Supplies	13,748	22,500	22,500	22,500
3. Small Tools & Equipment	2,253	2,500	2,500	2,500
4. Clothing & Personal Equip	242	1,100	1,100	1,100
5. Special Dept Supplies	158	1,050	1,200	1,200
6. Communications	831	1,300	1,300	1,300
7. Utilities	245,424	263,200	263,200	263,200
8. Contract Maintenance Services	133,759	138,300	138,500	138,500
9. Training/Conferences/Meetings		150		
TOTAL	750,101	803,900	920,800	942,100

Authorized Positions	5	5	5	5
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### Funding Source

General Fund

# ENVIRONMENTAL AND MAINTENANCE SERVICES

## Vehicle/Equipment Maintenance Division

5340

### Purpose

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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Number of vehicles to maintain per employee	107	150	150	150	107
Preventive Maintenance Inspections on Police Vehicles	450		450	450	450
Preventive Maintenance Inspections on Fleet Vehicles	1,500		1,500	1,500	1,500

### Major Budget Changes

None

# ENVIRONMENTAL & MAINT SERVICES

## Vehicle/Equipment Maintenance

5340

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services	495,055	600,500	471,500	493,600
2. Bldg/Veh/Equip Maint/Supplies	71,829	78,000	78,000	78,000
3. Vehicle Fuels & Lubricants	93,897	98,000	98,000	98,000
4. Small Tools & Equipment	3,441	5,500	5,500	5,500
5. Clothing & Personal Equip	6,326	11,000	11,000	11,000
6. Books and Publications	147	200	200	200
7. Special Dept Supplies		17,635		
8. Contract Maintenance Services	30,973	49,000	74,200	74,600
9. Capital Outlay	10,000	1,200		
TOTAL	711,668	861,035	738,400	760,900

Authorized Positions	6	5	5	5
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### 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. Maintain traffic signs and pavement markings in good repair.
4. Maintain streets through deep plug asphalt patching, crack sealing and pothole patching.

### Performance Measures

Performance Measure / Goal	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Tons of Asphalt Applied Annually	3,700	5,344	1,500	400	2,000
Yards of Concrete Poured	168	183	150	75	75
Street Sign Installation/Repair/Replacement	694	1,389	1,000	1,115	800

### Major Budget Changes

None

# ENVIRONMENTAL & MAINT SERVICES

## Street Maintenance Division

5350

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services	1,028,416	1,098,800	995,700	1,230,200
2. Bldg/Veh/Equip Maint/Supplies	4,691	9,000	9,000	9,000
3. Small Tools & Equipment	2,837	3,600	3,600	3,600
4. Clothing & Personal Equip	2,059	3,100	3,100	3,100
5. Street Materials	99,119	119,000	119,000	119,000
6. Chemicals	3,647	4,000	4,000	4,000
7. Rents & Leases	1,723	600	600	600
8. Contract Maintenance Services	43	700	700	700
9. Professional Services	20,942	37,200	7,200	7,200
10. Training/Conferences/Meetings	570	1,000	1,000	1,000
TOTAL	1,164,047	1,277,000	1,143,900	1,378,400

Authorized Positions	16	15	15	15
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### 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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Street Lights Repaired/Replaced	854	760	700	804	700

### Major Budget Changes

None

# ENVIRONMENTAL & MAINT SERVICES

## Street Lights Division

5351

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services	83,857	81,600	111,400	116,100
2. Bldg/Veh/Equip Maint/Supplies	11,673	36,000	36,000	36,000
3. Utilities	569,219	572,000	577,000	577,000
4. Contract Maintenance Services	36,145	50,000	50,000	50,000
TOTAL	700,894	739,600	774,400	779,100

Authorized Positions	0.75	0.75	1.00	1.00
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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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Number of signalized intersections to maintain per employee	200	200	200	200	200

### Major Budget Changes

Traffic Signals Division will be relocated to Transportation for oversight and Management. Current staff budget for this Program (5353) can be incorporated to the Street Lights Program (5351) to ensure complete funding for the Crew Supervisor Position in the Street Lights Program.

# ENVIRONMENTAL & MAINT SERVICES

## Traffic Signals Division

5353

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services	27,433	26,500		
2. Communications	9,242	10,400	10,400	10,400
3. Utilities	81,210	75,000	75,000	75,000
4. Contract Maintenance Services	215,756	215,000	135,000	135,000
TOTAL	333,641	326,900	220,400	220,400

Authorized Positions	0.25	0.25		
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### 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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Number of businesses inspected per employee	148	164	125	125	125

### Major Budget Changes

Environmental Resource Planner will be moved from Environmental Compliance Division to DPW Properties, Administration and District Division

# ENVIRONMENTAL & MAINT SERVICES

## Environmental Compliance Division

5355

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services	124,197	136,800	141,900	148,000
TOTAL	124,197	136,800	141,900	148,000
 <b>Authorized Positions</b>	 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 reduced services focused on health and safety to City parks.
2. Maintain public landscapes at a significantly reduced level, appropriate to available funding.
3. Provide median weed abatement to address the declining condition 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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Cost per Salinas resident to support parks	\$ 16.71	\$ 12.21	N/A	\$ 11.83	N/A
Number of Park Acres Maintained per FTE Daily Average	59	94	N/A	94	N/A
Percentage Above Municipal Benchmark (11 Acres/FTE)	536%	855%	N/A	855%	N/A
Acres of Parks Maintained	470	470	470	470	470
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)	8.00	5.00	N/A	5.00	N/A

### Major Budget Changes

None

# ENVIRONMENTAL & MAINT SERVICES

## Parks and Community Services

5380

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services	1,044,654	900,600	917,800	963,000
2. Office Supplies & Materials		500	500	500
3. Bldg/Veh/Equip Maint/Supplies	52,815	79,000	79,000	79,000
4. Vehicle Fuels & Lubricants	33,893	35,600	35,600	35,600
5. Small Tools & Equipment	2,692	10,000	10,000	10,000
6. Clothing & Personal Equip	98	8,000	8,000	8,000
7. Street Materials	6,660	8,000	8,000	8,000
8. Special Dept Supplies	634	5,600	5,600	5,600
9. Chemicals	6,433	7,000	7,000	7,000
10. Communications	1,000	1,000	1,000	1,000
11. Utilities	443,044	412,800	488,800	488,800
12. Rents & Leases	1,077	4,200	4,200	4,200
13. Professional Services	237,284	195,100	195,100	195,100
14. Training/Conferences/Meetings	617	1,000	1,000	1,000
15. Membership & Dues	970	1,000	1,000	1,000
TOTAL	1,831,871	1,669,400	1,762,600	1,807,800

<b>Authorized Positions</b>	10	10	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. Tree maintenance, planting and removal in city parks and greenbelts

### Performance Measure

Performance Measure / Goal	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Cost Per Salinas Resident To Maintain Street Trees	\$ 4.70	\$ 3.17	\$ 3.37	\$ 3.40	\$ 3.68
Number of Tree Service Requests	1,600	1,556	N/A	1,550	N/A
Number of Storm and Emergency Call-Outs	350.00	401.00	N/A	400.00	N/A
Number of street trees to maintain per employee	6,700	7,500	7,500	7,500	5,000

### Major Budget Changes

None

# ENVIRONMENTAL & MAINT SERVICES

## Urban Forestry Division

5385

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services	345,472	360,800	353,900	398,300
2. Office Supplies & Materials		800	800	800
3. Bldg/Veh/Equip Maint/Supplies	3,166	4,000	4,000	4,000
4. Vehicle Fuels & Lubricants	17,557	20,000	20,000	20,000
5. Small Tools & Equipment	10,036	10,000	10,000	10,000
6. Clothing & Personal Equip	6,364	6,500	6,500	6,500
7. Special Dept Supplies	223	500	500	500
8. Rents & Leases		1,500	1,500	1,500
9. Professional Services	91,445	100,000	100,000	100,000
10. Training/Conferences/Meetings	585	1,500	1,500	1,500
11. Membership & Dues	430	500	500	500
TOTAL	475,278	506,100	499,200	543,600

Authorized Positions	8	8	8	8
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### Funding Source

General Fund, Measure V Fund

# ENVIRONMENTAL & MAINT SERVICES

## Work Force

<b>Administration Division</b>	<b>10-11 Authorized</b>	<b>11-12 Authorized</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
Parks/Community Svc Dir	0.500			
Office Technician	1.000	1.000	1.000	1.000
Supt of Maintenance Serv		1.000	1.000	1.000
Director of Public Works		0.250	0.375	0.375
Total	1.500	2.250	2.375	2.375
<b>Graffiti Abatement Division</b>				
Neighborhood Svcs Worker			0.750	0.750
<b>Facilities Maintenance Division</b>				
Facil Maint Mech Crew Sup	2.000	2.000	2.000	2.000
Sr Facility Maint Mech	1.000	1.000	1.000	1.000
Comm Facilities Svc Wkr	1.000	1.000	1.000	1.000
Facility Maint Worker	1.000	1.000	1.000	1.000
Total	5.000	5.000	5.000	5.000
<b>Vehicle/Equipment Maintenance</b>				
Equipment Mechanic II	3.000	3.000	3.000	3.000
Fleet Maintenance Manager	1.000			
Equipment Mechanic I	1.000	1.000	1.000	1.000
Equipment Mech Crew Sup	1.000	1.000	1.000	1.000
Total	6.000	5.000	5.000	5.000
<b>Street Maintenance Division</b>				
PSMW II (Frozen)			1.000	1.000
PSMW IV (Frozen)			1.000	1.000
Inmate Crew Coordinator	1.000	1.000	1.000	1.000
P.S. Maint Crew Supv	1.000	1.000	1.000	1.000
Public Svc Maint Wkr IV	3.000	2.000	1.000	1.000
Pub Svc Maint Wkr II	7.000	7.000	6.000	6.000
Street Maintenance Mgr	1.000	1.000	1.000	1.000
Pub Svc Maint Wkr III	3.000	3.000	3.000	3.000
Total	16.000	15.000	15.000	15.000

# ENVIRONMENTAL & MAINT SERVICES

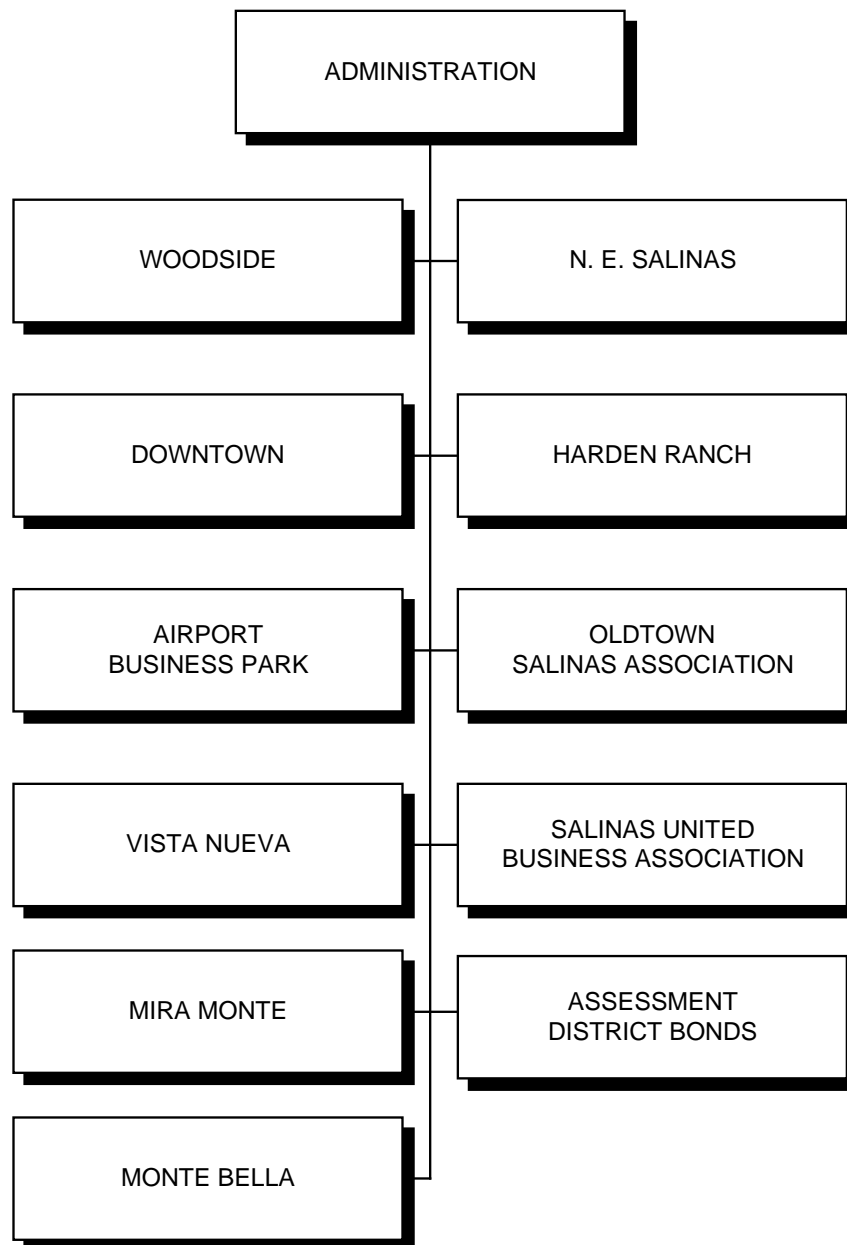
## Work Force

	10-11 Authorized	11-12 Authorized	12-13 Adopted	13-14 Plan
<b>Street Lights Division</b>				
SL/Traffic Sig Crew Sup	0.750	0.750	1.000	1.000
<b>Traffic Signals Division</b>				
SL/Traffic Sig Crew Sup	0.250	0.250		
<b>Environmental Compliance Division</b>				
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
<b>Parks and Community Services</b>				
Park Maint Crew Sup (MV)	1.000	1.000	1.000	1.000
Park Maint Worker (6 MV)	8.000	8.000	8.000	8.000
Park Grnds Frstry Ops Mgr	1.000	1.000	1.000	1.000
Total	10.000	10.000	10.000	10.000
<b>Urban Forestry Division</b>				
Urban Forestry Crew Supv		1.000	1.000	1.000
Sr Urban Forestry Worker	1.000			
Urban Forestry WkrII(3MV)	7.000	7.000	7.000	7.000
Total	8.000	8.000	8.000	8.000
<b>Department Total</b>	48.750	47.500	48.375	48.375



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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 2011-12**

#### **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 2012-13**

#### **Organizational Effectiveness Initiative**

1. Diversify maintenance activities to various contractors.
2. Improve service delivery and manage district finances.

### **Major Budget Changes**

One Park Employee for Natividad Creek Park has been added to the North East Assessment District

# **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

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services	137,750	137,800	139,900	143,500
2. Special Dept Supplies	135	5,000	5,000	5,000
3. Professional Services		2,000	2,000	2,000
4. Administration/Contingencies	17,070	9,900	9,900	9,900
5. Advertising		600	600	600
6. Training/Conferences/Meetings		2,000	2,000	2,000
TOTAL	154,955	157,300	159,400	163,000

Authorized Positions	1	1	1	1
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### 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	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services	22,724	12,300		
2. Contract Maintenance Services	39,940	25,000	25,000	25,000
3. Professional Services		15,000	15,000	15,000
4. Administration/Contingencies	7,570	4,500	4,500	4,500
TOTAL	70,234	56,800	44,500	44,500

### Authorized Positions

### 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	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Utilities	1,396	2,200	2,200	2,200
2. Administration/Contingencies	166	200	200	200
TOTAL	1,562	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 weekly mowing services on Moffett Street.

### **Major Budget Changes**

None

# ASSESSMENT & MAINTENANCE DISTRICTS

## Airport Business Park Division

6612

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Utilities	7,883	8,200	8,700	8,700
2. Contract Maintenance Services	7,916	7,800	7,300	7,300
3. Administration/Contingencies	1,783	1,100	1,100	1,100
TOTAL	17,582	17,100	17,100	17,100

### Authorized Positions

### 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**

One Park Employee for Natividad Creek Park has been added to the North East Assessment District

# ASSESSMENT & MAINTENANCE DISTRICTS

## North East Division

6613

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services	18,500	18,500	78,600	82,200
2. Special Dept Supplies		5,000	5,000	5,000
3. Utilities	138,974	133,000	133,000	133,000
4. Contract Maintenance Services	345,253	425,000	425,000	425,000
5. Professional Services	12,805	25,000	25,000	25,000
6. Administration/Contingencies	61,581	55,000	55,000	55,000
TOTAL	577,113	661,500	721,600	725,200

Authorized Positions	1	1	1
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### 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	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services	18,500	18,500	8,500	8,500
2. Special Dept Supplies		5,000	5,000	5,000
3. Utilities	28,828	38,800	38,800	38,800
4. Contract Maintenance Services	196,077	225,000	115,000	115,000
5. Professional Services	4,269	10,000	10,000	10,000
6. Administration/Contingencies	28,278	30,000	30,000	30,000
TOTAL	275,952	327,300	207,300	207,300

### Authorized Positions

### 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	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services	8,834	6,100	5,600	5,600
2. Communications	156	200	200	200
3. Utilities	837	3,000	3,000	3,000
4. Rents & Leases	2,397	5,000	5,000	5,000
5. Contract Maintenance Services		16,000	16,000	16,000
6. Administration/Contingencies	1,781	2,700	2,700	2,700
TOTAL	14,005	33,000	32,500	32,500

### 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	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services	19,620	18,500		
2. Special Dept Supplies	811	2,000	2,000	2,000
3. Utilities	32,540	31,400	31,400	31,400
4. Contract Maintenance Services	58,400	70,000	70,000	70,000
5. Professional Services		10,000	10,000	10,000
6. Administration/Contingencies	13,022	11,600	11,600	11,600
TOTAL	124,393	143,500	125,000	125,000

### Authorized Positions

### 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	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services	30,622	18,500		
2. Special Dept Supplies		5,000	5,000	5,000
3. Utilities	12,697	27,400	15,000	15,000
4. Contract Maintenance Services	77,518	80,000	92,400	92,400
5. Professional Services	3,960	19,500	19,500	19,500
6. Administration/Contingencies	16,065	15,000	15,000	15,000
TOTAL	140,862	165,400	146,900	146,900

### Authorized Positions

### Funding Source

Monte Bella Maint District

# **ASSESSMENT & MAINTENANCE DISTRICTS**

## **Oldtown Salinas Assn 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	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Professional Services	632	5,000	5,000	5,000
2. Contribution to Other Agencies	103,000	100,000	100,000	100,000
TOTAL	103,632	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**

Contributions from the Salinas Redevelopment Agency of \$50,000 have been eliminated.

# ASSESSMENT & MAINTENANCE DISTRICTS

## Salinas United Business Assn Division

6685

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Professional Services	1,559	1,000	1,000	1,000
2. Contribution to Other Agencies	50,000	140,000	140,000	140,000
TOTAL	51,559	141,000	141,000	141,000

### 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. The active assessment Districts are Abbott Street and Harden Ranch.

### **Division Operations**

1. Ensure timely payments to bondholders.

### **Major Budget Changes**

None

# ASSESSMENT & MAINTENANCE DISTRICTS

## Assessment District Bonds Division

6690

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Bond-Principal	2,019,569	2,130,000	2,450,000	2,580,000
2. Bond-Interest	997,311	869,300	745,900	611,100
3. Paying Agent Fees	30,360	50,000	50,000	50,000
TOTAL	3,047,240	3,049,300	3,245,900	3,241,100

### 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>	Principal & Interest Expended <u>11-12</u>	Principal Balance <u>06/30/12</u>	Adopted 12-13 <u>Principal</u>	Plan 12-13 <u>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

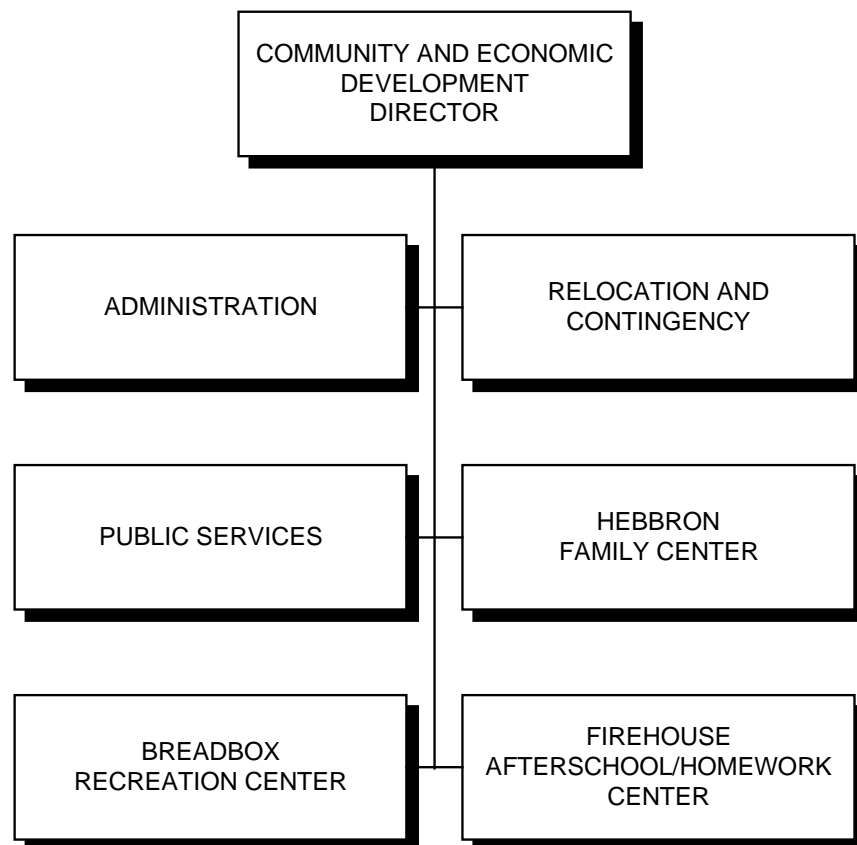
<u>Series</u>	<u>Special Assessment Districts</u>	<u>No.</u>	<u>Maturity</u>	<u>Principal &amp; Interest Expended 12-13</u>	<u>Principal Balance 06/30/13</u>	<u>Adopted 13-14 Principal</u>	<u>Plan 13-14 Interest</u>
C185	Harden Ranch Ph 2	90-1	2014	281,038	5,155,000	0	281,038
A178	Mayfair Dr	92-1	2009	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

	10-11 Authorized	11-12 Authorized	12-13 Adopted	13-14 Plan
<b>Administration Division</b>				
Sr Accounting Technician	1	1	1	1
<b>North East Division</b>				
Park Maint Worker		1	1	1
<b>Department Total</b>	1	2	2	2

# BLOCK GRANT





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# **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 with regard to proper and timely use of HUD funds.

## **Top Five Accomplishments for FY 2011-2012**

### **Youth/Gang Violence Prevention Initiative (Peace)**

1. Supported City and community programs focused upon the recreational and educational needs of Salinas' youth.

### **Economic Development Initiative (Prosperity)**

1. Provided funding for construction of a 53-unit multi-family rental housing that will provide affordable housing units to extremely low, low, and moderate-income families.
2. Supported street beautification project in the East Market retail corridor in an effort to create jobs and stimulate the local economy.
3. Re-started the City's first-time homebuyer program which will increase homeownership opportunities for moderate and low-income households and provide homeownership opportunities for households (up to 120% of AMI ) through the Neighborhood Stabilization Program which will assist neighborhoods with high foreclosure rates.

### **Organizational Effectiveness Initiative**

1. Implemented use of online data management system to streamline the division's RFP (Request for Proposal) process, subrecipient payment and beneficiary data management, and compliance monitoring tasks.

## **City Council Goals, Strategies, and Objectives for FY 2012-13**

### **Youth/Gang Violence Prevention Initiative (Peace)**

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.

### **Economic Development Initiative (Prosperity)**

1. Continue to support Federally-subsidized affordable housing projects for low and moderate income persons, seniors, disabled persons, and farm workers.
2. Support programs focused upon the prevention of homelessness for single men and women, families with children, and provision of transitional housing.
3. Provide continued funding for the East Market Street reconstruction project.
4. Continue to stabilize neighborhoods by purchasing and reselling foreclosed homes through the NSP.

### **Organizational Effectiveness Initiative**

1. Continue to manage division and SRA-housing financial and beneficiary data using the online system.
2. Collaborate with internal City staff, City Council members, subrecipients, and various subcommittee members to develop streamlined processes for administering HUD grants.



# **BLOCK GRANT Summary**

## **Major Budget Changes**

Block Grant is under the direction of the Deputy Director of the Community and Economic Development (CEDD), who in turn reports to the CEDD Director.

Budget numbers reflect the 2012-13 ACTION PLAN approved by City Council on May 8, 2012. For FY 2012-13, the federal CDBG allocation decreased from the previous year by 15.49% or \$344,222 (from \$2,222,808 to \$1,878,586); HOME decreased by 41.42% or \$364,620 (from \$880,147 to \$515,527); and ESG increased by 14.12% or \$23,820 (from \$168,669 to \$192,489). Due to reductions to both CDBG and HOME, two positions have been eliminated; Office Technician and Community Improvement Assistant.

# BLOCK GRANT Summary

Expenditures by Program		10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
3105	Administration Division	498,200	479,805	558,900	562,700
3150	Public Services Division	755,596	561,615	344,700	340,100
3151	Breadbox Rec Center Division	97,227	74,300	73,900	74,300
3157	Neighborhood Services		23,500		
3160	Relocation and Contingencies		703,728	160,600	160,600
3161	East Salinas-Jazz Up Division	97,298	100,100		
3162	Firehouse After School Division	18,000	15,000	20,000	20,000
3164	Hebbron Family Center Division	172,719	133,000	133,400	136,600
TOTAL		1,639,040	2,091,048	1,291,500	1,294,300

## Expenditures by Character

1.	Employee Services	721,452	637,422	640,000	665,400
2.	Office Supplies & Materials	1,893	1,950	1,950	1,950
3.	Bldg/Veh/Equip Maint/Supplies	1,247	1,500	1,500	1,500
4.	Small Tools & Equipment	33	100	100	100
5.	Books and Publications		150	150	150
6.	Special Dept Supplies	31,499	39,965	17,600	16,700
7.	Communications	777	1,300	800	800
8.	Utilities	10,329	8,800	10,300	9,700
9.	Rents & Leases	9,580	11,000	11,000	11,000
10.	Contract Maintenance Services	1,363	2,200	2,200	2,200
11.	Professional Services	12,202	12,000	12,000	12,000
12.	Outside Services	30,112	20,000	10,000	10,000
13.	Administration/Contingencies	53,000	475,523	230,400	213,900
14.	Advertising	1,518	3,000	3,000	3,000
15.	Training/Conferences/Meetings	5,593	22,500	3,000	3,000
16.	Membership & Dues	2,203	2,800	2,800	2,800
17.	Contribution to Other Agencies	755,596	850,820	344,700	340,100
18.	Capital Outlay	643	18		
TOTAL		1,639,040	2,091,048	1,291,500	1,294,300

# BLOCK GRANT Summary

<b>Expenditures by Fund</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
General Fund	40,662	10,000	174,100	175,600
Measure V Fund	13,000	13,000	90,300	92,700
Community Development Act of 1974	906,253	1,203,523	834,600	833,000
CDBG-Recovery	13,920	17,765		
Home Investment Partnership Funds		289,205		
H U D - Emergency Shelter Grant	98,343	159,934	192,500	193,000
HPRP-Homelessness Prevention Prog	506,850	297,521		
Central City Low Income Housing	1,357			
Sunset Ave-Project	57,298	100,100		
Sunset Ave Low Income Housing	1,357			
<b>TOTAL</b>	<b>1,639,040</b>	<b>2,091,048</b>	<b>1,291,500</b>	<b>1,294,300</b>

## Workforce by Program

3105	Administration Division	3.800	3.375	3.390	3.390
3151	Breadbox Rec Center Division	0.750	0.500	0.500	0.500
3161	East Salinas-Jazz Up Division	1.000	1.000		
3164	Hebbron Family Center Division	2.000	1.500	1.500	1.500
	<b>TOTAL</b>	<b>7.550</b>	<b>6.375</b>	<b>5.390</b>	<b>5.390</b>



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# **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 subrecipients 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 subrecipients.

## **Major Budget Changes**

CDBG administrative (admin) expenses are limited to 20% of the annual allocation; HOME expenses are limited to 10%. Total available funds for administration reflect a reduction in the amount of \$138,000 as compared to the previous year. 2 stimulus grant programs, CDBG-R and HPRP, which provided approximately \$30,000 annually for administration, will be closed out as of FY 2011-12. At the May 8, 2012, public hearing, two staff positions were approved to be eliminated: Office Technician; and Community Improvement Assistant. To address increasing technical needs, Council approved the restoration of the half-time CD Analyst to full-time. Because of the changes in ESG regulations, the ESG administration cap has been increased to 7.5% (from 5%) and the City also received an increase in its ESG allocation for both FY 2011-12 and FY 2012-13. The employee services budget includes \$14,437 of ESG admin funds. Other new sources approved by Council include: \$38,500 from the Housing Successor Agency (7105); and \$31,000 from the Housing Trust Fund (7613).

# **BLOCK GRANT Administration Division**

**3105**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Employee Services	391,432	369,322	444,500	464,800
2. Office Supplies & Materials	1,662	1,650	1,650	1,650
3. Small Tools & Equipment	33	100	100	100
4. Books and Publications		150	150	150
5. Special Dept Supplies	3,601	9,265	4,400	4,400
6. Communications	83	300	300	300
7. Rents & Leases	9,580	11,000	11,000	11,000
8. Contract Maintenance Services	150	200	200	200
9. Professional Services	8,590	8,000	8,000	8,000
10. Outside Services	20,112	10,000	10,000	10,000
11. Administration/Contingencies	53,000	61,000	69,800	53,300
12. Advertising	1,518	3,000	3,000	3,000
13. Training/Conferences/Meetings	5,593	3,000	3,000	3,000
14. Membership & Dues	2,203	2,800	2,800	2,800
15. Capital Outlay	643	18		
<b>TOTAL</b>	<b>498,200</b>	<b>479,805</b>	<b>558,900</b>	<b>562,700</b>
 <b>Authorized Positions</b>	 3.800	 3.375	 3.390	 3.390

## **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 subrecipient's activity.

### **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 \$289,000, down from \$339,000 the prior year.

**BLOCK GRANT**  
**Public Services Division****3150**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Contribution to Other Agencies	755,596	561,615	344,700	340,100
TOTAL	755,596	561,615	344,700	340,100

**Authorized Positions****Funding Source**

Community Development Act of 1974, HUD Emergency Shelter Grant



# BLOCK GRANT

## Public Services Division

3150

### ORGANIZATION

	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Community Human Services	10,000	8,500	10,000	10,000
2. ACTION Council of Monterey Co.	10,000	8,500	10,000	10,000
3. Girl Scouts of Monterey Bay	10,000	8,500	8,500	8,500
4. Family Services Agency	10,000	8,500	10,000	10,000
5. Conflict Resolution/Mediation		8,500	8,500	8,500
6. Alliance on Aging	10,000	8,500	8,500	8,500
7. Women's Crisis Center				
8. Meals on Wheels	17,000	14,200	11,900	11,900
9. Citizenship Project				
10. Door to Hope				
11. Central Coast Ctr. Independent	10,000	8,500	8,500	8,500
12. Food Bank	15,000	8,500	11,900	11,900
13. Big Brothers Big Sisters	3,427			
14. Alisal Center For Fine Arts				
15. Alliance on Aging: Ombudsman	5,000	8,500	8,500	8,500
16. Volunteer Center				
17. Sunrise House JPA	10,000	8,500	13,500	13,500
18. Second Chance Youth Program	10,000	8,500	14,300	14,300
19. Legal Services for Seniors				
20. Sun Street Centers				
21. Salinas Police Activity League	20,000			
22. Franciscan Workers				
23. Partners for Peace, Inc.				
24. VNA Adult Day Center	9,782			
25. Y.M.C.A.				
26. Interim (MCHOME) (ESG)	31,300	77,000	79,000	79,000
27. Housing Resource Center (ESG)	14,600	14,000	23,800	23,800
28. Franciscan Workers (ESG)	11,077	11,000	20,000	20,000
29. Shelter Outreach Plus (ESG)	24,341	30,259	26,000	26,000
30. John XXIII AIDS Ministry (ESG)	17,025	27,675	29,300	29,300
TOTAL	248,552	267,634	302,200	302,200



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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 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**

<b>Performance Measure / Goal</b>	<b>FY 2009-10 Actual</b>	<b>FY 2010-11 Actual</b>	<b>FY 2011-12 Projected</b>	<b>FY 2012-13 Goal</b>
Number of Program Attendees	39,197	40,998	42,000	42,000

### **Major Budget Changes**

None

**BLOCK GRANT**  
**Breadbox Rec Center Division****3151**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Employee Services	71,949	48,700	46,800	47,800
2. Office Supplies & Materials	231	300	300	300
3. Bldg/Veh/Equip Maint/Supplies	1,247	1,500	1,500	1,500
4. Special Dept Supplies	8,146	8,500	8,500	8,500
5. Communications	500	500	500	500
6. Utilities	10,329	8,800	10,300	9,700
7. Contract Maintenance Services	1,213	2,000	2,000	2,000
8. Professional Services	3,612	4,000	4,000	4,000
<b>TOTAL</b>	<b>97,227</b>	<b>74,300</b>	<b>73,900</b>	<b>74,300</b>

<b>Authorized Positions</b>	0.75	0.50	0.50	0.50
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**Funding Source**

General Fund, Community Development Act of 1974, Measure V Fund

# **BLOCK GRANT**

## **Neighborhood Services**

**3157**

### **Purpose**

With the City of Salinas as subrecipient, provide financial assistance to each Council district, to promote healthier, safer and cleaner neighborhoods, and improve neighborhood appearances.

### **Division Operations**

1. Implement adopted procedures for allocating public services funds.
2. Identify, prioritize, and implement beautification projects unique to individual neighborhoods.
3. Engage community to develop leaderships in neighborhoods, and enhance partnerships between community organizations and the City.

### **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 \$289,000, down from \$339,000 the prior year.

# **BLOCK GRANT**

## **Neighborhood Services**

**3157**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Employee Services		2,000		
2. Special Dept Supplies		2,000		
3. Training/Conferences/Meetings		19,500		
TOTAL		23,500		

### **Authorized Positions**

### **Funding Source**

Community Development Act of 1974

# **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 2012-13 Action Plan.

# **BLOCK GRANT**

## **Relocation and Contingencies**

**3160**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Administration/Contingencies		414,523	160,600	160,600
2. Contribution to Other Agencies		289,205		
TOTAL		703,728	160,600	160,600

### **Authorized Positions**

### **Funding Source**

Community Development Act of 1974, Home Investment Partnership Funds



# **BLOCK GRANT**

## **East Salinas-Jazz Up Division**

**3161**

### **Purpose**

To enhance the exterior appearance of residential and commercial properties in East Salinas. This effort supports the goals and objectives of the Sunset Avenue Redevelopment Plan.

### **Division Operations**

1. Encourage property owners to upgrade their properties. Neighborhood participation will result in the external renovation of properties and neighborhood pride.

### **Major Budget Changes**

This program is no longer funded in FY 12-13.

**BLOCK GRANT**  
**East Salinas-Jazz Up Division**

**3161**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Employee Services	74,013	76,500		
2. Special Dept Supplies	13,091	13,100		
3. Communications	194	500		
4. Outside Services	10,000	10,000		
TOTAL	97,298	100,100		

<b>Authorized Positions</b>	1	1		
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**Funding Source**

Sunset Ave Project

# **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.

### **Major Budget Changes**

None

# **BLOCK GRANT**

## **Firehouse After School Division**

**3162**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Employee Services	15,958	13,000	18,000	18,000
2. Special Dept Supplies	2,042	2,000	2,000	2,000
TOTAL	18,000	15,000	20,000	20,000

### **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.

### **Major Budget Changes**

None

**BLOCK GRANT**  
**Hebbron Family Center Division****3164**

<b>Operating Expenditures</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Employee Services	168,100	127,900	130,700	134,800
2. Special Dept Supplies	4,619	5,100	2,700	1,800
TOTAL	172,719	133,000	133,400	136,600
 <b>Authorized Positions</b>	 2.0	 1.5	 1.5	 1.5

**Funding Source**

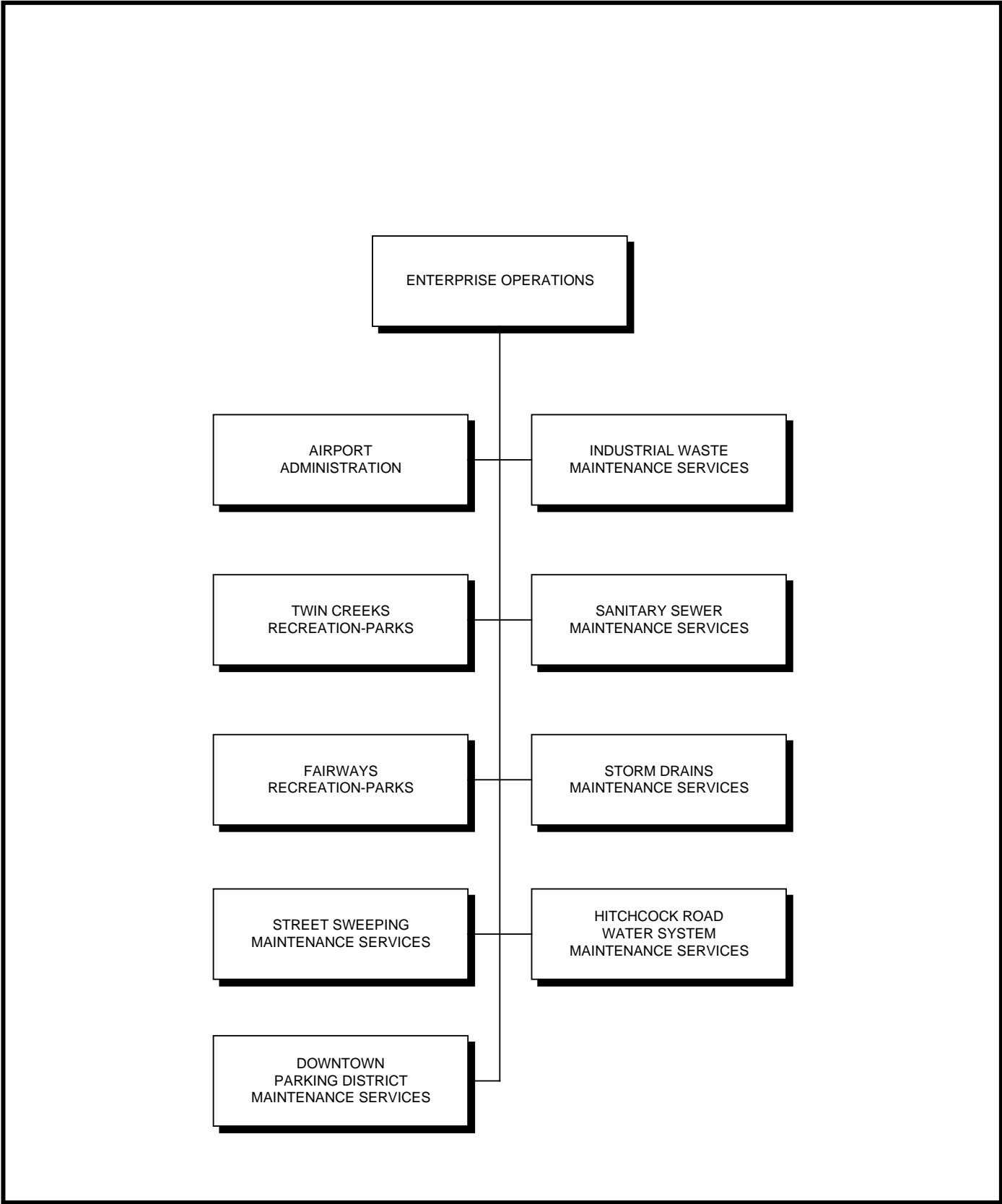
Community Development Act of 1974, General Fund

# BLOCK GRANT

## Work Force

<b>Administration Division</b>	<b>10-11 Authorized</b>	<b>11-12 Authorized</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
Comm/Economic Dev Dir		0.125	0.195	0.195
Community Development Dir	0.250			
Comm Dev Admin Supervisor	0.750	0.750	0.750	0.750
Housing Services Supv	0.250	0.150	0.050	0.050
Planning Manager	0.500	0.250	0.600	0.600
Community Dev Analyst	0.050	0.350	0.460	0.460
Comm Improve Asst	1.000	0.500	0.420	0.420
Office Technician	1.000	1.000		
Administrative Aide			0.500	0.500
Asst Comm/Econ Dev Dir		0.250	0.415	0.415
Total	3.800	3.375	3.390	3.390
<b>Breadbox Rec Center Division</b>				
Recreation Asst (MV)			0.250	0.250
Recreation Asst	0.750	0.500	0.250	0.250
Total	0.750	0.500	0.500	0.500
<b>East Salinas-Jazz Up Division</b>				
Neighborhood Svcs Worker	1.000	1.000		
<b>Hebbron Family Center Division</b>				
Rec Coordinator	1.000	1.000	0.380	0.380
Recreation Asst	1.000	0.500	0.500	0.500
Rec Coordinator (MV)			0.620	0.620
Total	2.000	1.500	1.500	1.500
<b>Department Total</b>	<b>7.550</b>	<b>6.375</b>	<b>5.390</b>	<b>5.390</b>

# 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 Five Accomplishments for FY 2011-12

#### Organizational Effectiveness Initiative

1. Completed the Taxiway Bravo Project at the Salinas Municipal Airport. This project was built with \$2.1 Million in federal funds and brings the taxiway into compliance with FAA guidelines while improving access to the runway system for all airport businesses and tenants on the South Side of the airport
2. Successfully maintained a street sweeping program that ensures that the City remains in compliance with NPDES regulations.
3. Successfully increased fees in various funds to ensure that programs and services remain viable.
4. Acquired \$3,000,000 in funding from in the federal economic development agency to begin upgrades to the Industrial Waste Water treatment plant and conveyance line.
5. Continues to support transition of Fairways Golf Course to contract operator who continues to improve revenue generation.

### City Council Goals, Strategies, and Objectives for FY 2012-13

#### Youth/Gang Violence Prevention Initiative (Peace)

1. Successfully support contract golf course operators to support positive community activities.
2. Staff, clean and maintain downtown parking facilities to prevent crime and vandalism.
3. Provide clean and safe streets by providing sweeping and trash removal.

#### Economic Development Initiative (Prosperity)

1. Continue to ensure the viability of the Airport Enterprise Fund and ensure the future orderly development of the airport by completing environmental studies associated with the Airport Master Plan.
2. Implement NPDES Permit in a manner that minimizes impacts on Businesses and Development Projects.
3. Evaluate city wide parking program to determine the potential for increased revenues.

#### Organizational Effectiveness Initiative

1. Realign the employees of the associated Enterprise Funds for effectiveness.
2. Evaluate the effectiveness of services provided by the Enterprise Funds to ensure that the best use is being made of organizational assets.
3. Evaluate staffing of Enterprise Fund functions to make sure that the best use of employee skills and talents are being deployed appropriately.

### Major Budget Changes

Airport Division: An Airport Manager position was added to the budget on FY 2012-13. Funding of the Director of Public Works from the Airport Fund was reduced from 0.5% to 0.25% starting on the same fiscal year.

# ENTERPRISE OPERATIONS

## Summary

Expenditures by Program		10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
5120	Airport Division	1,133,985	1,105,500	1,155,800	1,184,400
5130	Twin Creeks Golf Course Division	572,640	570,500	569,500	573,500
5145	Fairways Golf Course Division	65,047	90,000	85,000	105,000
5160	Industrial Waste Division	945,973	1,013,200	1,028,800	1,038,700
5170	Sanitary Sewer Division	2,201,261	2,243,200	2,270,300	2,304,800
5180	NPDES Storm Drain Sewer Div	595,518	736,600	756,800	781,100
5185	NPDES Street Sweeping Division	727,658	980,400	994,200	1,025,400
5190	Hitchcock Road Water Utility	7,771	20,000	20,000	20,000
5195	Downtown Parking Division	1,599,259	1,450,400	1,601,700	1,605,300
5196	Preferential Parking Program-SVMH	137,748			
5197	Preferential Parking Program-City		49,444	53,100	53,100
TOTAL		7,986,860	8,259,244	8,535,200	8,691,300

# ENTERPRISE OPERATIONS

## Summary

<b>Expenditures by Character</b>	<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
1. Employee Services	2,638,515	2,810,250	2,921,000	3,056,500
2. Office Supplies & Materials	2,609	4,200	4,200	4,200
3. Bldg/Veh/Equip Maint/Supplies	150,696	182,900	181,400	181,400
4. Vehicle Fuels & Lubricants	100,770	115,700	115,700	115,700
5. Small Tools & Equipment	3,325	8,500	8,500	8,500
6. Clothing & Personal Equip	7,952	10,700	11,700	11,700
7. Street Materials	1,838	17,000	17,000	17,000
8. Special Dept Supplies	25,481	30,375	30,500	30,500
9. Chemicals	26,143	31,000	31,000	31,000
10. Communications	17,792	23,300	23,300	23,300
11. Utilities	620,219	564,900	564,900	564,900
12. Rents & Leases	11,458	14,000	14,000	14,000
13. Contract Maintenance Services	141,786	209,900	213,600	213,600
14. Professional Services	515,549	433,000	631,000	631,000
15. Outside Services	36,313	65,500	69,500	69,500
16. Administration/Contingencies	643,536	586,894	599,200	599,200
17. Advertising	5,068	5,000	5,000	5,000
18. Training/Conferences/Meetings	15,265	36,500	36,500	36,500
19. Membership & Dues	4,844	6,025	5,900	5,900
20. Insurance and Bonds	71,227	108,800	109,200	109,200
21. Contribution to Other Agencies	2,200	5,300	3,100	3,100
22. Refunds & Reimb Damages	50	1,000	1,000	1,000
23. Recognition-Award-Protocol		500	500	500
24. Taxes	56,866	70,000	70,000	70,000
25. Bond-Principal	1,100,000	1,155,000	1,200,000	1,260,000
26. Bond-Interest	1,680,909	1,656,500	1,605,000	1,565,600
27. Paying Agent Fees	63,094	62,500	62,500	62,500
28. Impvt Other Than Buildings		44,000		
29. Capital Outlay	43,355			
<b>TOTAL</b>	<b>7,986,860</b>	<b>8,259,244</b>	<b>8,535,200</b>	<b>8,691,300</b>

### Expenditures by Fund

Municipal Airport Fund	1,133,985	1,105,500	1,155,800	1,184,400
Industrial Waste Fund	945,973	1,013,200	1,028,800	1,038,700
Fairways Golf Course	65,047	90,000	85,000	105,000
Twin Creeks Golf Course	572,640	570,500	569,500	573,500
Sewer Fund	2,201,261	2,243,200	2,270,300	2,304,800
Storm Sewer (NPDES) Fund	1,323,176	1,717,000	1,751,000	1,806,500
Water Utility Fund	7,771	20,000	20,000	20,000
Downtown Parking District	1,599,259	1,450,400	1,601,700	1,605,300
Preferential Parking	137,748	49,444	53,100	53,100
<b>TOTAL</b>	<b>7,986,860</b>	<b>8,259,244</b>	<b>8,535,200</b>	<b>8,691,300</b>

# ENTERPRISE OPERATIONS

## Summary

Workforce by Program		10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
5120	Airport Division	5.00	4.50	5.25	5.25
5160	Industrial Waste Division	2.50	2.50	2.50	2.50
5170	Sanitary Sewer Division	7.75	7.75	7.75	7.75
5180	NPDES Storm Drain Sewer Div	6.00	6.00	6.00	6.00
5185	NPDES Street Sweeping Division	7.00	7.00	7.00	7.00
5195	Downtown Parking Division	1.00	1.00	1.00	1.00
5196	Preferential Parking Program-SVMH	1.00			
TOTAL		30.25	28.75	29.50	29.50



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# 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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Percentage of Work Order Requests received that are completed within 48 hours	75%	63%	73%	63%	75%
Percentage of runway/taxiway lighting repairs made within 24 hours	95%	97%	99%	99%	99%
Percentage of hangar rental and lease accounts paid in full within 30 days	91%	87%	95%	99%	99%

### Major Budget Changes

The Airport Manager position which was eliminated with the FY 2011-12 budget will be restored in the 2012-13 budget year. Oversight of Airport Management will be continued by the Director of Public Works (25% of its time.).

# ENTERPRISE OPERATIONS

## Airport Division

5120

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services	512,262	516,800	567,100	595,700
2. Office Supplies & Materials	2,484	3,200	3,200	3,200
3. Bldg/Veh/Equip Maint/Supplies	23,699	27,400	25,900	25,900
4. Vehicle Fuels & Lubricants	8,514	7,500	7,500	7,500
5. Street Materials		15,000	15,000	15,000
6. Special Dept Supplies	4,139	4,000	4,000	4,000
7. Chemicals	24,498	27,000	27,000	27,000
8. Communications	7,685	10,800	10,800	10,800
9. Utilities	92,237	101,200	101,200	101,200
10. Contract Maintenance Services	94,861	117,300	121,000	121,000
11. Professional Services	37,986	45,000	45,000	45,000
12. Outside Services	27,271	25,000	25,000	25,000
13. Administration/Contingencies	196,839	110,000	110,000	110,000
14. Advertising	5,068	5,000	5,000	5,000
15. Training/Conferences/Meetings	7,730	8,500	8,500	8,500
16. Membership & Dues	4,844	5,000	5,000	5,000
17. Insurance and Bonds	19,627	20,000	20,000	20,000
18. Contribution to Other Agencies	2,200	5,300	3,100	3,100
19. Refunds & Reimb Damages	50	1,000	1,000	1,000
20. Recognition-Award-Protocol		500	500	500
21. Taxes	46,526	50,000	50,000	50,000
22. Capital Outlay	15,465			
TOTAL	1,133,985	1,105,500	1,155,800	1,184,400

<b>Authorized Positions</b>	5.00	4.50	5.25	5.25
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### 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	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Bond-Principal	300,000	310,000	320,000	335,000
2. Bond-Interest	264,608	254,000	243,000	232,000
3. Paying Agent Fees	8,032	6,500	6,500	6,500
TOTAL	572,640	570,500	569,500	573,500

### 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	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Bond-Principal		10,000	15,000	25,000
2. Bond-Interest	17,458	35,000	25,000	35,000
3. Paying Agent Fees	47,589	45,000	45,000	45,000
TOTAL	65,047	90,000	85,000	105,000

### 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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Millions of Gallons of Industrial Process Water Receiving Treatment & Disposal	693	752	865	865	875

### Major Budget Changes

None

# ENTERPRISE OPERATIONS

## Industrial Waste Division

5160

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services	227,185	243,200	254,800	266,300
2. Office Supplies & Materials	72	500	500	500
3. Bldg/Veh/Equip Maint/Supplies	3,209	11,000	11,000	11,000
4. Vehicle Fuels & Lubricants	7,798	8,000	8,000	8,000
5. Small Tools & Equipment	667	5,000	5,000	5,000
6. Clothing & Personal Equip	491	2,600	2,600	2,600
7. Chemicals	1,604	2,000	2,000	2,000
8. Communications	244	500	500	500
9. Utilities	293,981	253,000	253,000	253,000
10. Rents & Leases	8,759	9,000	9,000	9,000
11. Contract Maintenance Services	542	10,000	10,000	10,000
12. Professional Services	179,068	157,000	201,000	201,000
13. Administration/Contingencies	100,907	112,000	112,000	112,000
14. Training/Conferences/Meetings	1,506	18,500	18,500	18,500
15. Membership & Dues		300	300	300
16. Insurance and Bonds	11,100	18,500	18,500	18,500
17. Taxes	10,340	20,000	20,000	20,000
18. Bond-Interest	98,500	98,100	102,100	100,500
19. Impvt Other Than Buildings		44,000		
TOTAL	945,973	1,013,200	1,028,800	1,038,700

<b>Authorized Positions</b>	2.5	2.5	2.5	2.5
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### 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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Miles of Pipeline Cleaned	215	230	225	230	230
Number of Sanitary Sewer Overflows	3	3	<5	3	<5
Linear Feet of Pipeline Televised	5,500	21,200	20,000	20,000	20,000

### Major Budget Changes

None

# ENTERPRISE OPERATIONS

## Sanitary Sewer Division

5170

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services	709,826	726,900	755,100	791,900
2. Bldg/Veh/Equip Maint/Supplies	48,211	50,500	50,500	50,500
3. Vehicle Fuels & Lubricants	45,441	50,000	50,000	50,000
4. Small Tools & Equipment	1,658	2,500	2,500	2,500
5. Clothing & Personal Equip	5,833	6,100	6,100	6,100
6. Street Materials	883	1,000	1,000	1,000
7. Special Dept Supplies	4,576	5,000	5,000	5,000
8. Chemicals	41	1,000	1,000	1,000
9. Communications	5,943	7,400	7,400	7,400
10. Utilities	167,296	164,200	164,200	164,200
11. Rents & Leases		1,000	1,000	1,000
12. Contract Maintenance Services	4,131	9,500	9,500	9,500
13. Professional Services	13,351	8,000	12,000	12,000
14. Outside Services	7,686	14,000	10,000	10,000
15. Administration/Contingencies	136,998	122,600	122,600	122,600
16. Training/Conferences/Meetings	2,282	4,500	4,500	4,500
17. Membership & Dues		500	500	500
18. Insurance and Bonds	25,600	44,800	44,800	44,800
19. Bond-Principal	410,000	430,000	450,000	470,000
20. Bond-Interest	607,933	588,700	567,600	545,300
21. Paying Agent Fees	3,572	5,000	5,000	5,000
TOTAL	2,201,261	2,243,200	2,270,300	2,304,800

<b>Authorized Positions</b>	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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Number of Storm Drains Inspected & Cleaned as Needed	3,557	3,557	3,557	3,557	3,557
Number of Storm Drain Stencils Installed with "No Dumping Flows to Bay" Logo	390	128	200	200	300
Number of Commercial/Industrial Businesses Inspected.	395	242	200	200	250

### Major Budget Changes

None

# ENTERPRISE OPERATIONS

## NPDES Storm Drain Sewer Div

5180

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services	484,152	524,600	544,600	568,900
2. Office Supplies & Materials	53	500	500	500
3. Bldg/Veh/Equip Maint/Supplies	2,211	3,000	3,000	3,000
4. Vehicle Fuels & Lubricants	1,953	2,400	2,400	2,400
5. Small Tools & Equipment	1,000	1,000	1,000	1,000
6. Clothing & Personal Equip	1,000	2,000	2,000	2,000
7. Street Materials	955	1,000	1,000	1,000
8. Special Dept Supplies	3,893	5,000	5,000	5,000
9. Chemicals		1,000	1,000	1,000
10. Communications	156	300	300	300
11. Rents & Leases	2,699	4,000	4,000	4,000
12. Contract Maintenance Services	843	24,100	24,100	24,100
13. Professional Services	21,309	55,000	55,000	55,000
14. Administration/Contingencies	64,347	96,100	96,100	96,100
15. Training/Conferences/Meetings	3,747	5,000	5,000	5,000
16. Membership & Dues		100	100	100
17. Insurance and Bonds	7,200	11,500	11,700	11,700
TOTAL	595,518	736,600	756,800	781,100

<b>Authorized Positions</b>	6	6	6	6
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### 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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Number of Curb Miles Swept Monthly (FY 12/13 Curb Miles Due to Minor Adjustment to Sweeping Schedules)	1,255	1,255	1,255	1,255	1,094
Cubic Yard of Debris Removed Annually	9,963	9,985	10,000	10,000	10,000

### Major Budget Changes

None

# ENTERPRISE OPERATIONS

## NPDES Street Sweeping Division

5185

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services	507,105	683,200	696,800	728,000
2. Bldg/Veh/Equip Maint/Supplies	73,366	91,000	91,000	91,000
3. Vehicle Fuels & Lubricants	37,064	47,800	47,800	47,800
4. Special Dept Supplies	981	1,500	1,500	1,500
5. Communications		300	300	300
6. Utilities	4,774	5,000	5,000	5,000
7. Contract Maintenance Services	18,959	26,000	26,000	26,000
8. Professional Services		30,000	30,000	30,000
9. Administration/Contingencies	77,709	81,600	81,600	81,600
10. Insurance and Bonds	7,700	14,000	14,200	14,200
TOTAL	727,658	980,400	994,200	1,025,400

Authorized Positions	7	7	7	7
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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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Percentage of Compliance with Health Department Water Quality Objectives	100%	100%	100%	100%	100%

### Major Budget Changes

None

# ENTERPRISE OPERATIONS

## Hitchcock Road Water Utility

5190

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Professional Services	6,904	18,000	18,000	18,000
2. Administration/Contingencies	867	2,000	2,000	2,000
TOTAL	7,771	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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Downtown Parking Cash Collections	56,997	59,990	60,000	51,000	50,000
Mean Parking Lot Occupancy Rate	60 percent	58 percent	60 percent	57 percent	60 percent
Monterey Street Garage Occupancy Rate	30 percent	35 percent	40 percent	38 percent	60 percent

### 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	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services	99,394	97,900	102,600	105,700
2. Special Dept Supplies	11,794	14,875	15,000	15,000
3. Communications	3,764	4,000	4,000	4,000
4. Utilities	61,931	41,500	41,500	41,500
5. Contract Maintenance Services	22,450	23,000	23,000	23,000
6. Professional Services	256,931	120,000	270,000	270,000
7. Outside Services	1,356	200	200	200
8. Administration/Contingencies	55,328	57,100	57,100	57,100
9. Membership & Dues		125		
10. Bond-Principal	390,000	405,000	415,000	430,000
11. Bond-Interest	692,410	680,700	667,300	652,800
12. Paying Agent Fees	3,901	6,000	6,000	6,000
TOTAL	1,599,259	1,450,400	1,601,700	1,605,300

<b>Authorized Positions</b>	1	1	1	1
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### Funding Source

Downtown Parking District



# **ENTERPRISE OPERATIONS**

## **Preferential Parking Program-SVMH**

**5196**

### **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 control of parking services and resources in a residential parking district. To provide parking management to maximize economies of scale and efficiency.
2. To provide effective communications with residents of the parking zone/areas in a parking district.
3. To provide parking enforcement in designated streets.
4. To provide excellent customer service.

### **Major Budget Changes**

This program was funded by Salinas Valley Memorial Hospital through March 31, 2011. The program will continue with funding from the Preferential Parking Permit Fees in program 5197.

# ENTERPRISE OPERATIONS

## Preferential Parking Program-SVMH

5196

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services	98,591			
2. Clothing & Personal Equip	628			
3. Special Dept Supplies	98			
4. Communications				
5. Contract Maintenance Services				
6. Professional Services				
7. Administration/Contingencies	10,541			
8. Capital Outlay	27,890			
TOTAL	137,748			

Authorized Positions	1
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### Funding Source

Preferential Parking

# 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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Permit Sales	\$ -	\$ -	\$ 51,467	\$ 18,000	\$ 20,000
Cost Per Home	\$ -			\$ 29	\$ 29
District 3A Citations Issued (Monitoring)	0	3,333		1,000	1,000

### Major Budget Changes

This program was previously funded by Salinas Valley Memorial Hospital through March 31, 2011. The program will continue with funding from the Preferential Parking Permit Fees in program 5197.

# ENTERPRISE OPERATIONS

## Preferential Parking Program-City

5197

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services		17,650		
2. Clothing & Personal Equip			1,000	1,000
3. Outside Services		26,300	34,300	34,300
4. Administration/Contingencies		5,494	17,800	17,800
TOTAL		49,444	53,100	53,100

### Authorized Positions

### Funding Source

Preferential Parking

# ENTERPRISE OPERATIONS

## Work Force

<b>Airport Division</b>	<b>10-11 Authorized</b>	<b>11-12 Authorized</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
Airport Manager	1.00		1.00	1.00
Airport Assistant	1.00	1.00	1.00	1.00
Airport Lead Workers	2.00			
Airport Technician	1.00			
Airport Operations Supv		1.00	1.00	1.00
Sr Airport Technician		1.00	1.00	1.00
Facility Maint Worker		1.00	1.00	1.00
Director of Public Works		0.50	0.25	0.25
Total	5.00	4.50	5.25	5.25
<b>Industrial Waste Division</b>				
Wastewater Manager	0.25	0.25	0.25	0.25
Wastewater Operator	1.00	1.00	1.00	1.00
Water Resources Planner	0.25	0.25	0.25	0.25
Public Svc Maint Wkr II	1.00	1.00	1.00	1.00
Total	2.50	2.50	2.50	2.50
<b>Sanitary Sewer Division</b>				
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
<b>NPDES Storm Drain Sewer Div</b>				
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
Public Svc Maint Wkr III	0.25	0.25	0.25	0.25
Total	6.00	6.00	6.00	6.00

# ENTERPRISE OPERATIONS

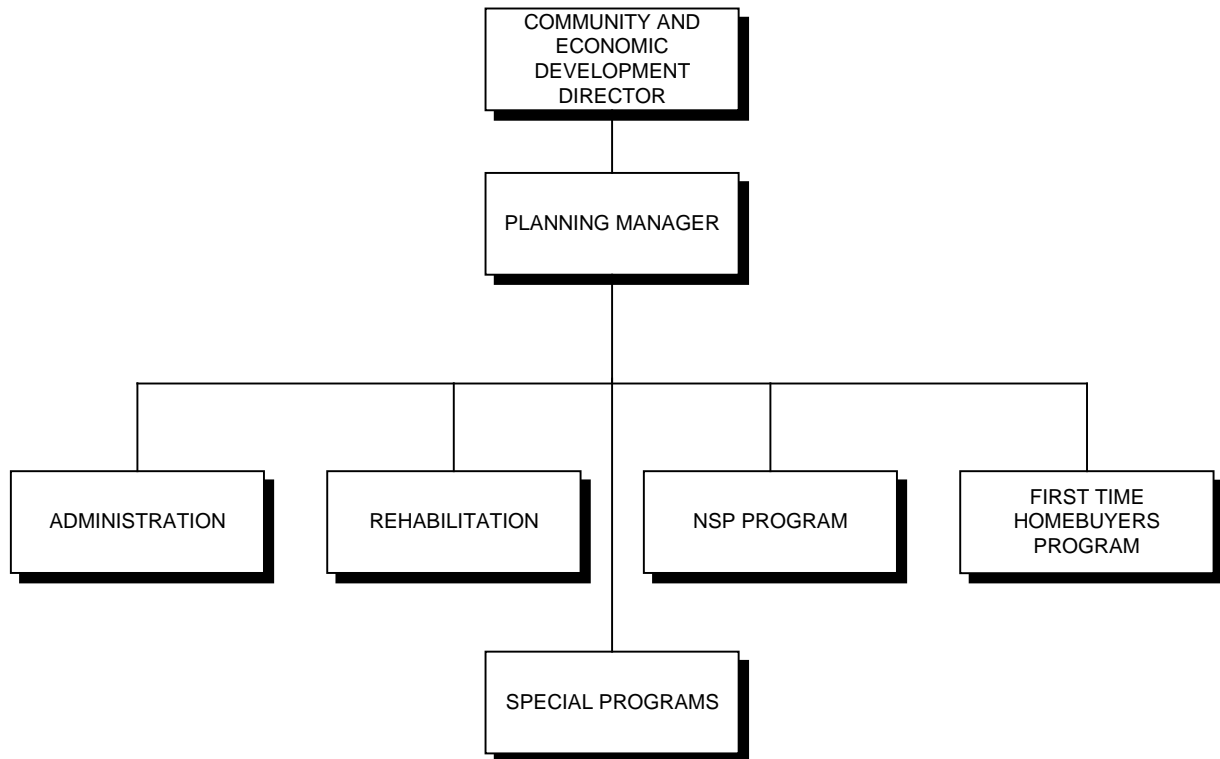
## Work Force

<b>NPDES Street Sweeping Division</b>	<b>10-11 Authorized</b>	<b>11-12 Authorized</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
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
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
Total	7.00	7.00	7.00	7.00
<b>Downtown Parking Division</b>				
Parking Operations Offcr	1.00	1.00	1.00	1.00
<b>Preferential Parking Program-SVMH</b>				
Community Service Officer	1.00			
<b>Department Total</b>	30.25	28.75	29.50	29.50



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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 Five Accomplishments for FY 2011-12

### Youth/Gang Violence Prevention Initiative (Peace)

1. Supported City and community programs focused upon the recreational and educational needs of Salinas' youth.

### Economic Development Initiative (Prosperity)

2. Provided funding for construction of a 53-unit multi-family rental housing that will provide affordable housing units to extremely low, low, and moderate-income families.
3. Supported street beautification project in the East Market retail corridor in an effort to create jobs and stimulate the local economy.
4. Re-started the City's first-time homebuyer program which will increase homeownership opportunities for moderate and low-income households and provide homeownership opportunities for households (up to 120% of AMI) through the Neighborhood Stabilization Program which will assist neighborhoods with high foreclosure rates.

### Organizational Effectiveness Initiative

5. Implemented use of online data management system to streamline the division's RFP (Request for Proposal) process, subrecipient payment and beneficiary data management, and compliance monitoring tasks.

## City Council Goals, Strategies, and Objectives for FY 2012-13

### Youth/Gang Violence Prevention Initiative (Peace)

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.

### Economic Development Initiative (Prosperity)

1. Continue to support Federally-subsidized affordable housing projects for low and moderate-income persons, seniors, disabled persons, and farmworkers.
2. Support programs focused upon the prevention of homelessness for single men and women, families with children, and provision of transitional housing.
3. Provide continued funding for the East Market Street reconstruction project.
4. Continue to stabilize neighborhoods by purchasing and reselling foreclosed homes through the NSP.

### Organizational Effectiveness Initiative

1. Continue to manage division and SRA-housing financial and beneficiary data using the online system.
2. Collaborate with internal City staff, City Council members, subrecipients, and various subcommittee members to develop streamlined processes for administering HUD grants.

# HOUSING

## Summary

### Major Budget Changes

Budget numbers reflect the 2012-13 ACTION PLAN approved by City Council on May 8, 2012. For FY 2012-13, the federal CDBG allocation decreased from the previous year by 15.49% or \$344,222 (from \$2,222,808 to \$1,878,586); HOME decreased by 41.42% or \$364,620 (from \$880,147 to \$515,527); and ESG increased by 14.12% or \$23,820 (from \$168,669 to \$192,489). Due to reductions to both CDBG and HOME, two positions have been eliminated; Office Technician and Community Improvement Assistant.

Housing is under the direction of the Deputy Director of the Community and Economic Development Department (CEDD), who in turn reports to the CEDD Director.

# HOUSING

## Summary

<b>Expenditures by Program</b>		<b>10-11 Actual</b>	<b>11-12 Budget</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
3210	Administration Division	418,073	526,471	255,000	259,200
3220	Rehabilitation Division	460,920	817,743	591,300	599,500
3221	NSP Program Income	90,789	389,802	182,900	188,100
3225	First Time Home Buyers		500,000	322,000	321,900
3240	Special Programs Division	143,140	3,927,928	945,900	948,200
<b>TOTAL</b>		<b>1,112,922</b>	<b>6,161,944</b>	<b>2,297,100</b>	<b>2,316,900</b>

### Expenditures by Character

1.	Employee Services	630,348	726,216	577,200	597,900
2.	Office Supplies & Materials	3,516	2,100	2,100	2,100
3.	Small Tools & Equipment		100	100	100
4.	Special Dept Supplies	812	1,500	1,000	1,000
5.	Communications	571	700	700	700
6.	Rents & Leases	23,640	20,800	20,800	20,800
7.	Contract Maintenance Services	150	150	150	150
8.	Professional Services	100,906	479,667	124,350	124,350
9.	Outside Services	2,461	17,340		
10.	Financial Assistance	123,140	3,637,666	858,600	858,600
11.	Public Assistance		270,000	35,000	35,000
12.	Administration/Contingencies	69,439	92,817	91,400	90,500
13.	Advertising		800	800	800
14.	Training/Conferences/Meetings	879	2,800		
15.	Membership & Dues	57	1,900	1,900	1,900
16.	Contribution to Other Agencies	126,447	878,288	559,000	559,000
17.	Taxes	5,614	5,100		
18.	Relocation Payments	11,388	24,000	24,000	24,000
19.	Buildings	13,554			
<b>TOTAL</b>		<b>1,112,922</b>	<b>6,161,944</b>	<b>2,297,100</b>	<b>2,316,900</b>

### Expenditures by Fund

General Fund	13,554			
Community Development Act of 1974	447,254	1,277,321	1,091,100	1,098,100
Rental Rehab Fund	20,000	20,262		
Home Investment Partnership Funds	117,919	2,692,455	791,800	796,000
Inclusionary Housing			27,200	28,600
HUD Neighborhood Stabilization	90,789	389,802	182,900	188,100
HSA-Central City Affordable Housing	233,465	1,351,724	102,200	103,900
HSA-Sunset Ave Affordable Housing	189,941	430,380	101,900	102,200
<b>TOTAL</b>	<b>1,112,922</b>	<b>6,161,944</b>	<b>2,297,100</b>	<b>2,316,900</b>

# HOUSING Summary

Workforce by Program		10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
3210	Administration Division	2.40	3.35	0.62	0.62
3220	Rehabilitation Division	4.05	3.65	2.02	2.02
3221	NSP Program Income			1.53	1.53
3225	First Time Home Buyers			0.18	0.18
3240	Special Programs Division			0.45	0.45
	TOTAL	6.45	7.00	4.80	4.80

# 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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Number of grant applications processed (public services, CIP, and multi-family housing projects only) through annual RFP process	34	33	30	32	12
Number of HUD-mandated plans submitted	5	3	2	3	2
Number of HUD drawdowns processed	56	56	56	56	56

## Major Budget Changes

CDBG administrative expenses are limited to 20% of the annual allocation; HOME expenses are limited to 10%. Total available funds for administration reflects a reduction in the amount of \$159,000. At the May 8, 2012, public hearing, two staff positions were approved to be eliminated: full time Office Technician; and full time Community Improvement Assistant.

# HOUSING

## Administration Division

3210

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services	298,750	346,927	77,300	81,500
2. Office Supplies & Materials	2,968	1,200	1,200	1,200
3. Communications	195	200	200	200
4. Rents & Leases	12,240	9,400	9,400	9,400
5. Professional Services	45,860	129,270	124,000	124,000
6. Outside Services		800		
7. Administration/Contingencies	32,239	11,874	16,200	16,200
8. Advertising		800	800	800
9. Training/Conferences/Meetings	879			
10. Membership & Dues		1,900	1,900	1,900
11. Taxes		100		
12. Relocation Payments	11,388	24,000	24,000	24,000
13. Buildings	13,554			
TOTAL	418,073	526,471	255,000	259,200
 <b>Authorized Positions</b>	 2.40	 3.35	 0.62	 0.62

### 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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 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	13.....50	4.....50	10.....50	8.....50	10.....50

## Major Budget Changes

HUD reduced CDBG and HOME grant funds by 15% and 41%, respectively. The downturn in the real estate market has affected the programs' productivity as a vast majority of homes are above the 100% loan-to-value criteria; current homeowners that have equity in their homes are reluctant to secure a rehabilitation loan on their property due to the fear of low real estate values. Accordingly, the rehabilitation budget is reduced to \$70,000 (CDBG) and \$100,000 (HOME).

# HOUSING Rehabilitation Division

3220

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services	302,269	363,574	243,600	251,800
2. Office Supplies & Materials	548	900	900	900
3. Small Tools & Equipment		100	100	100
4. Special Dept Supplies	812	1,000	1,000	1,000
5. Communications	376	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	1,661	350	350	350
9. Outside Services				
10. Administration/Contingencies	37,200	80,943	74,300	74,300
11. Training/Conferences/Meetings		800		
12. Membership & Dues	57			
13. Contribution to Other Agencies	106,447	358,026	259,000	259,000
TOTAL	460,920	817,743	591,300	599,500
 <b>Authorized Positions</b>	 4.05	 3.65	 2.02	 2.02

## 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.

### 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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Number of foreclosed houses purchased, rehabbed and resold to eligible households; continue process using Program Income when available	NA	10	7	5	10

### 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, 15% of the Community Improvement Assistant and 75% and 25% for the two Housing Rehabilitation Specialists positions.

# HOUSING

## NSP Program Income

3221

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services	29,329	15,715	182,900	188,100
2. Special Dept Supplies		500		
3. Professional Services	53,385	350,047		
4. Outside Services	2,461	16,540		
5. Training/Conferences/Meetings		2,000		
6. Taxes	5,614	5,000		
TOTAL	90,789	389,802	182,900	188,100

<b>Authorized Positions</b>			1.53	1.53
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### 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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Number of initial / closing application desk review; Actual number of household to close escrow on their 1st house / annual monitoring - loan servicing	50	50	50	56	76

### Major Budget Changes

The City's FTHB program, now being operated by the Housing Division, is in progress. At the May 8, 2012 Council meeting, an additional \$200,000 (CDBG) and \$100,000 (HOME) was approved for the program. \$22,000 (CDBG) was approved for the Housing Resource Center to assist the City with application processing and \$22,000 for employee services (program delivery cost).

# HOUSING

## First Time Home Buyers

3225

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services			21,100	21,900
2. Administration/Contingencies			900	
3. Contribution to Other Agencies		500,000	300,000	300,000
TOTAL		500,000	322,000	321,900

Authorized Positions			0.18	0.18
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### Funding Source

Community Development Act of 1974, Home Investment Partnership Funds

# 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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Number of affordable housing funding agreements processed (including post-closing documents such as subordination agreement, estoppels, amendments, etc.)	NA	NA	NA	16	16
Number of desk reviews and on-site monitoring visits conducted	3 projects	2 projects	2 projects	3 projects	3 projects
Number of unit-compliance reports processed	326	370	380	400	400
Number of SFD constructed; construction management; affordable housing agreements and other documents prepared; 30 yr monitoring of restricted units	1	2	3	4	4

### Major Budget Changes

Funding was approved for the Haciendas Redevelopment Project Phase 2 (MCHADC) in the amount of \$500,000 (HOME) and for Vista de la Terraza (CHISPA) in the amount of \$350,000 (CDBG) \$20,000 of CDBG funds and \$41,000 of HOME funds were approved for employee services (program delivery cost).

# HOUSING

## Special Programs Division

3240

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services			52,300	54,600
2. Financial Assistance	123,140	3,637,666	858,600	858,600
3. Public Assistance		270,000	35,000	35,000
4. Contribution to Other Agencies	20,000	20,262		
TOTAL	143,140	3,927,928	945,900	948,200

<b>Authorized Positions</b>			0.45	0.45
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### Funding Source

Sunset Ave Low Income Housing, HOME Investment Partnership Funds, CDBG

# HOUSING Work Force

<b>Administration Division</b>	<b>10-11 Authorized</b>	<b>11-12 Authorized</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
Community Development Dir	0.250			
Housing Rehab Specialist	0.200	0.100		
Comm Dev Admin Supervisor	0.250	0.250	0.150	0.150
Housing Services Supv	0.250	0.100	0.030	0.030
Planning Manager	0.500	0.750	0.200	0.200
Community Dev Analyst	0.100	0.650	0.240	0.240
Comm Improve Asst	0.100	0.500		
Administrative Aide	0.750	0.750		
Asst Comm/Econ Dev Dir		0.250		
Total	2.400	3.350	0.620	0.620
<b>Rehabilitation Division</b>				
Housing Rehab Specialist	1.800	1.900	0.880	0.880
Housing Services Supv	0.500	0.750	0.600	0.600
Planning Manager			0.080	0.080
Community Dev Analyst	0.850		0.050	0.050
Comm Improve Asst	0.900	1.000	0.410	0.410
Total	4.050	3.650	2.020	2.020
<b>NSP Program Income</b>				
Assistant Development Dir			0.080	0.080
Housing Rehab Specialist			1.000	1.000
Housing Services Supv			0.300	0.300
Comm Improve Asst			0.150	0.150
Total			1.530	1.530
<b>First Time Home Buyers</b>				
Housing Rehab Specialist			0.120	0.120
Housing Services Supv			0.020	0.020
Planning Manager			0.020	0.020
Comm Improve Asst			0.020	0.020
Total			0.180	0.180

# HOUSING

## Work Force

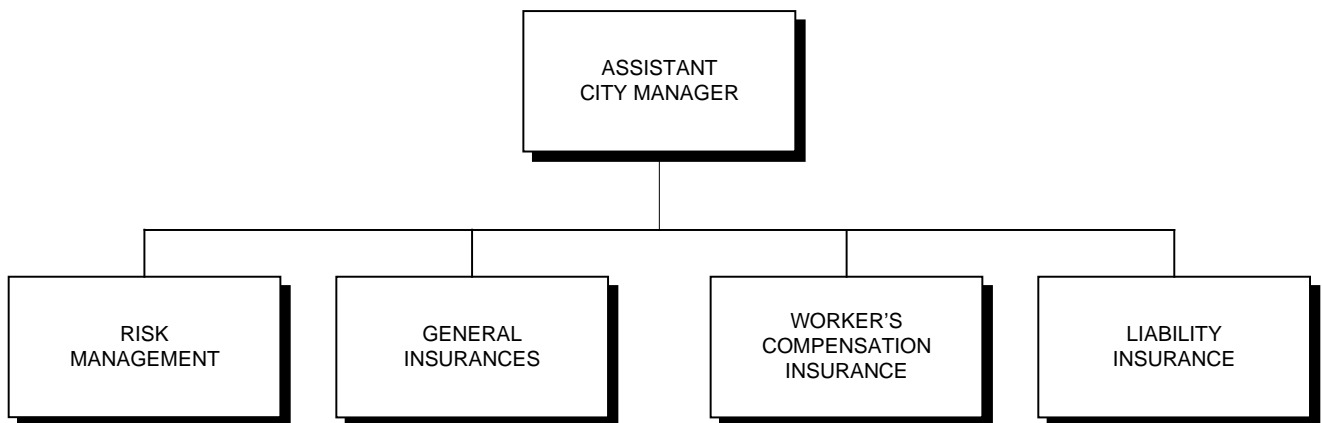
<b>Special Programs Division</b>	<b>10-11 Authorized</b>	<b>11-12 Authorized</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
Comm Dev Admin Supervisor			0.100	0.100
Planning Manager			0.100	0.100
Community Dev Analyst			0.250	0.250
Total			0.450	0.450
<b>Department Total</b>	6.450	7.000	4.800	4.800





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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 Five Accomplishments for FY 2011-2012**

#### **Organizational Effectiveness Initiative**

1. Conducted safety training
2. Coordinated Ergonomic Evaluations for preventative measures

### **City Council Goals, Strategies, and Objectives for FY 2012-2013**

#### **Organizational Effectiveness Initiative**

1. Maintain financial stability of the state property/casualty insurance fund.
2. Conduct quarterly safety meetings
3. Analyze risk claims and provided targeted training
4. Assist with coordination of early Return to Work for Industrial and Non-Industrial injuries

### **Major Budget Changes**

None

# INTERNAL SERVICES

## Summary

Expenditures by Program		10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
3905	Risk Management Division	346,141	386,500	290,900	298,900
3908	General Insurances Division	650,860	969,100	585,100	690,100
3911	Workers'Compensation Insurance	4,339,870	4,015,000	4,480,000	4,465,000
3912	Liability Insurance Division	1,383,147	1,026,500	1,026,500	1,026,500
TOTAL		6,720,018	6,397,100	6,382,500	6,480,500

### Expenditures by Character

1.	Employee Services	345,139	383,700	288,100	296,100
2.	Office Supplies & Materials	624	1,400	1,400	1,400
3.	Communications	129	800	800	800
4.	Contract Maintenance Services	51	200	200	200
5.	Professional Services		15,000	15,000	
6.	Outside Services	1,534	10,000	10,000	10,000
7.	Training/Conferences/Meetings	278	1,211		
8.	Membership & Dues	140	400	400	400
9.	Insurance and Bonds	6,301,095	5,854,389	5,936,600	6,041,600
10.	Refunds & Reimb Damages	71,028	130,000	130,000	130,000
TOTAL		6,720,018	6,397,100	6,382,500	6,480,500

### Expenditures by Fund

Internal Services Administration	346,141	386,500	290,900	298,900
Internal Services Insurances	650,860	969,100	585,100	690,100
Workers Compensation Self-Insurance	4,339,870	4,015,000	4,480,000	4,465,000
General Liability Self-Insurance	1,383,147	1,026,500	1,026,500	1,026,500
TOTAL	6,720,018	6,397,100	6,382,500	6,480,500

### Workforce by Program

3905	Risk Management Division	2	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	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Employee Services	345,139	383,700	288,100	296,100
2. Office Supplies & Materials	624	1,400	1,400	1,400
3. Communications	129	800	800	800
4. Contract Maintenance Services	51	200	200	200
5. Outside Services	58			
6. Membership & Dues	140	400	400	400
TOTAL	346,141	386,500	290,900	298,900

Authorized Positions	2	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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Health Enrollments/Changes	0	0	0	0	0
FMLA	50	43	46	46	46
Unemployment Claims	75	104	29	29	29
Biennial Exams	68	46	30	30	30
Insurance Renewals	24	24	24	24	24

### Major Budget Changes

None

# INTERNAL SERVICES

## General Insurances Division

3908

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Outside Services	1,476	10,000	10,000	10,000
2. Training/Conferences/Meetings	278	1,211		
3. Insurance and Bonds	578,078	827,889	445,100	550,100
4. Refunds & Reimb Damages	71,028	130,000	130,000	130,000
TOTAL	650,860	969,100	585,100	690,100

### 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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Work Comp Claims Processing	132	105	118	118	118

### Major Budget Changes

None

# INTERNAL SERVICES

## Workers' Compensation Insurance

3911

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Professional Services		15,000	15,000	
2. Insurance and Bonds	4,339,870	4,000,000	4,465,000	4,465,000
TOTAL	4,339,870	4,015,000	4,480,000	4,465,000

### 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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Goal	FY 2011-12 Projected	FY 2012-13 Goal
Liability Claims Processing	65	71	68	68	68

### Major Budget Changes

None

# INTERNAL SERVICES

## Liability Insurance Division

3912

Operating Expenditures	10-11 Actual	11-12 Budget	12-13 Adopted	13-14 Plan
1. Insurance and Bonds	1,383,147	1,026,500	1,026,500	1,026,500
TOTAL	1,383,147	1,026,500	1,026,500	1,026,500

### Authorized Positions

### Funding Source

General Liability SelfInsurance

# INTERNAL SERVICES

## Work Force

<b>Risk Management Division</b>	<b>10-11 Authorized</b>	<b>11-12 Authorized</b>	<b>12-13 Adopted</b>	<b>13-14 Plan</b>
Human Resource Analyst II		1	1	1
Risk & Benefit Analyst	1			
Human Resource Technician	1			
Total	2	1	1	1
<b>Department Total</b>	2	1	1	1

# CHART OF ACCOUNTS

<u>Object</u>	<u>Description</u>
61100	<b>Regular Payroll Costs</b>
61200	<b>Temporary Payroll Costs</b>
61300	<b>Overtime Payroll Costs</b>
61400	<b>Reimbursable Payroll Costs</b>
61500	<b>Termination Payroll Costs</b>
61600	<b>Other Payroll Costs</b>
61700	<b>Cafeteria Benefits</b>
61701	Administrative Leave
61703	Cafeteria Plan
61705	Management Leave
61706	Deferred Compensation
61708	Residential Stipend
61800	<b>Employee Benefits</b>
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	<b>Deferred Compensation</b>
62100	<b>Office Supplies &amp; Materials</b>
62110	Office Supplies & Stationery
62120	Reproduction Costs
62130	Drafting Supplies
62140	Film
62150	Other Office Supplies
62200	<b>Bldg/Veh/Equip Maintenance Supplies</b>
62210	Janitorial
62220	Lights
62230	Rolling Stock
62240	Building
62250	Fixed Equipment
62290	Other

# CHART OF ACCOUNTS

<u>Object</u>	<u>Description</u>
62300	<b>Vehicle Fuels &amp; Lubricants</b>
62310	Diesel
62330	Gasoline
62350	Oils & Lubricants
62400	<b>Small Tools &amp; Equipment</b>
62410	Power
62420	Hand
62490	Other
62500	<b>Clothing &amp; Personal Equipment</b>
62510	Safety
62520	Equipment
62570	Allowance
62590	Other
62600	<b>Street Materials</b>
62610	Asphalt & Paving
62620	Concrete
62630	Sand & Gravel
62640	Traffic & Safety Supplies
62690	Other
62700	<b>Books and Publications</b>
62710	Books
62720	Periodicals
62730	Audio Visual Materials
62780	Trade Journals
62800	<b>Special Departmental Supplies</b>
62850	Computer Software
62900	<b>Chemicals</b>
62910	Fertilizer
62920	Pesticides
62990	Other
63100	<b>Communications</b>
63103	911 System
63104	Automated Criminal Justice System
63105	Pacific Bell
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	<b>Utilities</b>
63210	Water
63220	Gas
63230	Electricity

# CHART OF ACCOUNTS

<u>Object</u>	<u>Description</u>
63240	Sewerage
63250	Refuse
63260	Street Lights
63270	Traffic Signals
63290	Other
63300	<b>Rents &amp; Leases</b>
63310	Land
63320	Buildings
63330	Equipment
63390	Other
63400	<b>Contract Maintenance Services</b>
63410	Buildings
63416	Alarm Systems
63420	Furniture & Fixtures
63430	Equipment
63440	Vehicle
63450	Janitorial
63460	Radios
63470	Traffic Signals
63490	Other
63500	<b>Professional Services</b>
63510	Legal
63520	Audit
63530	Architectural
63540	Engineering
63550	Appraisal
63560	Medical
63570	Plan Checks
63580	Real Estate/Title/Escrow
63590	Other
63600	<b>Outside Services</b>
63605	Booking Fees
63606	Polygraph
63608	Bank
63610	Printing
63660	Personnel
63690	Other
63700	<b>Financial Assistance</b>
63705	Housing
63800	<b>Public Assistance</b>
63900	<b>Administration &amp; Contingencies</b>
63950	Administrative Overhead
63960	Contingencies
63970	Cost Recovery
64100	<b>Advertising</b>
64110	Legal
64120	Recruitment



# CHART OF ACCOUNTS

<u>Object</u>	<u>Description</u>
64190	Other
64200	<b>Training, Conferences, Meetings</b>
64220	Field Trips
64250	Training
64300	<b>Memberships &amp; Dues</b>
64310	Association Memberships
64320	Publications & Trade Journals
64400	<b>Insurance &amp; Bonds</b>
64410	Insurance
64420	Liability
64440	Unemployment
64450	Medical
64460	Worker's Compensation
64470	Unreimbursed Medical
64490	Other
64500	<b>Contributions To Other Agencies</b>
64600	<b>Professional &amp; Academic Training</b>
64700	<b>Refunds &amp; Reimbursable Damages</b>
64800	<b>Recognition/Awards/Protocol</b>
64810	Employee
64820	Commissions
64900	<b>Taxes</b>
65100	<b>Bonds - Principal</b>
65200	<b>Bonds - Interest</b>
65300	<b>Paying Agent Fees</b>
66100	<b>Land</b>
66200	<b>Relocation Payments</b>
66300	<b>Buildings</b>
66310	New
66320	Remodeling & Alteration
66330	Clearance & Demolitions
66350	Acquisition
66400	<b>Improvements Other Than Buildings</b>
66470	Disaster Survey Reports
66500	<b>Capital Outlays</b>
66510	Machinery
66520	Furniture
66530	Office Equipment
66540	Fixed Equipment
66550	Vehicles
66560	Computer
66590	Other
67000	<b>Stores Sales</b>
67100	<b>Stores Purchases</b>

# SALARY SCHEDULE

City of Salinas  
Classification - Salary Schedule  
As of June 30, 2012

Council Appointees

Salary

A01	City Manager	8810	M	17,917
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	13473	14147	14854	15597	16377
B03	Fire Chief	7706	62.3	G	13023	13675	14359	15077	15831
B08	Assistant City Manager	8810	61.2	X	12342	12959	13608	14288	15003
B05	Comm & Economic Dev Dir	8810	58.6	G	10873	11417	11987	12587	13216
B01	Public Works Director	8810	58.6	G	10873	11417	11987	12587	13216
B04	Finance Director	8810	58.2	G	10662	11195	11754	12342	12959
B41	Lib & Community Svc Dir	8838	57.8	G	10455	10978	11527	12104	12709
B11	Deputy PW Dir/City Engr	8810	56.5	G	9813	10304	10820	11361	11929
B06	Assistant Development Dir	8810	55.3	G	9255	9718	10204	10714	11250

Bargaining Units

A = SMEA  
B = SEIU  
C = AMPS  
D = Police Management  
E = SPOA  
F = IAFF  
G = Department Directors  
H = City Attorney  
I = City Council  
J = Crew Supervisors  
K = Crew Supervisors 2

B = SEIU  
D = Police Management  
F = IAFF  
H = City Attorney  
J = Crew Supervisors  
L = Fire Supervisory  
O = Sunrise House  
Q = AMPS (Part-time)  
S = SPOA-Recruit  
X = Confidential-Mgmt  
Z = No Bargaining Unit

# SALARY SCHEDULE

City of Salinas  
Classification - Salary Schedule  
As of June 30, 2012

Classification	Comp Code	Range	B U	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
Administrative Group									
C23 Comm Safety Progm Manager	8810		X	7179					
C02 Assistant City Attorney	8810	54.4	X	8858	9300	9765	10254	10767	11306
C28 Dir of Comm Safety Div	8810	51.5	X	7689	8073	8477	8901	9346	9813
C16 Sr Human Resources Analys	8810	50.4	X	7287	7651	8034	8435	8858	9300
C24 Sr Deputy City Attorney	8810	50.0	X	7144	7501	7876	8270	8684	9118
C21 Police Services Manager	8810	48.0	C	6480	6804	7144	7501	7876	8270
C04 City Clerk	8810	47.6	X	6356	6674	7008	7358	7726	8112
C26 Pub Works Admin Mgr	8810	47.3	C	6264	6577	6906	7251	7614	7994
C18 Pub Works Admin Supv	8810	45.1	C	5625	5906	6202	6512	6838	7180
C20 Crime Analyst	8810	44.9	C	5570	5849	6141	6449	6772	7110
C13 Technical Serv Coord	8810	44.9	C	5570	5849	6141	6449	6772	7110
C15 Human Resource Analyst II	8810	44.4	X	5437	5709	5995	6294	6610	6940
C42 Human Resources Analyst I	8810	43.4	X	5178	5437	5709	5995	6294	6610
C19 Police Records Coord	8810	43.1	C	5101	5357	5625	5906	6202	6512
C08 Executive Assistant	8810	38.7	U	4116	4322	4538	4765	5003	5254
C27 Deputy City Clerk	8810	37.3	U	3845	4037	4239	4451	4673	4907
C14 Public Works Assistant	8810	36.9	A	3770	3958	4156	4364	4582	4811
C12 Airport Assistant	8810	36.3	A	3662	3845	4037	4239	4451	4673
Community Development Group									
D23 Planning Manager	8810	50.1	C	7180	7539	7915	8311	8727	9164
D13 Principal Planner	8810	49.1	C	6838	7180	7539	7915	8311	8727
D12 Enterprise Zone Manager	8810	48.0	C	6480	6804	7144	7501	7876	8270
D20 Redev Project Manager	8810	48.0	C	6480	6804	7144	7501	7876	8270
D11 Senior Planner	8810	47.1	C	6202	6512	6838	7180	7539	7915
D19 Comm Dev Admin Supervisor	8810	45.1	C	5625	5906	6202	6512	6838	7180
D15 Associate Planner	8810	44.2	C	5383	5653	5936	6233	6545	6872
D21 Housing Services Supv	8810	44.2	C	5383	5653	5936	6233	6545	6872
D27 Community Dev Analyst	8810	43.5	C	5203	5463	5737	6024	6325	6642
D10 Asst Redev Project Mgr	8810	43.3	A	5152	5410	5681	5965	6264	6577
D22 Assistant Planner	8810	41.9	A	4811	5052	5304	5570	5849	6141
D14 Housing Rehab Specialist	9410	40.5	A	4495	4719	4955	5203	5463	5737
D28 Comm Improve Asst	8810	36.9	A	3770	3958	4156	4364	4582	4811
D29 Planning Technician	8810	36.9	A	3770	3958	4156	4364	4582	4811
Clerical Group									
E02 Community Safety Assist	8810	37.3	U	3845	4037	4239	4451	4673	4907
E01 Legal Secretary	8810	37.3	U	3845	4037	4239	4451	4673	4907
E24 Administrative Aide	8810	36.3	A	3662	3845	4037	4239	4451	4673
E03 Administrative Secretary	8810	36.3	A	3662	3845	4037	4239	4451	4673
E14 Supervising Police Clerk	8810	36.3	A	3662	3845	4037	4239	4451	4673
E11 Supvsg Wrk Proc Operator	8810	36.3	A	3662	3845	4037	4239	4451	4673

# SALARY SCHEDULE

City of Salinas  
Classification - Salary Schedule  
As of June 30, 2012

Classification	Comp Code	Range	B U	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
E16 Human Resource Technician	8810	35.1	U	3453	3626	3807	3997	4197	4407
E19 Office Technician	8810	34.5	A	3354	3522	3698	3883	4076	4280
E06 Senior Police Clerk	8810	34.5	A	3354	3522	3698	3883	4076	4280
E20 Office Assistant	8810	31.0	A	2827	2968	3116	3272	3436	3608
E10 Police Clerk	8810	31.0	A	2827	2968	3116	3272	3436	3608
E07 Secretary	8810	31.0	A	2827	2968	3116	3272	3436	3608
E09 Word Processing Operator	8810	31.0	A	2827	2968	3116	3272	3436	3608
E12 Administrative Clerk II	8810	27.7	A	2407	2527	2654	2786	2926	3072
E22 Administrative Clerk I	8810	26.7	A	2293	2407	2527	2654	2786	2926
Engineering Group-Prof									
F06 Senior Civil Engineer	9410	50.0	C	7144	7501	7876	8270	8684	9118
F12 Transportation Planner	9410	47.1	C	6202	6512	6838	7180	7539	7915
F07 Assistant Engineer	9410	43.3	A	5152	5410	5681	5965	6264	6577
F08 Junior Engineer	9410	41.3	A	4673	4907	5152	5410	5681	5965
Engineering Group - Non Prof									
G02 Const Inspector Supv	9410	44.4	C	5437	5709	5995	6294	6610	6940
G01 Sr Construction Inspector	9410	41.0	A	4604	4834	5076	5330	5597	5877
G05 Construction Inspector	9410	39.6	A	4301	4517	4742	4979	5228	5490
G04 PW Compliance Officer II	9410	39.6	A	4301	4517	4742	4979	5228	5490
G07 Engineering Tech	9410	38.4	A	4057	4260	4473	4696	4931	5178
G03 PW Compliance Officer I	9410	37.1	A	3807	3997	4197	4407	4627	4858
G09 Engineering Aide II	9410	36.4	A	3680	3864	4057	4260	4473	4696
G10 Engineering Aide I	9410	34.4	A	3337	3505	3680	3864	4057	4260
Fiscal Group									
H14 Accounting Officer	8810	49.6	X	7008	7358	7726	8112	8518	8945
H20 Supervising Accountant	8810	46.6	X	6053	6356	6674	7008	7358	7726
H12 Senior Accountant	8810	42.8	C	5027	5279	5543	5821	6112	6418
H25 Payroll Coordinator	8810	41.3	U	4673	4907	5152	5410	5681	5965
H23 Payroll Technician	8810	38.2	U	4017	4218	4429	4650	4882	5127
H05 Sr Accounting Technician	8810	37.4	A	3864	4057	4260	4473	4696	4931
H22 Sr Accounting Clerk	8810	33.6	A	3209	3370	3539	3716	3902	4096
Fiscal Group - Info Systems									
H01 Information Systems Mgr	8810	50.4	C	7287	7651	8034	8435	8858	9300
H36 Integration/Appl Admin	8810	49.9	C	7110	7465	7839	8230	8642	9075
H30 Network/Sys Administrator	8810	49.9	C	7110	7465	7839	8230	8642	9075
H02 Sr Programmer/Analyst	8810	47.5	C	6325	6642	6974	7323	7689	8073

# SALARY SCHEDULE

## City of Salinas Classification - Salary Schedule As of June 30, 2012

Classification	Comp Code	Range	B U	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
H40 GIS Administrator	8810	47.1	C	6202	6512	6838	7180	7539	7915
H43 Telecom Svc Tech	8810	41.5	A	4719	4955	5203	5463	5737	6024
H15 Computer Operator	8810	39.1	A	4197	4407	4627	4858	5101	5357
H04 Central Services Tech	8810	34.4	A	3337	3505	3680	3864	4057	4260
Fiscal Group - Purchasing									
H24 Senior Buyer	9410	42.8	C	5027	5279	5543	5821	6112	6418
H21 Sr Purchasing Technician	9410	37.4	A	3864	4057	4260	4473	4696	4931
H18 Purchasing Technician	9410	34.5	A	3354	3522	3698	3883	4076	4280
Library Group									
I16 Deputy Librarian	8838	45.6	C	5765	6053	6356	6674	7008	7358
I28 Technical Services Mgr	8838	43.7	C	5254	5517	5793	6083	6387	6707
I14 Literacy Program Mgr	8838	43.6	C	5228	5490	5765	6053	6356	6674
I02 Senior Librarian	8838	43.6	C	5228	5490	5765	6053	6356	6674
I06 Princ Library Technician	8838	39.1	C	4197	4407	4627	4858	5101	5357
I03 Librarian II	8838	37.5	A	3883	4076	4280	4495	4719	4955
I05 Librarian I	8838	36.0	A	3608	3788	3977	4176	4385	4604
I07 Sr Library Technician	8838	33.3	A	3163	3321	3488	3662	3845	4037
I09 Library Technician	8838	31.3	A	2869	3013	3163	3321	3488	3662
I08 Literacy Asst	8838	31.3	A	2869	3013	3163	3321	3488	3662
I10 Library Clerk	8838	28.7	A	2527	2654	2786	2926	3072	3225
I12 Library Aide	8838	22.3	A	1850	1943	2040	2142	2248	2361
I04 Library Page	8838	19.0	A	1574	1653	1736	1823	1914	2010
Park Maintenance Group									
J14 Park Grnds Frstry Ops Mgr	9410	47.3	C	6264	6577	6906	7251	7614	7994
J06 Park Maint Crew Supvr	9420	42.7	J	5003	5254	5517	5793	6083	6387
J05 Urban Forestry Crew Supv	9420	42.7	J	5003	5254	5517	5793	6083	6387
J09 Sr Urban Forestry Worker	9420	36.7	B	3734	3921	4116	4322	4538	4765
J12 Urban Forestry Worker II	9420	34.7	B	3387	3556	3734	3921	4116	4322
J30 Urban Forestry Worker I	9420	33.5	B	3194	3354	3522	3698	3883	4076
J11 Park Maint Worker	9420	32.8	B	3087	3241	3403	3573	3752	3940
Mechanical Group									
K05 Fleet Maintenance Manager	9420	47.3	C	6264	6577	6906	7251	7614	7994
K11 Equipment Mech Crew Sup	9420	42.7	J	5003	5254	5517	5793	6083	6387
K02 Parking Operation Officer	9410	39.6	A	4301	4517	4742	4979	5228	5490
K03 Equipment Mechanic II	9420	36.5	B	3698	3883	4076	4280	4495	4719

# SALARY SCHEDULE

City of Salinas  
Classification - Salary Schedule  
As of June 30, 2012

Classification	Comp Code	Range	B U	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
K04 Pump Maint Mechanic	9420	36.5	B	3698	3883	4076	4280	4495	4719
K09 Equipment Inventory Tech	9420	35.7	B	3556	3734	3921	4116	4322	4538
K06 Equipment Mechanic I	9420	34.5	B	3354	3522	3698	3883	4076	4280
K08 Vehicle Maint Assistant	9420	29.9	B	2679	2813	2954	3102	3256	3419
Building Maintenance Group									
L05 Airport Operations Supv	9420	42.7	B	5003	5254	5517	5793	6083	6387
L01 Facil Maint Mech Crew Sup	9420	42.7	J	5003	5254	5517	5793	6083	6387
L02 Senior Airport Technician	9420	36.5	B	3698	3883	4076	4280	4495	4719
L04 Sr Facility Maint Mech	9420	36.5	B	3698	3883	4076	4280	4495	4719
L03 Facility Maint Mechanic	9420	34.1	B	3288	3453	3626	3807	3997	4197
L14 Facility Maint Worker	9420	32.8	B	3087	3241	3403	3573	3752	3940
L09 Sr Comm Facilities Svc Wkr	9420	32.5	B	3042	3194	3354	3522	3698	3883
L08 Comm Facilities Svc Wkr	9420	31.1	B	2841	2983	3132	3288	3453	3626
Permit Services Group									
M17 Deputy Dir of Permit Svcs	9410	51.4	C	7651	8034	8435	8858	9300	9765
M12 Sr Code Enforcmnt Officer	9410	44.4	C	5437	5709	5995	6294	6610	6940
M09 Sr Comb Bldg Insp	9410	44.4	C	5437	5709	5995	6294	6610	6940
M07 Plan Checker II	9410	43.7	A	5254	5517	5793	6083	6387	6707
M10 Bldg Permit Spec	9410	41.6	A	4742	4979	5228	5490	5765	6053
M06 Comb Bldg Inspector II	9410	41.5	A	4719	4955	5203	5463	5737	6024
M05 Plumbing Inspector II	9410	41.5	A	4719	4955	5203	5463	5737	6024
M04 Code Enforcemnt Officer I	9410	39.6	A	4301	4517	4742	4979	5228	5490
M11 Comb Bldg Inspector I	9410	39.6	A	4301	4517	4742	4979	5228	5490
M13 Plumbing Inspector I	9410	39.6	A	4301	4517	4742	4979	5228	5490
M20 Permit Center Clerk	8810	32.1	A	2983	3132	3288	3453	3626	3807
Waste Water Facility Group									
N04 Wastewater Manager	9420	47.3	C	6264	6577	6906	7251	7614	7994
N06 Environ Resource Planner	9410	47.1	C	6202	6512	6838	7180	7539	7915
N07 Env Compliance Insp II	9420	41.5	A	4719	4955	5203	5463	5737	6024
N08 Env Compliance Insp I	9420	39.6	A	4301	4517	4742	4979	5228	5490
N05 Wastewater Operator	9410	36.0	B	3608	3788	3977	4176	4385	4604
Public Safety - Police Supv									
O03 Deputy Chief of Police	7720	60.3	D	11813	12403	13023	13675	14359	15077
O05 Police Commander	7720	57.3	D	10204	10714	11250	11813	12403	13023
O07 Police Sergeant	7720	53.9	D	8642	9075	9528	10005	10505	11031

# SALARY SCHEDULE

City of Salinas  
Classification - Salary Schedule  
As of June 30, 2012

Classification	Comp Code	Range	B U	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
Public Safety - Police-Other									
O02 Criminalist	7720	49.9	E	7110	7465	7839	8230	8642	9075
O08 Police Corporal	7720	49.0	E	6804	7144	7501	7876	8270	8684
O11 Police Officer	7720	47.0	E	6171	6480	6804	7144	7501	7876
O01 Police Officer-New Hire	7720	46.0	E	5877	6171	6480	6804	7144	7501
O18 Police Recruit	7720	41.0	S	4604	4834	5076	5330	5597	5877
O30 Latent Fingerprint Tech	8810	39.5	A	4280	4495	4719	4955	5203	5463
O17 Sr Evidence Technician	9410	36.3	A	3662	3845	4037	4239	4451	4673
O20 Community Service Officer	9410	34.5	A	3354	3522	3698	3883	4076	4280
O15 Evidence Technician	9410	34.5	A	3354	3522	3698	3883	4076	4280
O19 Sr Vehicle Maint Asst	9420	32.7	B	3072	3225	3387	3556	3734	3921
O26 Pub Safety Facilities Wkr	9420	31.1	B	2841	2983	3132	3288	3453	3626
Public Safety - Animal Servs									
O16 Animal Services Mgr	8810	44.1	C	5357	5625	5906	6202	6512	6838
O13 Animal Services Supv	9410	37.5	A	3883	4076	4280	4495	4719	4955
O06 Animal Control Officer	9410	34.5	A	3354	3522	3698	3883	4076	4280
O29 Animal Care Tech	9410	33.3	A	3163	3321	3488	3662	3845	4037
O28 Animal Servs Office Asst	8810	31.0	A	2827	2968	3116	3272	3436	3608
Public Safety - Fire Supv									
O04 Deputy Fire Chief	7706	56.9	L	10005	10505	11031	11583	12162	12770
O10 Battalion Chief	7706	54.4	L	8858	9300	9765	10254	10767	11306
O33 Battalion Chief EMS/Trng	7706	54.4	L	8858	9300	9765	10254	10767	11306
Public Safety - Firefighters									
O09 Fire Captain	7706	49.3	F	6906	7251	7614	7994	8394	8814
O14 Fire Engineer	7706	46.7	F	6083	6387	6707	7042	7394	7764
O12 Firefighter	7706	44.7	F	5517	5793	6083	6387	6707	7042
O22 Firefighter/Paramedic	7706	44.7	F	5517	5793	6083	6387	6707	7042
O32 Firefighter Recruit	7706	42.8	F	5027	5279	5543	5821	6112	6418
Public Safety - Fire-Other									
O25 Fire Plan Checker	9410	41.9	A	4811	5052	5304	5570	5849	6141
O27 Fire Inspector	9410	40.5	A	4495	4719	4955	5203	5463	5737
Public Service Group									
P01 Deputy Dir of Envir/Maint	9410	51.4	C	7651	8034	8435	8858	9300	9765

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P13 Supt of Maintenance Serv	9420	49.2	C	6872	7215	7576	7955	8353	8771
P10 Street Maintenance Mgr	9420	47.3	C	6264	6577	6906	7251	7614	7994
P03 P.S. Maint Crew Supv	9420	42.7	J	5003	5254	5517	5793	6083	6387
P06 SL/Traffic Sig Crew Sup	9420	42.7	J	5003	5254	5517	5793	6083	6387
P02 Inmate Crew Coordinator	9420	37.4	B	3864	4057	4260	4473	4696	4931
P05 Public Svc Maint Wkr IV	9420	37.4	B	3864	4057	4260	4473	4696	4931
P07 Motor Sweeper Operator	9420	35.4	B	3505	3680	3864	4057	4260	4473
P12 Public Svc Maint Wkr III	9420	35.4	B	3505	3680	3864	4057	4260	4473
P04 SL/Traffic Signal Tech	9420	35.4	B	3505	3680	3864	4057	4260	4473
P08 Public Svc Maint Wkr II	9420	33.2	B	3147	3305	3470	3644	3826	4017
P11 Neighborhood Svcs Worker	9420	31.2	B	2855	2998	3147	3305	3470	3644
P09 Public Svc Maint Wkr I	9420	31.2	B	2855	2998	3147	3305	3470	3644
Recreation Group									
Q15 Community Services Manage	9410	44.5	C	5463	5737	6024	6325	6642	6974
Q06 Recreation Coordinator	9410	40.1	A	4407	4627	4858	5101	5357	5625
Q10 Sports Program Asst	9410	31.0	A	2827	2968	3116	3272	3436	3608
Q08 Recreation Asst	9410	28.7	A	2527	2654	2786	2926	3072	3225
Temporary-Classified Position									
R45 Accounting Officer	8810	63.6	Z	13877	14571	15300	16065	16868	
R24 Administrative Aide	8810	36.3	Z	3662	3845	4037	4239	4451	
R39 Administrative Clerk I	8810	26.7	Z	2293	2407	2527	2654	2786	
R32 Administrative Secretary	8810	36.4	Z	3680	3864	4057	4260	4473	
R35 Animal Control Officer	9410	34.5	Z	3354	3522	3698	3883	4076	
R43 City Clerk	8810	47.6	Z	6356	6674	7008	7358	7726	
R04 Code Enforcemnt Officer I	9410	39.6	Z	4301	4517	4742	4979	5228	
R42 Combination Bldg Insp II	9410	54.0	Z	8684	9118	9574	10053	10556	
R16 Community Service Officer	9410	34.5	Z	3354	3522	3698	3883	4076	
R50 Community Services Asst	8838	33.2	Z	3147	3305	3470	3644	3826	
R21 Confidential Secretary	8810	32.0	Z	2968	3116	3272	3436	3608	
R17 Deputy City Engineer	9410	51.4	Z	7651	8034	8435	8858	9300	
R41 Deputy Dir of Permit Svcs	9410	64.4	Z	14430	15151	15909	16705	17540	
R10 Engineering Aide I	9410	34.4	Z	3337	3505	3680	3864	4057	
R30 Engineering Aide II	9410	36.4	Z	3680	3864	4057	4260	4473	
R31 Facility Maintenance Wkr	9420	32.8	Z	3087	3241	3403	3573	3752	
R28 Finance Director	8810	69.2	Z	18237	19149	2106	21111	22166	
R52 Fire Plan Checker	9410	41.9	Z	4811	5052	5304	5570	5849	
R44 GIS Administrator	8810	47.1	Z	6202	6512	6838	7180	7539	
R36 Human Resource Analst II	8810	71.9	Z	20803	21843	22935	24081	25285	
R26 Human Resources Analyst I	8810	59.4	Z	11306	1871	12464	13088	13742	



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Classification	Comp Code	Range	B U	Step 1	Step 2	Step 3	Step 4	Step 5
R40 Human Resources Technicia	8810	35.1	Z	3453	3626	3807	3997	4197
R47 Interim Fire Marshal	7706	61.9	Z	12770	13408	14079	14784	15522
R23 Interim Human Resource Di	8810	71.9	Z	20803	21843	22935	24081	25285
R08 Junior Engineer	9410	41.3	Z	4673	4907	5152	5410	5681
R01 Legal Secretary	8810	37.3	Z	3845	4037	4239	4451	4673
R05 Librarian I	8838	36.0	Z	3608	3788	3977	4176	4385
R49 Librarian II	8838	37.5	Z	3883	4076	4280	4495	4719
R09 Library Clerk	8838	28.7	Z	2527	2654	2786	2926	3072
R03 Library Page	8838	19.0	Z	1574	1653	1736	1823	1914
R46 Network/Sys Administrator	8810	49.9	Z	7110	7465	7839	8230	8642
R37 Office Assistant	8810	29.3	Z	2602	2732	2869	3013	3163
R22 Office Technician	8810	34.5	Z	3354	3522	3698	3883	4076
R07 Plan Checker II	9410	43.7	Z	5254	5517	5793	6083	6387
R29 Planning Manager	8810	50.1	Z	7180	7539	7915	8311	8727
R18 Police Clerk	8810	31.0	Z	2827	2968	3116	3272	3436
R48 Police Commander	7720	59.0	Z	11084	11638	12220	12831	13473
R11 Police Officer	7720	47.0	Z	6171	6480	6804	7144	7501
R12 Police Sergeant	7720	53.9	Z	8642	9075	9528	10005	10505
R19 Public Ser Maint Wkr II	9420	33.2	Z	3147	3305	3470	3644	3826
R34 Public Svc Maint Wkr I	9420	31.2	Z	2855	2998	3147	3305	3470
R51 Recreation Coordinator	9410	40.1	Z	4407	4627	4858	5101	5357
R20 Redev Project Manager	8810	48.0	Z	6480	6804	7144	7501	7876
R27 Revenue Technician	8810	35.6	Z	3539	3716	3902	4096	4301
R02 Senior Librarian	8838	43.6	Z	5228	5490	5765	6053	6356
R53 Senior Planner	8810	47.1	Z	6202	6512	6838	7180	7539
R06 Senior Police Clerk	8810	34.5	Z	3354	3522	3698	3883	4076
R14 Sr Library Technician	8838	33.3	Z	3163	3321	3488	3662	3845
R13 Technical Serv Coord	8810	44.9	Z	5570	5849	6141	6449	6772
R15 Vehicle Maint Assistant	9420	29.9	Z	2679	2813	2954	3102	3256
R25 Wastewater Operator	9410	36.0	Z	3608	3788	3977	4176	4385
R33 Webmaster/Sys Analyst	8810	44.4	Z	5437	5709	5995	6294	6610

Part Time - Temporary

S16 Administrative Intern	8810	16.5	Z	1394	1464	1536	1613	1694
S61 Animal Care Worker	9420	19.8	Z	1637	1719	1805	1896	1991
S60 Animal Serv. Aide	8810	19.8	Z	1637	1719	1805	1896	1991
S26 Box Office Aide	8810	17.1	Z	1435	1506	1582	1661	1745
S06 Cashier	9410	16.5	Z	1394	1464	1536	1613	1694
S12 Clerical Aide	8810	19.8	Z	1637	1719	1805	1896	1991
S23 Comm. Ctr. Svc. Aide	9420	19.9	Z	1645	1727	1814	1905	2000
S07 Community Services Aide	8810	19.5	Z	1613	1694	1779	1869	1962
S62 Firearms Examiner	9410	43.4	Z	5178	5437	5709	5995	6294

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S55 Golf Cart Attendant	9420	16.5	Z	1394	1464	1536	1613	1694
S41 Golf Operations Sup	9420	35.2	Z	3470	3644	3826	4017	4218
S70 Homework Center Assistant	8838	25.5	Z	2163	2270	2384	2503	2628
S19 Latent Fingerprint Tech	8810	29.3	Z	2602	2732	2869	3013	3163
S02 Lifeguard	9410	20.1	Z	1661	1745	1832	1924	2020
S64 PD Personnel/Trng Spec	9410	39.5	Z	4280	4495	4719	4955	5203
S25 Park Maintenance Aide	9420	19.9	Z	1645	1727	1814	1905	2000
S22 Police Cadet	9420	25.5	Z	2163	2270	2384	2503	2628
S14 Police Reserve	7722	41.2	Z	4650	4882	5127	5383	5653
S51 Range Assistant	9420	16.5	Z	1394	1464	1536	1613	1694
S08 Recreation Aide	9410	16.5	Z	1394	1464	1536	1613	1694
S03 Recreation Leader I	9410	17.1	Z	1435	1506	1582	1661	1745
S13 Recreation Leader II	9410	19.7	Z	1629	1711	1797	1887	1981
S11 Recreation Program Spec	9410	19.9	Z	1645	1727	1814	1905	2000
S21 Reserve Firefighter	9420	16.4	Z	1387	1457	1529	1605	1686
S67 School Crossing Guard	9410	21.0	Z	1736	1823	1914	2010	2110
S34 Scorekeeper-Adult Basketb	9410	18.5	Z	1536	1613	1694	1779	1869
S37 Scorekeeper-Adult Softbal	9410	24.8	Z	2090	2194	2304	2419	2540
S38 Scorekeeper-Adult Softbal	9410	18.5	Z	1536	1613	1694	1779	1869
S36 Scorekeeper-Youth Basketb	9410	17.1	Z	1435	1506	1582	1661	1745
S01 Senior Lifeguard	9410	21.1	Z	1745	1832	1924	2020	2121
S43 Shop Assistant	9420	23.9	Z	2000	2100	2205	2315	2431
S47 Sp Official-Adult Basketb	9410	31.9	Z	2954	3102	3256	3419	3591
S48 Sp Official-Adult Basketb	9410	30.7	Z	2786	2926	3072	3225	3387
S49 Sp Official-Adult Basketb	9410	27.9	Z	2431	2552	2679	2813	2954
S50 Sp Official-Adult Basketb	9410	24.8	Z	2090	2194	2304	2419	2540
S52 Sp Official-Adult Footbal	9410	27.9	Z	2431	2552	2679	2813	2954
S54 Sp Official-Adult Footbal	9410	24.8	Z	2090	2194	2304	2419	2540
S46 Sp Official-Adult Soccer	9410	31.1	Z	2841	2983	3132	3288	3453
S40 Sp Official-Adult Softbal	9410	21.0	Z	1736	1823	1914	2010	2110
S42 Sp Official-Adult Softbal	9410	24.8	Z	2090	2194	2304	2419	2540
S45 Sp Official-Adult Softbal	9410	31.9	Z	2954	3102	3256	3419	3591
S53 Sp Official-Adult Softbal	9410	26.5	Z	2270	2384	2503	2628	2759
S44 Sp Official-CoEd Softball	9410	30.7	Z	2786	2926	3072	3225	3387
S30 Sp Official-Youth Basketb	9410	17.1	Z	1435	1506	1582	1661	1745
S32 Sp Official-Youth Soccer	9410	17.1	Z	1435	1506	1582	1661	1745
S33 Sp Official-Youth Volleyb	9410	17.1	Z	1435	1506	1582	1661	1745
S31 Sp Official-Yth Flg Footb	9410	17.1	Z	1435	1506	1582	1661	1745
S56 Stagehand I	9420	16.5	Z	1394	1464	1536	1613	1694
S57 Stagehand II	9420	17.6	Z	1471	1544	1621	1703	1788
S58 Stagehand III	9420	19.9	Z	1645	1727	1814	1905	2000
S05 Student Intern	8810	17.1	Z	1435	1506	1582	1661	1745
S10 Student Worker	9410	16.5	Z	1394	1464	1536	1613	1694

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S04 Swim Instructor	9410	20.1	Z	1661	1745	1832	1924	2020
S20 Vouchering Technician	8810	35.2	Z	3470	3644	3826	4017	4218
S17 Worksite Supervisor I	9420	19.9	Z	1645	1727	1814	1905	2000
S18 Worksite Supervisor II	9420	16.5	Z	1394	1464	1536	1613	1694