



**CITY OF SALINAS, CALIFORNIA**

**ADOPTED  
OPERATING BUDGET  
FY 2021 – 2022**





CITY OF SALINAS  
ADOPTED OPERATING BUDGET  
Fiscal Year 2021 – 2022



**KIMBLEY CRAIG**  
Mayor



**CARLA VIVIANA GONZÁLEZ**  
Councilmember  
District 1



**TONY BARRERA**  
Councilmember  
District 2



**STEVE MCSHANE**  
Councilmember  
District 3



**ORLANDO OSORNIO**  
Councilmember  
District 4



**CHRISTIE CROMEENES**  
Councilmember  
District 5



**ANTHONY ROCHA**  
Councilmember  
District 6

**STEVEN S. CARRIGAN**  
City Manager

**CHRISTOPHER A. CALLIHAN**  
City Attorney

**KRISTAN LUNDQUIST**  
Library and Community Services Director

**ADELE FRESÉ**  
Police Chief

**MICHELE VAUGHN**  
Fire Chief

**JIM PIA**  
Assistant City Manager

**DAVID JACOBS**  
Public Works Director

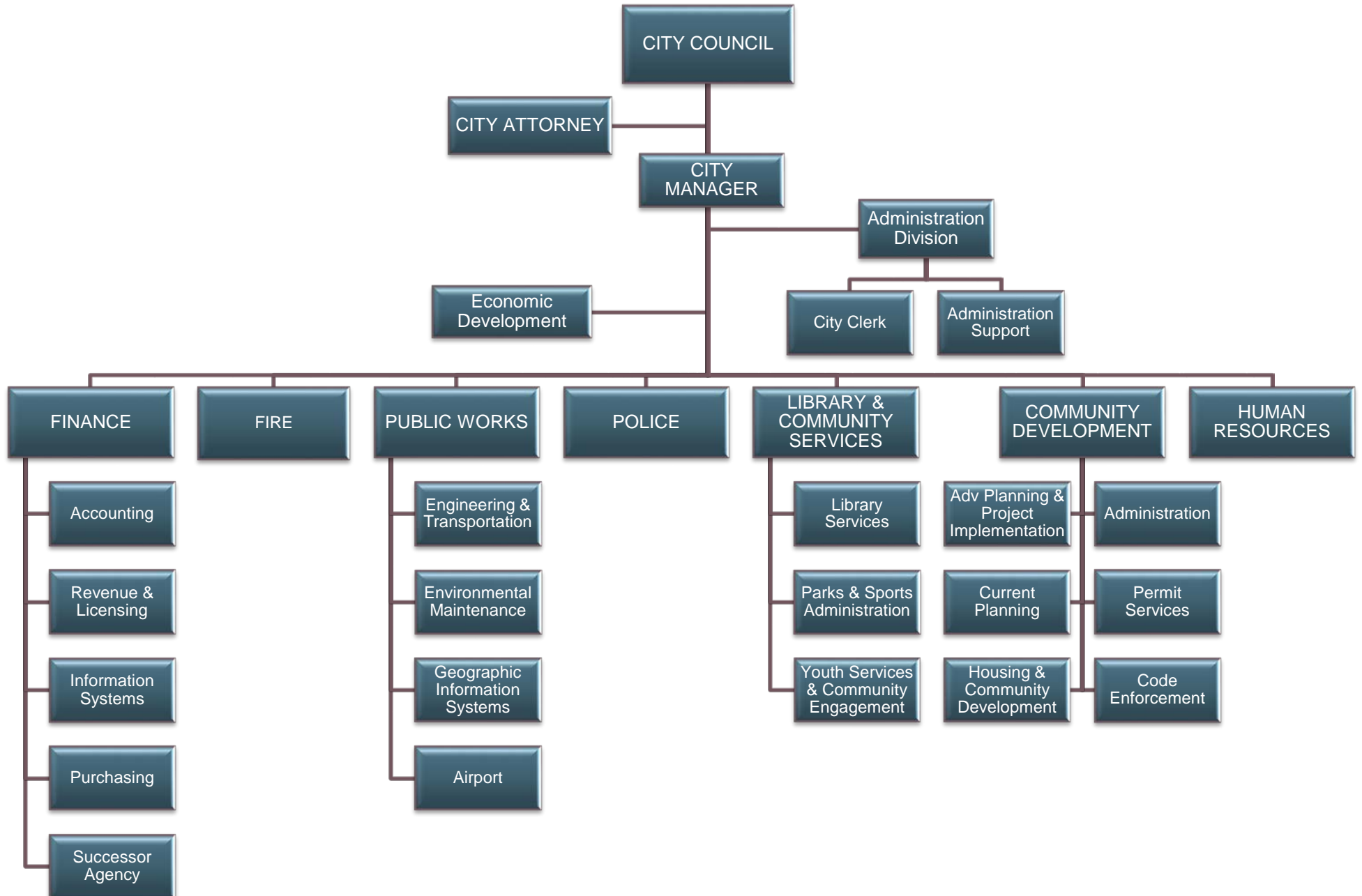
**MEGAN HUNTER**  
Community Development Director

**MATT N. PRESSEY, CPA**  
Finance Director



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# CITY OF SALINAS Organizational Chart





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## City of Salinas

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June 8, 2021

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

It is my privilege to present the Proposed FY 2021-22 Annual Budget.

#### Executive Summary

As the new City Manager, I set out to understand the priorities of the community and work with the City Council, staff, and the community to prepare a budget that invests in what matters most as we recover from and come out of the pandemic. This FY 2021-22 budget has incorporated all of the input my staff and I have received, and I believe this is a good budget proposal. It is a budget that celebrates the Alisal through \$3 million of Measure G funding for the Alisal Vibrancy Plan and \$9.5 million over the next 6 years. This budget includes significant investment in maintaining our parks including adding 2 park maintenance staff and improving our recreation facilities such as \$1.3 million toward improvements to the Firehouse Recreation Center. This proposed budget includes important reorganizations of certain department and divisions as an investment toward better service to the community, while keeping the City-wide employee count the same at 606.5 Full Time Equivalent (FTE's) from what it was in last year's adopted budget. This budget maintains our existing service levels for all departments, but makes strategic cuts and strategically dedicates increases on priority investments.

The City continues deploying approximately \$7.1 million of Measure X and SB1 funding for maintaining and improving the City's roads and sidewalks. The City recently completed the construction of the long-awaited new Police Services Headquarters and expanded El Gabilan Branch Library.

#### Budget Summary

<b>Operating Budget:</b>	
General Fund, Measure E & G	\$ 121,887,182
Other Operating Funds	<u>51,649,410</u>
Total Operating Budget	173,536,592
<b>Capital Budget</b>	<u>28,505,252</u>
<b>Total City Budget</b>	<u><u>\$ 202,041,844</u></u>

As shown in the table above, the City's proposed FY 2021-22 General Fund, Measure E and Measure G Operating Budget totals \$121,887,182. The balance of the budget includes Special Revenue Funds, Internal Services, Enterprise Operations, Assessment and Maintenance Districts, Grants, Agencies, and Debt Service operating funds totaling

\$51,649,410 and the Capital Improvement Budget totaling \$28,505,252. The total City Budget is \$202,041,844.

### **City Council Goals and Objectives and Priority Based Budgeting**

The City budget is developed in alignment with the City Council Strategic Plan with Goals and Objectives for 2020-23. The City Budget was also developed using the Priority Based Budget tool to allocate resources to where it matters most.

### **Budget Process**

The FY 2021-22 budget process began in January when staff began working on the CIP through a newly implemented (3<sup>rd</sup> year) software (PlanIt). In February 2021, staff reviewed and projected the revenue forecast. In March 2021, budget instructions and budget packets were distributed to each department, which included a budget calendar, organization charts, summary of benefit assumptions, prior year department budget narratives and a template for performance measures. Department staff received refresher training and instruction on how to enter and use the New World budget system. Individual departmental budget meetings were conducted with the City Manager and the Finance Director during April, and several follow-up progress meetings were held by the Executive team in May. Staff made a presentation to the City Council Finance Committee in April and May of 2021 regarding the budget process. On May 11, 2021 and May 25, 2021, City Council received presentations on the CIP and operating budgets, respectively.

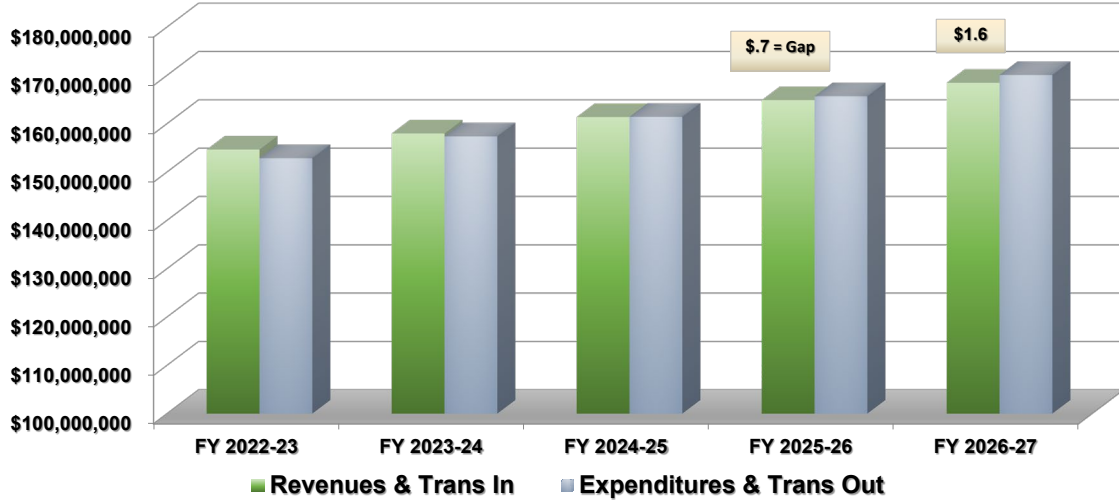
### **Fiscal Outlook and Sustainability – General Fund, Measure E and G (Five year Outlook from FY 2022-23 to FY 2025-26)**

The General Fund, Measure E and G forecast has been refreshed, which takes into consideration the significant recovery in revenue from the COVID-19 decline. The City's underlying structural deficit reported last year has improved. The City has been implementing the Salinas Plan and is achieving results that are helping eliminate the long-term structural deficit, such as eliminating flex and management leave for all thirteen bargaining units, saving around \$2,316,000 each year going forward.

A forecast helps guide the City on what actions should be taken now, based on our understanding of what might unfold.

The revenue assumptions are as follows: Property tax grows at 4%, sales tax grows at 2%, and business licenses grow at 1%. Expenditure assumptions are: Wages grow at 2.50%, health insurance grows by 5%, and workers compensation grows by 5%. In FY 2022-23 to FY 2024-25, the deficit (gap) is eliminated and then begins to grow starting in FY 2025-26 forward. The main reason for the structural deficit, where the expenditure growth exceeds the revenue growth continually each year, is a result of the compensation costs growing faster than the projected revenue. Controlling the main cost drivers of wages, pension, health insurance, and workers' compensation continues to be the key to managing this projected problem.

## General Fund, Measure E & G 5 Yr. Forecast



### The Salinas Plan and Fiscal Sustainability

The Salinas Plan is a Ten-Year Plan designed to provide the City with a path toward maintaining a long-term balanced budget while preserving City services and addressing the affordable housing crisis. The plan provides 32 recommended initiatives. The 32 recommended initiatives are now in various stages of progress and are described in more detail in the Salinas Plan section of this budget. The summary table in the Salinas Plan section shows the City expects to save \$4,572,958 through the current fiscal year and \$4,367,450 is projected in FY 2021-22.

### State Budget and Local Impacts

Governor Gavin Newsom will release his revised FY 2021-22 Budget Plan on May 13, 2021, which will be after this draft proposed budget was prepared and released to the City Council and the public. The January 2021 proposed budget included a \$164.5 billion General Fund and projects \$34 billion in total reserves and surplus. The budget significantly restores the state’s rainy-day fund, and economic support reserves that were diminished last year. A surplus of \$15 billion, largely in one-time funds, are available for spending to address COVID-19 and support resilience and recovery. No adverse impacts on local government is expected.

### Revenue Assumptions

The City’s FY 2021-22 proposed budget 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, 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 the major General Fund revenue sources are:

- Property Tax
  - FY 2021-22: Assumes 4.1% growth from last year’s FY 2020-21 amended budget based on current trends and factoring in the Monterey County Assessor estimates.
- Sales & Measure E & G Taxes
  - FY 2021-22: Assumes 15.4% increase from the prior year amended budget largely based on current year performance, projected economic trends and trends relating to the COVID-19 pandemic.
- Utility Users Tax
  - FY 2021-22: Assumes 3.5% increase to the prior year amended budget.
- Franchise Fees
  - FY 2021-22: Assumes 2.5% increase to the prior year amended budget.
- Business License Tax
  - FY 2021-22: Assumes 15.4% increase to the prior year amended budget.

**Major Revenue Summary**

Ninety percent of the City’s revenue comes from the five revenue sources listed above. Of the 90%, 79% of the City of Salinas’ revenue comes from two major revenue sources: property tax and sales tax (including Measure E and Measure G). Another 21% come from utility users tax, franchise fees, and business license tax.

FY 2021-22 General Fund and Measure E & G revenue estimates total \$151,432,225. The major revenue categories are classified and discussed below:

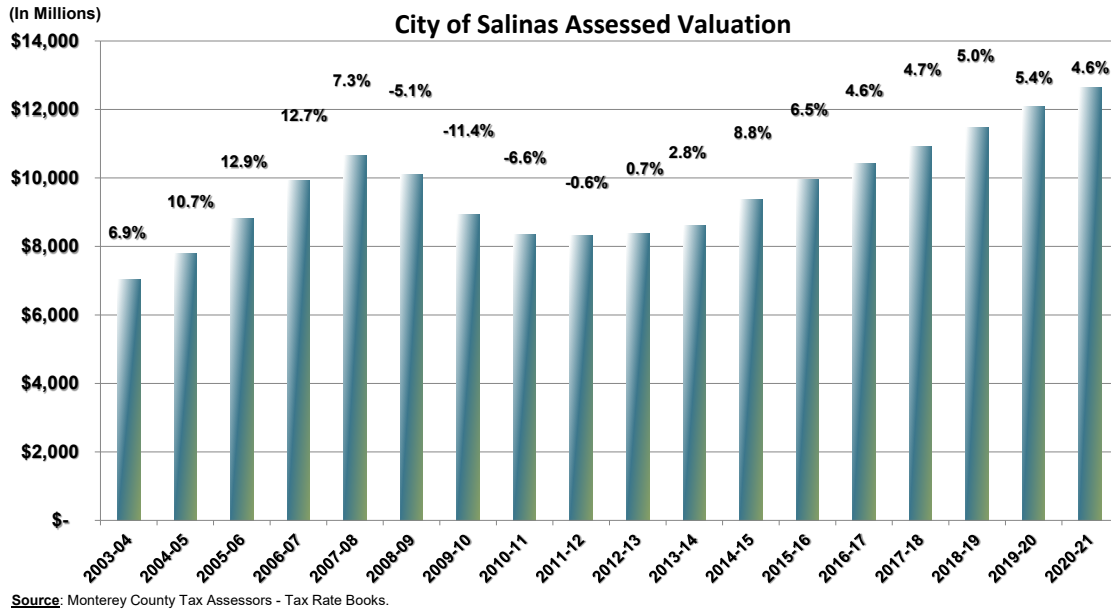
**General Fund, Measure E and G  
FY 2021-22 Estimated Revenue**

	FY 2020-21	FY 2021-22			%
	Amended	Proposed			
	<u>Budget</u>	<u>Budget</u>	<u>%</u>	<u>Change</u>	<u>Change</u>
Property Tax	\$ 33,306,000	\$ 34,671,000	23%	\$ 1,365,000	4%
Sales Tax	28,093,000	31,728,000	21%	3,635,000	13%
Measure E Tax	12,033,000	14,190,000	9%	2,157,000	18%
Measure G Tax	23,820,000	27,865,000	18%	4,045,000	17%
Utility Users Tax	11,400,000	11,800,000	8%	400,000	4%
Franchise Fees	9,255,000	9,485,000	6%	230,000	2%
Business Lic Tax	5,893,000	6,800,000	5%	907,000	15%
TOT	1,663,000	2,500,000	2%	837,000	50%
Other Rev/Transfers	<u>12,296,750</u>	<u>12,393,225</u>	<u>8%</u>	<u>96,475</u>	<u>1%</u>
Total	<u>\$ 137,759,750</u>	<u>\$ 151,432,225</u>	<u>100%</u>	<u>\$ 13,672,475</u>	<u>10%</u>



### Property Tax

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



Overall, the City's annual property tax reduced \$7.8 million (27.2%) from the high in FY 2007-08, prior to the housing downturn, to the low in FY 2011-12. Now, strong recovery and growth has occurred, and the assessed value has exceeded the high during the last three years. Estimates for FY 2021-22 reflect a growth of 4.1%, based on discussions with the County Assessor.

### Sales Tax/Measure E/Measure G

The City's share of the 7.50% sales and use tax collected on retail sales is one percent (1.0%), which is credited to the General Fund. The City also receives revenues from a 0.5% transaction and use tax approved by Salinas' voters fourteen years ago and was extended with no sunset on November 6, 2012, which is accounted for separately in the Measure E Fund. Similarly, on November 4, 2014, the voters approved a one cent transaction and use tax called Measure G.

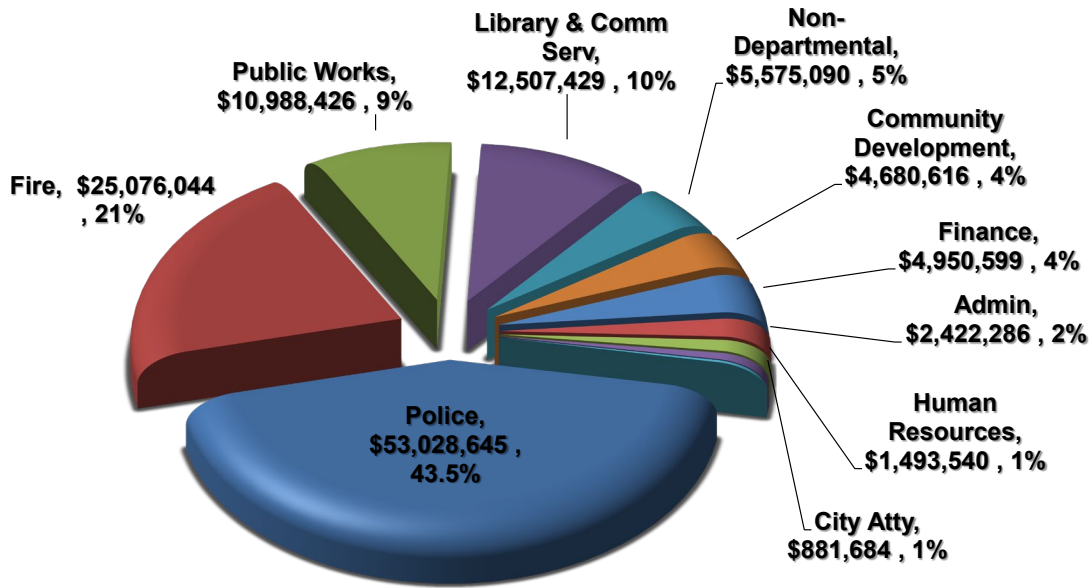
After ten consecutive quarter declines that began in April 2007 and a loss of \$4.5 million by April 2009, sales tax has fully recovered and has exceeded the peak it hit in FY 2006-07.

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. Considering the effects of the COVID-19 pandemic for last year's budget and recovery for this year, staff is estimating a 32.3% increase when comparing to the FY 2020-21 adopted budget. FY 2021-22 sales tax is estimated at \$31,728,000, Measure E tax is estimated at \$14,190,000, and Measure G is estimated at \$27,865,000.

## General Fund and Measure E & G Expenditures

The FY 2021-22 General Fund, Measure E & G recommended operating budget totals \$121,887,182, a 2.1% increase from last year's amended total of \$119,381,444. Public Safety expenditures represent 64.1% of the operating budget. The recommended FY 2021-22 General Fund, Measure E & G operating budget, by department/service activity is as follows:

### General Fund & Measure E & G FY 2021-22 Expenditure Budget \$121,887,182



The changes from the last year's FY 2020-21 Amended Budget are shown in the table below:

Department	FY 2020-21	FY 2021-22	%	Change	%
	Amended Budget	Proposed Budget			
City Council	\$ 235,586	\$ 282,823	0.2%	\$ 47,237	20.1%
Administration	2,328,236	2,422,286	2.0%	94,050	4.0%
Human Resources	1,494,288	1,493,540	1.2%	(748)	-0.1%
City Attorney	885,093	881,684	0.7%	(3,409)	-0.4%
Finance	4,580,304	4,950,599	4.1%	370,295	8.1%
Comm. Development	4,438,272	4,680,616	3.8%	242,344	5.5%
Police	53,248,983	53,028,645	43.5%	(220,338)	-0.4%
Fire	24,201,277	25,076,044	20.6%	874,767	3.6%
Public Works	12,776,249	10,988,426	9.0%	(1,787,823)	-14.0%
Library and Community Serv.	9,332,808	12,507,429	10.3%	3,174,621	34.0%
Non-Departmental	5,860,348	5,575,090	4.6%	(285,258)	-4.9%
<b>Total Exp. Budget</b>	<b>\$ 119,381,444</b>	<b>\$ 121,887,182</b>	<b>100.0%</b>	<b>\$ 2,505,738</b>	<b>2.1%</b>

Personnel costs, at 83% of the budget, continue to increase amongst all departments with the main cost drivers including salaries, retirement, health insurance, and workers compensation. The City was successful during the last round of bargaining to keep the net change in personnel costs at around the 1.5% range.

A summary of the main changes reflected in the table above for each department is as follows:

- *City Council* – Health insurance increased by \$42,280 as a result of increased participation.
- *Administration* – Added Management Analyst to the Economic Development division net of reductions in outside services.
- *Finance* – A vacancy factor of \$151,000 was removed, equipment maintenance was increased by \$80,000 and an IT analyst position (\$125,000) was added to be dedicated to serving the Community Development Department per their request to focus on improving the use of technology to better serve the development community.
- *Community Development* – Outside service increased by \$213,000 for the housing division related to the Community Homeless Solution. The Current Planning division had a net increase of one Assistant Planner.
- *Police* – The Police department UAL pension costs increased by \$988,502 and the vacancy factor of \$640,000 was removed. These increases in cost were offset by freezing 4 sworn staff and 1 non-sworn staff position, \$200,000 in outside services and 272,215 in other services and supplies for a net decrease in the police budget of \$220,338.
- *Fire* – The Fire department UAL pension costs increased by \$540,107 and the vacancy factor of \$376,000 was removed.
- *Public Works* – The Parks Maintenance division was moved to the Library and Community Services Department. The department added one net position.
- *Library and Community Services* – The Parks Maintenance division was added to the LCS department and two park maintenance staff were added.
- *Non-Departmental* – The budget reduced as a result of the election costs reduction of \$500,000 as the result of a non-election year. The major offsetting increase is \$100,000 for software maintenance and \$80,000 increase for the convention and visitors bureau.

## **Measure E**

On May 6, 2021, the Measure E Committee met and received a presentation from staff on the budget proposal. The expenditure budget totals \$13.2 million. The revenue budget is estimated at \$14,190,000, which is an increase of \$3,628,000, or 34.4%.

Compared to the prior year adopted budget, the total budget increased by \$746,364 as shown in the table below. Most of the change is related to an increase in personnel costs such as PERS and health insurance. The number of full-time authorized positions under Measure E was reduced by 0.5 FTE when compared to the previous fiscal year as a vacant CSO was removed.

**Measure E**  
**FY 2021-22 Operating Budget**

	<b>FY 20/21</b>	<b>% of</b>	<b>FY 20/21</b>	<b>% of</b>		<b>%</b>
	<b><u>Adopted</u></b>	<b><u>Total</u></b>	<b><u>Proposed</u></b>	<b><u>Total</u></b>	<b><u>Change</u></b>	<b><u>Change</u></b>
Code Enforcement	\$ 408,766	3.0%	\$ 463,661	3.2%	\$ 54,895	13.4%
Finance	62,000	0.5%	62,000	0.4%	-	0.0%
Fire Marshall	139,551	1.0%	75,888	0.5%	(63,663)	-45.6%
Insurance - Energy Debt Svc	68,300	0.5%	82,200	0.6%	13,900	20.4%
El Gabilan Library Debt	1,150,400	8.4%	1,124,800	7.8%	(25,600)	-2.2%
Library	5,165,656	37.9%	5,464,947	38.0%	299,291	5.8%
Public Works	947,294	7.0%	357,212	2.5%	(590,082)	-62.3%
Parks & Recreation	1,141,982	8.4%	1,933,239	13.5%	791,257	69.3%
Youth Serv. & Com. Engagement	312,606	2.3%	307,546	2.1%	(5,060)	-1.6%
Police	4,228,164	31.0%	4,499,590	31.4%	271,426	6.4%
	<u>\$ 13,624,719</u>	<u>100.0%</u>	<u>\$ 14,371,083</u>	<u>100.0%</u>	<u>\$ 746,364</u>	<u>5.5%</u>

Please see the Measure E section of this Operating Budget document for more details on Measure E. Measure E is also funding three projects for FY 2021-22: \$200,000 for tennis court improvements, \$280,000 for restroom replacement at city parks, and \$75,000 for the El Gabilan Library opening day collection.

**Measure G Oversight Committee**

On May 13, 2021, the Measure G Committee met and received a presentation from staff on the budget proposal.

Measure G sales tax for FY 2021-22 is estimated to be \$27,865,000. This represents a \$6,987,000, or 33.5% increase from the adopted FY 2020-21 revenue budget of \$20,878,000. The FY 2021-22 budget includes \$5,187,615 in capital improvement projects (CIP), a \$2,178,500 transfer out to mainly cover restoring services on Friday (furlough), a \$5,593,000 transfer out for the new Public Safety Building debt service and a \$15,506,059 operating budget. The CIP includes such projects as the Alisal Vibrancy Plan, fire station repairs, city cleanup, parks improvements, and fleet replacement. The details of the proposed capital projects are in the capital improvement budget document for FY 2021-22.

**Measure G**  
**FY 2021-22 Operating Budget**

	<u>Adopted</u>	<u>% of</u>	<u>Proposed</u>	<u>% of</u>	<u>Change</u>	<u>%</u>
	<u>FY 20/21</u>	<u>Total</u>	<u>FY 21/22</u>	<u>Total</u>	<u>Change</u>	<u>Change</u>
Police	\$ 9,421,585	60.5%	\$ 9,799,787	63.2%	\$ 378,202	4.0%
Fire	2,373,233	15.2%	1,949,349	12.6%	(423,884)	-17.9%
PW - Build / Improve / Maintain	1,243,080	8.0%	947,755	6.1%	(295,325)	-23.8%
Code Enforcement	431,168	2.8%	434,289	2.8%	3,121	0.7%
Recreation - Youth Prevention	1,172,031	7.5%	1,403,971	9.1%	231,940	19.8%
Economic Development	99,341	0.6%	106,564	0.7%	7,223	7.3%
Support - Technology	315,732	2.0%	315,661	2.0%	(71)	0.0%
Support - Finance	239,424	1.5%	248,478	1.6%	9,054	3.8%
Support - Human Resources	167,856	1.1%	171,431	1.1%	3,575	2.1%
Support - Administration	105,569	0.7%	128,774	0.8%	23,205	22.0%
	<u>\$ 15,569,019</u>	<u>100.0%</u>	<u>\$ 15,506,059</u>	<u>100.0%</u>	<u>\$ (62,960)</u>	<u>-0.4%</u>

The number of positions funded by Measure G during FY 2020-21 and proposed for 2021-22 are summarized as follows:

	<u>FY 20/21</u>	<u>FY 21/22</u>
Police - Sworn	37.0	36.0
Police - Non-Sworn Support	12.0	11.0
Fire - Sworn	14.0	11.0
Fire - Non-Sworn Support	1.0	1.0
Code Enforcement	4.0	3.0
Community Development	-	1.0
Public Works	8.0	7.0
Recreation	6.0	7.0
Youth Services & Community Engagement	2.0	1.0
Support - Technology	2.0	2.0
Support - Finance	2.0	2.0
Support - Human Resources	1.0	1.0
Support - Administration	1.0	1.0
Total Positions	<u>90.0</u>	<u>84.0</u>

In FY 21-22, 6.0 FTE were moved from Measure G to the General Fund. This was done to free up additional Measure G funding for various projects, notably \$3M for the Alisal Vibrancy Plan. Please see the Measure G section of this Operating Budget document for more details on Measure G.

## Retirement Programs

Most California cities participate in the California Public Employees' Retirement System (CalPERS) retirement program. The cost of providing retirement benefits to employees remains a challenge to cities. Retirement costs represent 24% of total personnel costs. The average annual increases in CalPERS retirement costs have been 9.2% since Fiscal Year 2009-10 mainly due to the lower returns realized. CalPERS has made six major policy changes that have resulted in higher pension costs for the State and CalPERS contracting employers. The latest change is a change in amortization policy. It has become effective with rates for FY 2020-21. Overall, it means our annual contribution will increase. It does not change existing UAL amortizations, only future actuarial gains and losses and UAL changes going forward. Future gains will be amortized over 20 years (vs. 30). The biggest change was made on December 21, 2016, where CalPERS Board of Administration lowered the CalPERS discount rate assumption from 7.50 percent to 7.00 percent over a seven-year phase in period. The discount rate is the long-term rate of return and the change increased public agency employer contribution costs beginning in Fiscal Year 2018-19. CalPERS is considering changing the discount rate again this December 2021 from 7.00 percent to 6.50 percent, which could cost the City about \$2 million a year, assuming the same 7 year phase in.

The benefits of reducing the discount rate include:

- Strengthening long-term sustainability of the fund
- Reducing negative cash flows; additional contributions will help to offset the cost to pay pensions
- Reducing the long-term probability of funded ratios falling below undesirable levels
- Improving the likelihood of CalPERS investments earning our assumed rate of return
- Reducing the risk of contribution increases in the future from volatile investment markets

The four changes from 2012, 2013 and 2014 amounted to an increase of approximately \$2.0 million per year for five years and then leveled off. The recent change in the discount rate almost doubles the annual contribution over the seven year phase in from \$16.5 million to \$30 million.

Under the Governor's pension reform law called Public Employees' Pension Reform Act of 2013 (PEPRA), new employees began to pay 50% of the normal costs of the pension. Existing city employees or new employees that have been active members in CalPERS (without separation for more than six months) continue to pay under the existing rates. City Public Safety – Police and Fire employees pay twelve (12%) percent of base salary into CalPERS, which was phased in from nine (9%); non-public safety employees pay seven (7%) percent. Most cities in the City's labor market (comparable cities) pay a portion of the entire employee share. The retirement formula used by the City of Salinas for non-public safety employees is 2% @ 55, at a time when many employee bargaining groups in other cities have negotiated 2.5% @ 55. The retirement formula that the City uses for sworn Public Safety employees is 3% @ 50 with the single highest year of salary. Any new sworn Public Safety employees hired between October 17, 2011 and December 31, 2012 were employed with a retirement formula of 3% @ 55 with a three-year final compensation. Under the PEPRA law, the retirement formula is 2% at 62 for non-public safety employees and 2.7% at 57 for safety employees, with the exception of new fire employees hired after

March 4, 2014, which are under the 2.5% at 57 formula as a result of City's fourth tier of pension reform.

The City's plans have the following unfunded liabilities and funding status:

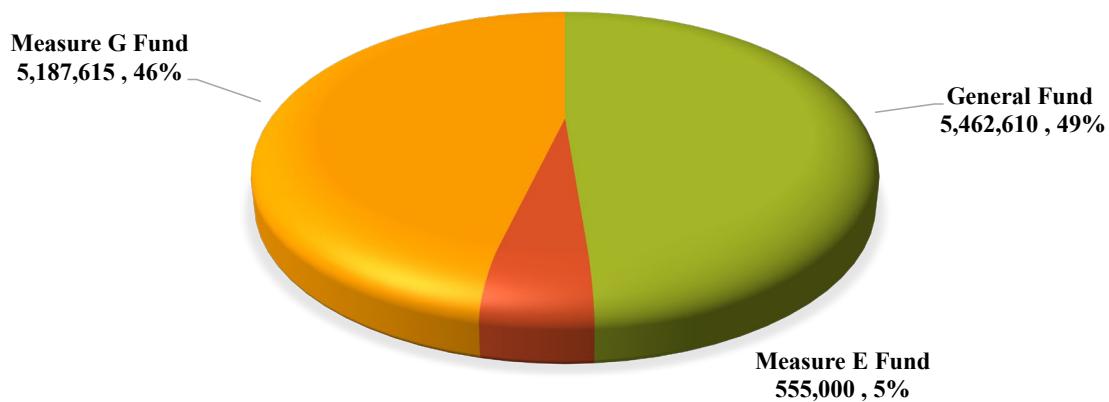
- Miscellaneous: \$36.9 million (71.3% funded)
- Police Safety: \$117.7 million (63.1% funded)
- Fire Safety Tier 1: \$51.8 million (70.8% funded)
- Fire Safety Tier 2: \$418.9 thousand (91.1% funded)
- Fire Safety Tier 2 PEPRA: \$167.0 thousand (89.8% funded)

The City budgeted \$20.8 million, to pay the cost for the Public Safety retirements (87% of the total PERS cost) and \$3.1 million for non-public safety retirements (13% of the total PERS cost). At the end of FY 2017-18, the City paid \$11.3 million to PERS as a strategic cost cutting measure, where the City will save approximately \$1.9 million a year plus interest savings. Similarly, at the end of FY 2019-20, the City paid \$4.3 million to PERS as a strategic cost cutting measure, where the City will save approximately \$551,000 a year plus interest savings.

### Capital Improvement Program

The Capital Improvement budget includes a number of General Fund and Measure E and G funded investments. The recommended General Fund items total \$5,462,610, Measure E totals \$555,000, and Measure G totals \$5,187,615.

#### General Fund, Measure E, and Measure G CIP Budget Projects



## General Fund CIP Budget Projects

Department	Project	Project Name	FY 21-22 Proposed
20 - Finance	9102	PCs & Networking	\$ 300,000
	9146	Financial & HR Mngmt ERP System	50,000
	9159	Network Equipment Upgrades	110,000
<b>20 - Finance Total</b>			<b>460,000</b>
30 - Comm Dev	9021	Housing Production Fund	100,000
	9070	Chinatown Revitalization Plan	255,000
	9087	65 W. Alisal Improvements	200,000
	9181	Downtown Streets Team	250,000
	9305	Rental Reg & Implementation Prg	60,000
<b>30 - Comm Dev Total</b>			<b>865,000</b>
40 - Police	9017	Motorola Radios	225,370
	9096	Weapons and Safety Equipment	20,000
	9129	Crime Scene Investigation	10,000
	9214	PD Records Management System	180,000
<b>40 - Police Total</b>			<b>435,370</b>
45 - Fire	9213	Fire Radio Command/Mobile Data	184,240
	9411	Fire Hydrant Repairs	45,000
	9527	Fire Safety Gear & Equipment	190,000
	9541	Fire Stations Repairs	200,000
<b>45 - Fire Total</b>			<b>619,240</b>
50 - Public Works	9105	Street Tree Planting	10,000
	9720	Sidewalk & Drainage Repairs	759,000
<b>50 - Public Works Total</b>			<b>769,000</b>
55 - Recreation	9311	Firehouse Rec Center	1,300,000
<b>55 - Recreation Total</b>			<b>1,300,000</b>
71 - IS Fleet	9210	Fire Command & Staff Vehicles	144,000
	9226	Fleet Consolidation Replacement	35,000
	9282	IT Vehicle Replacement	35,000
	9579	Police Vehicle Replacement	800,000
<b>71 - IS Fleet Total</b>			<b>1,014,000</b>
<b>Grand Total</b>			<b>\$ 5,462,610</b>



### Measure E Fund CIP Budget Projects

Department	Project	Project Name	FY 21-22 Proposed
55 - Recreation	9022	Tennis Court Improvement	\$ 200,000
	9048	Restroom Replacement	280,000
<b>55 - Recreation Total</b>			<b>480,000</b>
60 - Library	9100	El Gabilan Library Opening Day Coll	75,000
<b>60 - Library Total</b>			<b>75,000</b>
<b>Grand Total</b>			<b>\$ 555,000</b>

### Measure G Fund CIP Budget Projects

Department	Project	Project Name	FY 21-22 Proposed
30 - Comm Dev	9215	HUD Consolidated Plan	\$ 30,000
	9246	Alisal Vibrancy Plan	3,000,000
<b>30 - Comm Dev Total</b>			<b>3,030,000</b>
45 - Fire	9541	Fire Stations Repairs	200,000
	9987	Fire Station Alerting System Update	50,000
<b>45 - Fire Total</b>			<b>250,000</b>
50 - Public Works	9005	Soccer Field Cesar Chavez Park	80,000
	9068	City Cleanup Program	100,000
	9217	Facilities ADA Transition Plan & Impr	20,000
	9720	Sidewalk & Drainage Repairs	520,000
<b>50 - Public Works Total</b>			<b>720,000</b>
55 - Recreation	9060	Playground Improvements at Parks	50,000
	9142	Safety Tree Trimming City Parks	30,000
	9737	Athletic Field Repairs	35,000
	9793	Park Drinking Fountain Repl.	5,000
<b>55 - Recreation Total</b>			<b>120,000</b>
71 - IS Fleet	9045	CDD Vehicle Replacement	95,000
	9270	Parks Vehicles Replacement	150,000
	9271	Urban Forestry Equip Replacement	178,910
	9273	Fleet Vehicles Replacement	4,960
	9285	Recreation Vehicle Replacement	75,000
	9540	Fire Vehicle Apparatus Replacement	563,745
<b>71 - IS Fleet Total</b>			<b>1,067,615</b>
<b>Grand Total</b>			<b>\$ 5,187,615</b>

The CIP is contained in a separate document and provides detailed information for each capital project included in the FY 2021-22 Capital Improvement Budget and Capital Improvement Program (FY 2022-23 through FY 2026-27).

## General Fund, Measure E and Measure G Operating Reserves

The City’s Financial Policies provide that the City “strive” to maintain an eight (8%) percent General Fund Operating Reserve. Five (5%) percent of the reserve is required primarily for cash flow purposes. Reserves above the five (5%) percent level can be characterized more as “rainy day” funds to guard against economic uncertainties. While a prudent reserve is certainly a worthy policy, it must be balanced with the fact that residents pay taxes for one purpose – to benefit from programs and services paid for with those taxes.

During the Great Recession, the FY 2009-10 Budget was balanced using \$9.4 million of General Fund/Measure E reserves. The use of reserves in both FY 2008-09 and FY 2009-10 was required to maintain services and were depleted to zero. Over the last nine fiscal years, using carryover funds and at the mid-year budget review, the City Council has approved replenishing the reserve with amounts almost every time. The General Fund, Measure G and E reserves have grown and are now at \$9.8 million or 8.0% of operating expenditures. In addition to these reserves, the City has reserved \$1,000,000 for the New York Life Retirement Reserve, \$2,000,000 for cannabis funded programs (to be determined by City Council), and \$425,000 remaining in the deficit reduction reserve.

	<u>General Fund</u>	<u>Measure E</u>	<u>Measure G</u>	<u>Total</u>
Operating Reserve	<u>\$ 7,458,000</u>	<u>\$ 1,054,000</u>	<u>\$ 1,240,000</u>	<u>\$ 9,752,000</u>
Reserve % of FY 21-22 Appropriations	8.0%	8.0%	8.0%	8.0%

## Conclusion

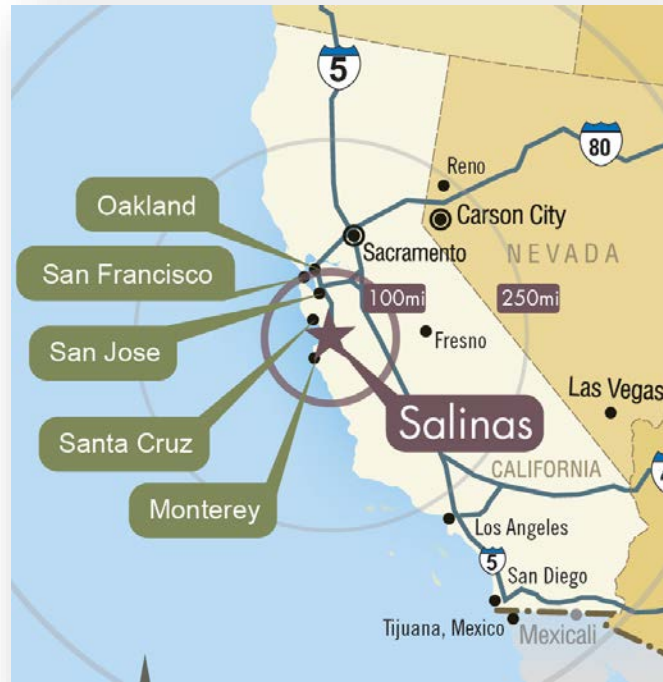
I would like to thank the City Council for its leadership in working together on this budget in prioritizing what matters most to the Salinas community. I would also like to recognize the City of Salinas staff for their dedication to this organization. Lastly, I would like to thank the employees in the Finance Department who worked on the budget documents, as well as all other staff who made contributions to its completion.

Sincerely,



Steven S. Carrigan  
City Manager

# 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 Development (permit services and planning), 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, Downtown Parking District and Permit Services. The State Department of Finance reports the City's population at 161,784, as of January 1, 2018. The City employs about 597 persons on a full time basis.

## CITY GOVERNMENT

The City of Salinas is 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 and an addition

# COMMUNITY PROFILE

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.

## **ECONOMY**

Salinas is a global AgTech hub located in the backyard of internationally renowned technology epicenter, Silicon Valley. From the perspective of native son and iconic American author John Steinbeck to the pioneering problem solving that led to the invention of iceberg lettuce and bagged salad, Salinas has a global reputation as a city where agriculture, technology and innovation converge and blossom. Although agriculture is the foundation of the local economy, more than 100 manufacturing firms call Salinas home. Some of the largest employers in the area include: Dole Fresh Vegetable, the County of Monterey and Salinas Valley Memorial Hospital.

## **HOUSING**

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

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

Salinas offers approximately 46,523 housing units of which 23,620 are detached single family residences, 2,687 are attached single family residences, 3,838 two to four unit multifamily complexes, 14,928 apartment units, and 1,450 mobile homes. The residential vacancy rate is approximately 4.1% at any time during the year.

## **TRANSPORTATION**

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

### Air

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

### Bus

Monterey-Salinas Transit (MST) operates local bus service; Monterey-Salinas Airbus offers connections to San Jose and San Francisco airports; Greyhound offers service to all major cities from the Intermodal Transportation Center.

### Highways

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

### Rail

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

# COMMUNITY PROFILE

## 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, but has strong local presence with their branch located on North Main Street. 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 SERVICES

Salinas has extensive health and medical services with two of Monterey County's four hospitals located within the City. Natividad Medical Center recognized as a Medical Center Level II Trauma Center serving the Central Coast. Salinas also offers skilled nursing and convalescent homes and residential retirement facilities for seniors, as well as over 210 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 partial funding being provided from a countywide ambulance contract. The City of Salinas has a well-equipped, fully staffed Police Department and receives additional support, as required, from the Monterey County Sheriff's Office.

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

As the retail hub of the Central Coast, Salinas enjoys a wide selection and diversity in its stores. Northridge Shopping Center contains over 120 specialty shops and four major department stores – Macy's, Sears, J.C. Penney and Best Buy. Harden Ranch Plaza includes a Super Wal-Mart, Target, Safeway, specialty stores, restaurants, and banking institutions and future site of a Lowe's Home Center. The Westridge Shopping Center is home to Costco, a second Wal-Mart store, Office Max, Dick's Sporting Goods and a variety of national chain restaurants. The Salinas Auto Center houses nine local dealers. In October 2007, Home Depot moved its operations from Harden Ranch Plaza to the Auto Center area to join Kohl's and other specialty stores. A new Lows opened this last year in the future growth area in the northern part of the City. 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:

- Airport Commission
- Recreation-Parks Commission
- Library Commission
- Traffic and Transportation Commission
- Planning Commission
- Youth Commission
- Measure E Committee

# COMMUNITY PROFILE

- Measure G Committee

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

- Police Community Advisory Committee
- Animal Services Committee
- Finance Committee
- Design Review Board
- Board of Appeals
- Grievance Advisory Board
- Historic Resources Board

# 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 one-year operating budget and a six-year capital improvement budget plan. The operating budget is adopted by Council and implemented by staff. 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 the next Fiscal Year (FY) 2021-22. 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, economy, 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 2021-22; The Appropriation Limit calculation; Fund Balance projection by fund for FY 2021-22; The Administrative Overhead Rates; A summary schedules of revenues by fund that includes actual revenues for FY

# BUDGET GUIDE

2018-19 and FY 2019-20 and estimates for FY 2020-21 and FY 2021-22. Also contained here is the summary of the total full time workforce budgeted for the next year 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 E 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 E funds budgeted for Operating and Capital Projects for FY 2021-22 and a list of the number of positions funded during the same period.

## **Measure G 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 2014. This section also includes summaries of the Measure G funds budgeted for Operating and Capital Projects for FY 2021-22 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 2021-22, and a financial summary showing funding sources, actual expenditures from FY 2018-19 and FY 2019-20 and projected expenditures for FY 2020-21 and FY 2021-22.

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.cityofsalinas.org](http://www.cityofsalinas.org).

## **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.



# BUDGET GUIDE

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.

## **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 2018-19 final adopted budget, reducing it for any one-time capital outlay expenditures and includes a Cost-of-living adjustments ranging from 2.5% to 3.0% for both public safety and non-public safety employees, with various bargaining unit increases due on December 8, 2018, January 1, 2019, January 15, 2019, and March 27, 2019. In addition, the budget includes cost increases for other contractual obligations where needed (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 five-year and ten-year forecasting model for operating revenues and expenditures. The City also produces a six-year capital improvements plan.

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

### **Reserves**

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

#### **Contingency Reserve Policy**

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

### **Long Term Capital Debt**

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

# BUDGET GUIDE

## **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 City Council quarterly, 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

# BUDGET GUIDE

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.

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 late May 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 during the month of May or public hearings at City Council meetings. Citizens may also view and comment on the budget document through the City's Web page located at [www.cityofsalinas.org](http://www.cityofsalinas.org).

Public hearings on the budget occur in late May and 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 broadcast live online and televised on the local cable access channel 25 and subsequently aired many times.

## **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.

# BUDGET GUIDE

**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.

**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 \$5,000 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 2018-19 and 2019-20 actual, the 2020-21 budget and the proposed 2021-22 budget are funded. 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

# BUDGET GUIDE

**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 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 FY 2016-17 forward, the budget included employees full cost due to the elimination of the furlough program effective July 1, 2015. Cost of restoring full time service to Salinas’ residents (Monday-Friday) is absorbed by the Measure G Fund.

**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.

# BUDGET GUIDE

**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 \$5,000 regardless of normal useful life, or have a unit value of more than \$5,000 and a useful life of less than 2 years.

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

**REVENUES SCHEDULES** Complete revenue worksheet for 2018-19 and 2019-20 actuals & 2020-21 and 2021-22 revenue estimates.

**REGULAR FULL TIME** Describes the job status of a city employee as one who works a full weekly schedule (40 hours for Police sworn and non-public safety employees (adjusted for furlough concessions), 56 hours for Firefighters public safety employees) on a non temporary basis.

# FINANCIAL SUMMARIES

## Budget Resolution Fiscal Year 2021-22

RESOLUTION NO. 22111 (N.C.S.)  
RESOLUTION NO. 41 (S.A.)

RESOLUTION ADOPTING THE 2021-22 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 2021-22 commencing on July 1, 2021 be adopted as listed below:

<u>Fund Description</u>	<u>Estimated Revenue</u>	<u>Interfund Transfers</u>	<u>Appropriations</u>
<u>General Government Funds</u>			
1000 General Fund	105,118,925	(5,809,500)	93,217,040
1100 Measure E	14,230,000	(507,000)	13,164,083
1200 Measure G	27,995,000	(7,771,800)	15,506,059
2200 Local Public Safety	932,200	-	680,000
2501 Emergency Medical Services	146,000	850,000	1,232,196
2502 Asset Seizure	21,050	-	45,000
2503 Traffic Safety	250,000	(250,000)	-
2504 Vehicle Abatement	120,000	50,000	222,382
2505 Recreation Parks	30,000	-	23,400
2506 PEG Cable Franchise	185,000	-	325,500
2510 Measure X Transport Safety & Inv Plan	-	(2,340,200)	-
2601 SA Public Improvements	6,000	-	-
2602 HAS Affordable Housing	57,100	-	72,086
<b>Total</b>	<b>149,091,275</b>	<b>(15,778,500)</b>	<b>124,487,746</b>
<u>Internal Services Funds</u>			
7100 Internal Service	5,523,700	3,781,300	11,327,465
<u>Enterprise Funds</u>			
6100 Municipal Airport	1,848,000	(82,400)	1,585,961
6200 Industrial Waste	3,120,000	(92,900)	2,172,168
6300 Municipal Golf Courses	162,700	450,000	694,000
6400 Sanitary Sewer	3,820,000	(123,800)	3,233,557
6500 Storm Sewer (NPDES)	10,700	2,645,900	3,209,679
6600 Crazy Horse Landfill	-	(126,900)	-
6700 Water Utility	11,000	-	20,000
6800 Parking District	1,801,500	910,000	2,663,600
6900 Permit Services	2,753,700	-	3,181,069
<b>Total</b>	<b>13,527,600</b>	<b>3,579,900</b>	<b>16,760,034</b>
<u>Assessment and Maintenance District Funds</u>			
2100 Maintenance Districts	1,837,290	-	1,328,415
4200 Assessments Districts	1,917,802	-	1,048,700
<b>Total</b>	<b>3,755,092</b>	<b>-</b>	<b>2,377,115</b>
<u>Housing &amp; Urban Development</u>			
2910 Community Development	2,074,219	-	2,117,100
2911 CDBG - Covid 19	1,209,375	-	436,907
2930 Home Investment Partnership	853,851	-	1,139,476
2940 Emergency Solutions Grant-HUD	179,001	-	180,521
2941 Emergency Solutions Grant-COC	242,240	-	243,238
2942 CA Emergency Solutions & Housing	200,000	-	169,910
2943 ESG-CVHUD	4,000,000	-	968,007
2944 ESG-CVHCD	-	-	28,456

# FINANCIAL SUMMARIES

## Budget Resolution Fiscal Year 2021-22

<u>Fund</u>	<u>Description</u>	<u>Estimated Revenue</u>	<u>Interfund Transfers</u>	<u>Appropriations</u>
	2945 Housing - Other Agency Match	878,198	-	-
	2951 SB2	1,006,847	-	987,611
	2957 Inclusionary Housing Trust	-	-	12,000
<b>Total</b>		<b>10,643,731</b>	<b>-</b>	<b>6,283,226</b>
<u>Grants, Trust &amp; Agency Funds</u>				
	3000 Grants	112,196	-	201,206
	8900 Successor Agency Fund	2,285,055	(952,000)	1,453,000
<b>Total</b>		<b>2,397,251</b>	<b>(952,000)</b>	<b>1,654,206</b>
<u>Debt Service Funds</u>				
	4100 Debt Service Fund	22,000	11,169,300	10,646,800
<u>Capital Projects Funds</u>				
	1000 General Fund	-	(5,462,610)	-
	1100 Measure E	-	(555,000)	-
	1200 Measure G	-	(5,187,615)	-
	2109 Monte Bella Maintenance District	-	(1,161,000)	-
	2202 Supplemental Law Enf AB3229	-	(495,000)	-
	2300 Development Fees	603,200	(655,000)	-
	2400 Gas Tax Fund - Capital	3,513,300	(2,093,350)	-
	2400 Gas Tax Fund - Operating	-	(1,800,000)	-
	2501 Emergency Medical Services	-	(105,000)	-
	2510 Measure X Transportation Safety & Inv Plan	3,630,000	(2,291,000)	-
	2511 SB1 Road Maintenance & Rehabilitation	3,131,300	(2,400,000)	-
	5100 Special Aviation	514,040	-	-
	5200 Special Construction Assistance	24,138,167	(6,838,167)	-
	5300 Assessment District Project	2,000	(415,000)	-
	6100 Municipal Airport	-	(118,950)	-
	6200 Industrial Waste	-	(15,000)	-
	6800 Parking District	-	(75,000)	-
	6900 Permit Services	-	(637,560)	-
	5800 Capital Projects	-	28,505,252	28,505,252
<b>Total</b>		<b>35,532,007</b>	<b>(1,800,000)</b>	<b>28,505,252</b>
<b>Total Budget</b>		<b>220,492,656</b>	<b>-</b>	<b>202,041,844</b>

BE IT FURTHER RESOLVED that the Work Force, Salary Schedule, and Financial Polices 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.

BE IT FURTHER RESOLVED that the FY 20/21 CIP budget adjustments include in the attached Exhibit, the adjustments to the General Fund, Measure E and G reserves to achieve 8% of the operating budget, and establishing a \$2 million reserve for cannabis funded programs to be determined by the City Council be approved.

PASSED AND ADOPTED this 8th day of June 2021 by the following vote:

AYES: Councilmembers: Barrera, Gonzalez, Osornio, and Rocha


NOES: Councilmembers: Cromeenes and McShane, and Mayor Craig

ABSENT: Councilmembers:

ABSTAIN: Councilmembers:

ATTEST:

  
Patricia Barajas, City Clerk

  
Kimbley Craig, Mayor



# FINANCIAL SUMMARIES

## Appropriations Limit

RESOLUTION No. 22112 (N.C.S.)

A RESOLUTION SETTING THE APPROPRIATIONS LIMIT  
FOR THE CITY OF SALINAS FOR  
FISCAL YEAR 2021-22

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.

BE IT FURTHER RESOLVED that the Appropriations Limit for the City of Salinas for Fiscal Year 2021-22 is hereby adopted at \$277,483,548 pursuant to Article XIII B of the California Constitution as amended by Proposition 111. The portion of the City's budget that is subject to the appropriation limit (the proceeds of taxes) totals \$140,258,400 and is well within the appropriations limit.

PASSED AND ADOPTED this 8th day of June 2021, by the following vote:

AYES: Councilmembers: Barrera, Gonzalez, Osornio, and Rocha

NOES: Councilmembers: Cromeenes and McShane, and Mayor Craig

ABSENT:

ABSTAINED:

APPROVED:



\_\_\_\_\_  
Kimbley Craig, Mayor

ATTEST:



\_\_\_\_\_  
Patricia Barajas, City Clerk



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# FINANCIAL SUMMARIES

## Fund Balances

### Fiscal Year 2021-22

Fund	Estimated Balance 06/30/2021	Estimated Revenues FY 21-22	Budget FY 21-22	Interfund Transfers FY 21-22	Reserve FY 21-22	Estimated Balance 06/30/2022	
General Fund	5,679,972	105,118,925	(93,217,040)	(5,809,500)	(2,000,000)	9,772,357	
General-Capital Improvement Reserve	-	-	-	(5,462,610)	-	(5,462,610)	
General-Operating Reserve	6,830,000	-	-	-	-	6,830,000	
Reserve - Deficit Contingency	425,000	-	-	-	-	425,000	
Reserve - 115 Trust	3,000,000	-	-	-	-	3,000,000	
Reserve - Productivity Bank	500,000	-	-	-	-	500,000	
Reserve New York Life Plan	1,000,000	-	-	-	-	1,000,000	
Reserve for Cannabis Revenue Allocation	-	-	-	-	2,000,000	2,000,000	
Total	<u>17,434,972</u>	<u>105,118,925</u>	<u>(93,217,040)</u>	<u>(11,272,110)</u>	<u>-</u>	<u>18,064,747</u>	1
Measure E Fund							
Transactions & Use 1/2 cent Tax	1,544,627	14,230,000	(13,164,083)	(1,062,000)	-	1,548,544	
Measure E - Operating Reserve	962,000	-	-	-	-	962,000	
Total	<u>2,506,627</u>	<u>14,230,000</u>	<u>(13,164,083)</u>	<u>(1,062,000)</u>	<u>-</u>	<u>2,510,544</u>	2
Measure G Fund							
Transactions & Use 1 cent Tax	3,191,863	27,995,000	(15,506,059)	(12,959,415)	(1,760,000)	961,389	
Measure G - Operating Reserve	-	-	-	-	1,760,000	1,760,000	
Total	<u>3,191,863</u>	<u>27,995,000</u>	<u>(15,506,059)</u>	<u>(12,959,415)</u>	<u>-</u>	<u>2,721,389</u>	3
Assessment & Maintenance Districts							
Maintenance District Administration	30,651	62,000	(8,040)	-	-	84,611	
Woodside Park	115,983	44,200	(49,665)	-	-	110,518	
Downtown Mall	(42,996)	-	-	-	-	(42,996)	
Airport Business Park	7,159	13,990	(13,470)	-	-	7,679	
North East	829,787	743,600	(661,392)	-	-	911,995	
Harden Ranch	61,578	140,500	(124,530)	-	-	77,548	
Vista Nueva	322,907	38,000	(26,810)	-	-	334,097	
Mira Monte	360,241	125,000	(153,231)	-	-	332,010	
Monte Bella	3,204,848	670,000	(291,277)	(1,161,000)	-	2,422,571	
Assessment Administration	29,822	16,000	-	-	-	45,822	
Assessment Districts Debt Service/Bonds	2,394,539	1,462,802	(626,900)	-	-	3,230,441	
Assessment Districts Reserve	1,812,404	11,000	-	-	-	1,823,404	
Assessment District Monte Bella	324,233	168,000	(165,900)	-	-	326,333	

# FINANCIAL SUMMARIES

## Fund Balances

Fiscal Year 2021-22

Fund	Estimated Balance 06/30/2021	Estimated Revenues FY 21-22	Budget FY 21-22	Interfund Transfers FY 21-22	Reserve FY 21-22	Estimated Balance 06/30/2022
2019 Spec Tax Bond Monte Bella 2	313,852	140,000	(138,600)			315,252
2019 Spec Tax Bond Monte Bella 3	-	120,000	(117,300)			2,700
Total	9,765,008	3,755,092	(2,377,115)	(1,161,000)	-	9,981,985
Public Safety	518,422	932,200	(680,000)	(495,000)	-	275,622
Emergency Medical Services Fund	147,709	146,000	(1,232,196)	745,000	-	(193,487) 4
Asset Seizure	92,950	21,050	(45,000)		-	69,000
Traffic Safety	(124,483)	250,000	-	(250,000)	-	(124,483)
Vehicle Abatement	315,229	120,000	(222,382)	50,000	-	262,847
Recreation Parks Fund	94,834	30,000	(23,400)		-	101,434 5
Public Education Fund	307,893	185,000	(325,500)		-	167,393
Municipal Art Fund	4,970	-	-		-	4,970
Contributions & Donations	7,186	-	-		-	7,186
KDF Los Padres	223,827	-	-		-	223,827
Measure X Transportation Safety	996,767	3,630,000	-	(4,631,200)	-	(4,433)
SB1 Road Maintenance & Rehab	399,595	3,131,300	-	(2,400,000)	-	1,130,895
SB1 Traffic Congestion Relief	560,364	-	-		-	560,364
SA Public Improvements	1,611,761	6,000	-		-	1,617,761
HSA Affordable Housing	3,003,288	57,100	(72,086)		-	2,988,302
Development Fees						
Sewers	312,910	130,000	-	(250,000)	-	192,910
Parks	71,051	17,000	-		-	88,051
Library Fees	92,155	26,600	-		-	118,755
Trees	6,754	500	-	-	-	7,254
Annexation	(169)	100	-	-	-	(69)
Arterial	3,468,780	330,000	-	(405,000)	-	3,393,780
Fire Fees	69,875	13,000	-	-	-	82,875
Police Fees	870,398	86,000	-	-	-	956,398
Total	4,891,754	603,200	-	(655,000)	-	4,839,954 6
Gas Tax	96,290	3,513,300		(3,893,350) 7	-	(283,760)

# FINANCIAL SUMMARIES

## Fund Balances

### Fiscal Year 2021-22

Fund	Estimated Balance 06/30/2021	Estimated Revenues FY 21-22	Budget FY 21-22	Interfund Transfers FY 21-22	Reserve FY 21-22	Estimated Balance 06/30/2022
Community Development Act of 1974	(2,577,589)	10,643,731	(6,283,226)	-	-	1,782,916
Grants	-	112,196	(201,206)	-	-	(89,010)
Debt Service	1,015,426	22,000	(10,646,800)	11,169,300	-	1,559,926
Special Aviation						
California Aid to Airports	31,637	500	-	-	-	32,137
CC&F Land Sale	1,202,131	18,000	-	-	-	1,220,131
Federal Aviation Grants	(555,382)	495,540	-	-	-	(59,842)
Total	678,386	514,040	-	-	-	1,192,426
Construction Assistance						
State & Federal	(11,195,902)	23,941,167	-	(6,641,167)	-	6,104,098
Measure X - Bond Proceeds	(2,889)	-	-	-	-	(2,889)
Others	140,133	197,000	-	(197,000)	-	140,133
Total	(11,058,658)	24,138,167	-	(6,838,167)	-	6,241,342
Assessment District Project	413,783	2,000	-	(415,000)	-	783
Capital Projects Revolving Fund	2,000,000	-	(28,505,252)	28,505,252	-	2,000,000 <b>8</b>
Enterprise Operations						
Airport	596,224	1,848,000	(1,585,961)	(201,350)	-	656,913
Industrial Waste	1,256,413	3,120,000	(2,172,168)	(107,900)	-	2,096,345
Golf Courses	386,156	162,700	(694,000)	450,000	(396,652)	(91,796) <b>9</b>
Sanitary Sewer	(1,012,024)	3,820,000	(3,233,557)	(123,800)	(1,584,485)	(2,133,866) <b>10</b>
Storm Sewer	446,166	10,700	(3,209,679)	2,645,900	-	(106,913)
Hitchcock Road Water System	19,429	11,000	(20,000)	-	-	10,429
Downtown Parking District	(1,569,473)	592,100	(1,506,405)	910,000	-	(1,573,778) <b>11</b>
Preferential Parking	37,948	39,400	(24,600)	-	-	52,748
Parking Enforcement	458,435	1,170,000	(1,132,595)	(75,000)	-	420,840
Permit Services	838,341	2,753,700	(3,181,069)	(637,560)	-	(226,588)
Carzyhorse Landfill	580,712	-	-	(126,900)	-	453,812
Total	2,038,327	13,527,600	(16,760,034)	2,733,390	(1,981,137)	(441,854)

# FINANCIAL SUMMARIES

## Fund Balances

Fiscal Year 2021-22

Fund	Estimated Balance 06/30/2021	Estimated Revenues FY 21-22	Budget FY 21-22	Interfund Transfers FY 21-22	Reserve FY 21-22	Estimated Balance 06/30/2022
Internal Service						
Administration	1,894,916	-	(47,100)	-	-	1,847,816
General Insurances	2,726,986	60,000	(828,500)	-	-	1,958,486
Workers Compensation Insurance	7,591,948	5,447,700	(5,474,267)	-	(5,800,000)	1,765,381
Liability Insurance	4,580,547	16,000	(2,825,552)	1,661,300	(3,400,000)	32,295
Fleet Maintenance	1,141,650	-	(2,152,046)	2,120,000	-	1,109,604
Total	<u>17,936,047</u>	<u>5,523,700</u>	<u>(11,327,465)</u>	<u>3,781,300</u>	<u>(9,200,000)</u> 12	<u>6,713,582</u>
Trusts & Agencies						
Successor Agency - SRA	4,467,453	2,285,055	(1,453,000)	(952,000)	(1,704,203)	2,643,305 13
Total	<u>4,467,453</u>	<u>2,285,055</u>	<u>(1,453,000)</u>	<u>(952,000)</u>	<u>(1,704,203)</u>	<u>2,643,305</u>
Deferred Compensation & Retirement	29,221	-	-	-	-	29,221
<b>Total All Funds</b>	<b><u>60,989,222</u></b>	<b><u>220,492,656</u></b>	<b><u>(202,041,844)</u></b>	<b><u>-</u></b>	<b><u>(12,885,340)</u></b>	<b><u>66,554,694</u></b>

# FINANCIAL SUMMARIES

## Fund Balances - Notes Fiscal Year 2021-22

	<u>Estimated FY 20-21</u>	<u>Estimated FY 21-22</u>
<b>1 General Fund</b>		
Beginning Fund Balance	<b>13,206,742</b>	<b>17,434,972</b>
Estimated Revenue	94,331,450	105,118,925
(To) From Other Funds	(5,685,500)	(5,809,500)
Estimated Expenditures		
Operating	(87,720,140)	(93,217,040)
Capital Projects-On-going (Minimum Required)	(550,552)	(5,462,610)
<b>Fund Balance</b>	<u>13,582,000</u>	<u>18,064,747</u>
Reserves:		
Operating Reserve	(6,830,000)	(6,830,000)
Contingency Reserve	(425,000)	(425,000)
Reserve - 115 Trust	(3,000,000)	(3,000,000)
Reserve - Productivity Bank	(500,000)	(500,000)
New York Life Reserve	(2,500,000)	(1,000,000)
Reserve for Cannabis Revenue Allocation	0	(2,000,000)
<b>Ending General Fund Unreserved Fund Balance</b>	<u><u>327,000</u></u>	<u><u>4,309,747</u></u>
<b>2 Measure E</b>		
<b>Beginning Fund Balance</b>	<b>2,658,024</b>	<b>2,506,627</b>
Estimated Revenue	10,622,000	14,230,000
Estimated Expenditures		
Operating Budget	(10,430,300)	(13,164,083)
Capital Projects	0	0
(To) From Other Funds	(518,700)	(1,062,000)
Total On-going Expenditures	<u>(10,949,000)</u>	<u>(14,226,083)</u>
<b>Fund Balance</b>	2,331,024	2,510,544
Operating Reserve	<u>(962,000)</u>	<u>(962,000)</u>
<b>Ending Measure E Unreserved Fund Balance</b>	<u><u>1,369,024</u></u>	<u><u>1,548,544</u></u>
<b>3 Measure G</b>		
<b>Beginning Fund Balance</b>	<b>(1,136,753)</b>	<b>3,191,863</b>
Estimated Revenue	21,028,000	27,995,000
Estimated Expenditures		
Operating Budget	(11,826,556)	(15,506,059)
Capital Projects	(2,343,244)	(5,187,615)
(To) From Other Funds	(6,858,200)	(7,771,800)
Total On-going Expenditures	<u>(21,028,000)</u>	<u>(28,465,474)</u>
<b>Fund Balance</b>	(1,336,753)	2,721,389
Operating Reserve	<u>0</u>	<u>(1,760,000)</u>
<b>Ending Measure G Unreserved Fund Balance</b>	<u><u>(1,336,753)</u></u>	<u><u>961,389</u></u>

# FINANCIAL SUMMARIES

## Fund Balances - Notes Fiscal Year 2021-22

	<u>Estimated FY 20-21</u>	<u>Estimated FY 21-22</u>
<b>4 Emergency Medical Services Fund (Paramedic Program)</b>		
<b>Beginning Fund Balance</b>	<b>145,735</b>	<b>147,709</b>
County CSA 74 Funds	140,000	140,000
Other Revenue	6,000	6,000
General Fund Contribution	1,015,300	745,000
Estimated Expenditure		
Operations	(1,015,242)	(1,217,196)
EMS Equipment	(140,000)	(15,000)
<b>Ending EMS Unreserved Fund Balance</b>	<b><u>151,793</u></b>	<b><u>(193,487)</u></b>
<b>5 Recreation Parks Fund</b>		
<b>Funds reserved for park and recreation purposes</b>	<b><u>68,329</u></b>	<b><u>101,434</u></b>
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.		
<b>6 Development Fees</b>	<b><u>3,784,352</u></b>	<b><u>4,839,954</u></b>
Reserved for Future Development Fee projects.		
<b>7 Gas Tax Transfers</b>		
To General Fund, Capital Projects and Storm Sewer to fund the federally mandated program		
	<b><u>(2,833,350)</u></b>	<b><u>(3,893,350)</u></b>
<b>8 Capital Projects Revolving Fund Balance</b>		
Required for Capital Grant Advances		
	<b><u>2,000,000</u></b>	<b><u>2,000,000</u></b>
<b>9 Golf Courses Fund</b>		
<b>Beginning Fund Balance</b>	<b>477,431</b>	<b>386,156</b>
Estimated Revenue	162,700	162,700
Transfers In from General Fund	450,000	450,000
Estimated Expenditures	(740,000)	(694,000)
Reserve-Debt Service	(345,748)	(396,652)
<b>Ending Golf Courses Unreserved Fund Balance</b>	<b><u>4,383</u></b>	<b><u>(91,796)</u></b>
<b>10 Sanitary Sewer</b>		
<b>Beginning Fund Balance</b>	<b>1,566,186</b>	<b>(1,012,024)</b>
Estimated Revenue	3,060,000	3,820,000
Estimated Expenditures		
Operations	(2,239,981)	(2,371,257)
Debt Service	(1,127,300)	(986,100)
Capital Projects	(1,189,410)	0
Reserve-Debt Service	(1,620,200)	(1,584,485)
<b>Ending Sanitary Sewer Unreserved Fund Balance</b>	<b><u>(1,550,705)</u></b>	<b><u>(2,133,866)</u></b>



# FINANCIAL SUMMARIES

## Fund Balances - Notes Fiscal Year 2021-22

	<u>Estimated FY 20-21</u>	<u>Estimated FY 21-22</u>
<b>11 Downtown Parking District</b>		
<b>Beginning Fund Balance</b>	<b>(1,491,983)</b>	<b>(1,569,473)</b>
Estimated Revenue	592,100	592,100
General Fund	0	0
Successor Agency of RDA	*	952,000
Estimated Expenditure		
Operations	(551,408)	(554,405)
Debt Service	(982,500)	(952,000)
Refunding Bonds Series 2020A-1	0	(42,000)
<b>Ending Downtown Parking Unreserved Fund Balance</b>	<b><u>(1,481,291)</u></b>	<b><u>(1,573,778)</u></b>
* Annual debt service on the Monterey Street Parking Structure is paid by the Successor Agency of the Redevelopment Agency.		
<b>12 Internal Service Fund-Ins</b>		
Reserves		
-Workers Compensation Insurance	(5,706,431)	(5,800,000)
-Liability Insurance	(3,723,910)	(3,400,000)
Total Reserves	<b><u>(9,430,341)</u></b>	<b><u>(9,200,000)</u></b>
<b>13 Successor Agency</b>		
<b>Beginning Fund Balance</b>	<b>4,382,539</b>	<b>4,467,453</b>
Estimated Revenue	2,412,078	2,285,055
Estimated Expenditures	(1,584,020)	(1,453,000)
Transfer to Downtown Parking-Debt Service	(952,500)	(952,000)
Transfer to Energy Efficient-Debt Service	(1,400)	0
Reserve for Debt Service	(1,704,203)	(1,704,203)
<b>Ending Successor Agency Fund Unreserved Fund Balance</b>	<b><u>2,552,494</u></b>	<b><u>2,643,305</u></b>

# FINANCIAL SUMMARIES

## Fund Transfers

Fiscal Year 2021-22

	Transfers In	Transfers Out	Net Transfers
	\$	\$	\$
<b>10 General Fund</b>			
90.1200 Measure G	1,413,300		
90.2401 Gas Tax - 2107	1,200,300		
90.2402 Gas Tax - 2106	230,000		
90.2403 Gas Tax - 2105	294,700		
90.2503 Traffic Safety	250,000		
95.2501 Emergency Medical Service Fund		850,000	
95.2504 Vehicle Abatement		50,000	
95.4111 Refunding Bonds Series 2020A-1 Energy		1,504,400	
95.4112 Refunding 2020A-2 SVSWA		50,000	
95.6302 Twin Creek Golf Course		450,000	
95.6500 Storm Sewer (NPDES)		2,512,100	
95.7104 Int Serv - General Liability		1,661,300	
95.7120 Int Serv - Fleet Maint		2,120,000	
95.5800 Capital Projects		5,462,610	
<b>Total General Fund</b>	<b>3,388,300</b>	<b>14,660,410</b>	<b>(11,272,110)</b>
<b>11 Measure E Fund</b>			
90.1200 Measure G	700,000		
95.4110 2018 Lease-El Gabilan Library		1,124,800	
95.4111 Refunding Bonds Series 2020A-1 Energy		82,200	
95.5800 Capital Projects		555,000	
<b>Total Measure E</b>	<b>700,000</b>	<b>1,762,000</b>	<b>(1,062,000)</b>
<b>12 Measure G Fund</b>			
95.1000 General Fund		1,413,300	
95.1100 Measure E		700,000	
95.4106 2018 Lease - Public Safety Bldg		5,593,300	
95.4111 Refunding Bonds Series 2020A-1 Energy		6,400	
95.6500 Storm Sewer (NPDES)		58,800	
95.5800 Capital Projects		5,187,615	
<b>Total Measure G</b>	<b>-</b>	<b>12,959,415</b>	<b>(12,959,415)</b>
<b>21 Maintenance District Fund</b>			
95.5800 Capital Projects		1,161,000	
<b>Total Maintenance District Fund</b>	<b>-</b>	<b>1,161,000</b>	<b>(1,161,000)</b>
<b>2202 Supplemental Law Enf - AB3229</b>			
95.5800 Capital Projects		495,000	
<b>Total Supplemental Law Enf - AB3229</b>	<b>-</b>	<b>495,000</b>	<b>(495,000)</b>
<b>23 Development Fees</b>			
95.5800 Capital Projects		250,000	
95.5800 Capital Projects		405,000	
<b>Total Industrial Waste Fund</b>	<b>-</b>	<b>655,000</b>	<b>(655,000)</b>
<b>24 Gas Tax Fund</b>			
95.1000 General Fund		1,200,300	
95.6500 Storm Sewer (NPDES)		15,000	
95.1000 General Fund		230,000	
95.1000 General Fund		294,700	
95.6500 Storm Sewer (NPDES)		60,000	
95.5800 Capital Projects		90,000	
95.5800 Capital Projects		2,003,350	
<b>Total Gas Tax Fund</b>	<b>-</b>	<b>3,893,350</b>	<b>(3,893,350)</b>

# FINANCIAL SUMMARIES

## Fund Transfers

Fiscal Year 2021-22

	Transfers In	Transfers Out	Net Transfers
	\$	\$	\$
<b>2501 Emergency Medical Services Fund</b>			
90.1000    General Fund	850,000		
95.5800    Capital Projects		105,000	
<b>Total Industrial Waste Fund</b>	<u>850,000</u>	<u>105,000</u>	<u>745,000</u>
<b>2503 Traffic Safety Fund</b>			
95.1000    General Fund		250,000	
<b>Total Traffic Safety Fund</b>	<u>-</u>	<u>250,000</u>	<u>(250,000)</u>
<b>2504 Vehicle Abatement Fund</b>			
90.1000    General Fund	50,000		
<b>Total Vehicle Abatement Fund</b>	<u>50,000</u>	<u>-</u>	<u>50,000</u>
<b>2510 Measure X</b>			
95.4107    Measure X Bonds		2,340,200	
95.5800    Capital Projects		2,291,000	
<b>Total Measure X</b>	<u>-</u>	<u>4,631,200</u>	<u>(4,631,200)</u>
<b>2511 SB1 Road Maint &amp; Rehab</b>			
95.5800    Capital Projects		2,400,000	
<b>Total Measure X</b>	<u>-</u>	<u>2,400,000</u>	<u>(2,400,000)</u>
<b>41 Debt Service Fund</b>			
90.1200    Measure G	5,593,300		
90.2510    Measure X - TAMC	2,340,200		
90.1100    Measure E	1,124,800		
90.1000    General Fund	1,504,400		
90.1100    Measure E	82,200		
90.1200    Measure G	6,400		
90.6100    Airport Fund	82,400		
90.6200    Industrial Waste	92,900		
90.6400    Sewer Fund	123,800		
90.6801    Downtown Parking	42,000		
90.1000    General Fund	50,000		
90.6600    Crazy Horse Landfill	126,900		
<b>Total Debt Service Fund</b>	<u>11,169,300</u>	<u>0</u>	<u>11,169,300</u>
<b>52 Special Construction Assist.</b>			
95.5800    Capital Projects		6,641,167	
95.5800    Capital Projects		197,000	
<b>Total Special Construction Assist.</b>	<u>-</u>	<u>6,838,167</u>	<u>(6,838,167)</u>
<b>53 Assessment District - Projects</b>			
95.5800    Capital Projects		415,000	
<b>Total Special Construction Assist.</b>	<u>-</u>	<u>415,000</u>	<u>(415,000)</u>
<b>61 Airport Fund</b>			
95.4111    Refunding Bonds Series 2020A-1 Energy		82,400	
95.5800    Capital Projects		118,950	
<b>Total Airport Fund</b>	<u>-</u>	<u>201,350</u>	<u>(201,350)</u>
<b>62 Industrial Waste Fund</b>			
95.4111    Refunding Bonds Series 2020A-1 Energy		92,900	
95.5800    Capital Projects		15,000	
<b>Total Industrial Waste Fund</b>	<u>-</u>	<u>107,900</u>	<u>(107,900)</u>
<b>63 Golf Courses</b>			
90.1000    General Fund	450,000		
<b>Total Golf Courses</b>	<u>450,000</u>	<u>-</u>	<u>450,000</u>

# FINANCIAL SUMMARIES

## Fund Transfers

Fiscal Year 2021-22

	Transfers In	Transfers Out	Net Transfers
	\$	\$	\$
<b>64 Sanitary Sewer Fund</b>			
95.4111 Refunding Bonds Series 2020A-1 Energy		123,800	
<b>Total Sanitary Sewer Fund</b>	<b>-</b>	<b>123,800</b>	<b>(123,800)</b>
<b>65 Storm Sewer (NPDES) Fund</b>			
90.1000 General Fund	2,512,100		
90.1200 Measure G	58,800		
90.2401 Gas Tax - 2107	15,000		
90.2403 Gas Tax - 2105	60,000		
<b>Total Storm Sewer (NPDES) Fund</b>	<b>2,645,900</b>	<b>-</b>	<b>2,645,900</b>
<b>66 Crazyhorse Landfill Fund</b>			
95.4112 Refunding 2020A-2 SVSWA		126,900	
<b>Total Crazyhorse Landfill Fund</b>	<b>-</b>	<b>126,900</b>	<b>(126,900)</b>
<b>68 Parking District Fund</b>			
90.8914 RORF-Redev Obligation Retirement	952,000		
95.4111 Refunding Bonds Series 2020A-1 Energy		42,000	
95.5800 Capital Projects		75,000	
<b>Total Parking District Fund</b>	<b>952,000</b>	<b>117,000</b>	<b>835,000</b>
<b>69 Permit Services</b>			
95.5800 Capital Projects		637,560	
<b>Total Permit Services</b>	<b>-</b>	<b>637,560</b>	<b>(637,560)</b>
<b>71 Internal Service Fund</b>			
90.1000 General Fund	1,661,300		
90.1000 General Fund	2,120,000		
<b>Total Internal Service Fund</b>	<b>3,781,300</b>	<b>-</b>	<b>3,781,300</b>
<b>89 Successor Agency of the SRA</b>			
95.6801 Downtown Parking District		952,000	
<b>Total Successor Agency of the SRA</b>	<b>-</b>	<b>952,000</b>	<b>(952,000)</b>
<b>58 Capital Projects Fund</b>			
90.1000 General Fund	5,462,610		
90.1100 Measure E	555,000		
90.1200 Measure G	5,187,615		
90.2109 Monte Bella Maint District	1,161,000		
90.2202 Supplemental Law Enforcement	495,000		
90.2301 Development Fees-Sewer and Storm	250,000		
90.2306 Development Fees-Arterial	405,000		
90.2402 Gas Tax 2106	90,000		
90.2404 Gas Tax 7360	2,003,350		
90.2501 Emergency Medical Svcs	105,000		
90.2510 Measure X	2,291,000		
90.2511 SB1 Road Maint & Rehab	2,400,000		
90.5201 Spec Constr Asst State & Fed	6,641,167		
90.5203 Spec Constr Asst Others	197,000		
90.5300 Assessment District-Projects	415,000		
90.6100 Airport	118,950		
90.6200 Industrial Waste	15,000		
90.6803 Parking Enforcements	75,000		
90.6900 Permit Services	637,560		
<b>Total Capital Projects Fund</b>	<b>28,505,252</b>	<b>-</b>	<b>28,505,252</b>
<b>Total Interfund Transfers</b>	<b>52,492,052</b>	<b>52,492,052</b>	<b>0</b>



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# FINANCIAL SUMMARIES

## Administration Overhead Rates

Allocated Cost Summary Operating Department / Division / Fund	Total Allocation	Direct Cost Base	
		Total Allowable FY 2020-21 Budget	Indirect Cost Rate
	<b>\$17,291,831</b>	<b>\$101,444,092</b>	<b>17%</b>
<b>General Fund</b>			
1000.12.1113: Administration - Community Safety	\$26,299	\$64,400	41%
1000.12.1355: Administration - Economic Development	\$93,188	\$1,145,640	8%
1000.30: Community Development	\$881,355	\$2,940,843	30%
1000.40: Police	\$5,091,093	\$39,643,473	13%
1000.45: Fire	\$2,403,622	\$19,574,190	12%
1000.50: Public Works	\$2,476,213	\$8,437,920	29%
1000.55: Recreation	\$272,081	\$921,435	30%
<b>Measure E</b>			
1100.12.1113: Administration - Community Safety	\$38,172	\$272,720	14%
1100.30: Community Development	\$57,196	\$403,280	14%
1100.40: Police	\$480,885	\$3,831,151	13%
1100.45: Fire	\$10,602	\$108,820	10%
1100.50: Public Works	\$175,394	\$1,137,230	15%
1100.55: Recreation	\$274,561	\$1,072,815	26%
1100.60: Library	\$1,080,835	\$5,218,140	21%
<b>Measure G</b>			
1200.12.1113: Administration - Community Safety	\$16,625	\$100,280	17%
1200.30: Community Development	\$74,183	\$511,110	15%
1200.40: Police	\$895,004	\$6,857,900	13%
1200.45: Fire	\$296,085	\$2,097,570	14%
1200.50: Public Works	\$168,132	\$1,320,450	13%
1200.55: Recreation	\$128,749	\$896,480	14%
<b>Woodside Park Maint District</b>			
2102: Woodside Park Maint District	\$3,714	\$34,000	11%
<b>Downtown Mall Maint District</b>			
2103: Downtown Mall Maint District	\$214	\$2,200	10%
<b>Airport Bus Park Maint District</b>			
2104: Airport Bus Park Maint District	\$2,016	\$18,260	11%
<b>N E Salinas Landscape Dist</b>			
2105: N E Salinas Landscape Dist	\$69,225	\$640,760	11%
<b>Harden Ranch Landscape Dist</b>			
2106: Harden Ranch Landscape Dist	\$19,534	\$183,870	11%
<b>Vista Nueva Maint District</b>			
2107: Vista Nueva Maint District	\$2,676	\$22,100	12%
<b>Mira Monte Maint District</b>			
2108: Mira Monte Maint District	\$11,284	\$106,320	11%
<b>Monte Bella Maint District</b>			
2109: Monte Bella Maint District	\$19,940	\$184,110	11%
<b>Sales Tax-SB172</b>			
2201: Sales Tax-SB172	\$40,921	\$600,000	7%
<b>Supplemental Law Enf - AB3229</b>			
2202: Supplemental Law Enf - AB3229	\$40,921	\$600,000	7%
<b>Emergency Medical Service Fund</b>			
2501: Emergency Medical Service Fund	\$104,763	\$979,270	11%
<b>Asset Seizure</b>			
2502: Asset Seizure	\$2,156	\$20,000	11%

# FINANCIAL SUMMARIES

## Administration Overhead Rates

Allocated Cost Summary Operating Department / Division / Fund	Total Allocation	Direct Cost Base	
		Total Allowable FY 2020-21 Budget	Indirect Cost Rate
	\$17,291,831	\$101,444,092	17%
<b>Vehicle Abatement</b>			
2504: Vehicle Abatement	\$30,965	\$166,490	19%
<b>Recreation Parks</b>			
2505: Recreation Parks	\$3,993	\$23,400	17%
<b>PEG Cable Franchise</b>			
2506: PEG Cable Franchise	\$8,475	\$120,000	7%
<b>HSA - Affordable Housing</b>			
2602: HSA - Affordable Housing	\$7,075	\$71,791	10%
<b>Community Development</b>			
2910: Community Development	\$96,177	\$896,324	11%
<b>Home Investment Partnership</b>			
2930: Home Investment Partnership	\$13,512	\$130,540	10%
<b>Emergency Solutions Grant-HUD</b>			
2940: Emergency Solutions Grant-HUD	\$6,804	\$88,810	8%
<b>Emergency Solutions Grant-COC</b>			
2941: Emergency Solutions Grant-COC	\$11,136	\$145,526	8%
<b>2014 COPS Hiring SRO</b>			
3163: 2014 COPS Hiring SRO	\$169,186	\$1,332,800	13%
<b>Violence Prevention Effort</b>			
3283: Violence Prevention Effort	\$30,635	\$160,390	19%
<b>Cal ID / RAN Grant</b>			
3302: Cal ID / RAN Grant	\$17,714	\$115,106	15%
<b>Assessment Districts-Debt Svc</b>			
4202: Assessment Districts-Debt Svc	\$140,832	\$0	
<b>Municipal Airport</b>			
6100: Municipal Airport	\$512,602	\$1,155,370	44%
<b>Industrial Waste</b>			
6200: Industrial Waste	\$92,684	\$990,380	9%
<b>Fairways Golf Course</b>			
6301: Fairways Golf Course	\$124	\$0	
<b>Twin Creek Golf Course</b>			
6302: Twin Creek Golf Course	\$521	\$0	
<b>Sewer</b>			
6400: Sewer	\$229,608	\$1,669,700	14%
<b>Storm Sewer (NPDES)</b>			
6500: Storm Sewer (NPDES)	\$281,884	\$2,147,639	13%
<b>Water Utility</b>			
6700: Water Utility	\$2,891	\$18,000	16%
<b>Downtown Parking District</b>			
6801: Downtown Parking District	\$59,625	\$507,520	12%
<b>Preferential Parking</b>			
6802: Preferential Parking	\$1,480	\$21,500	7%
<b>Permit Services</b>			
6900: Permit Services	\$291,892	\$2,151,060	14%
<b>RORF-Redev Obligation Retirement</b>			
8914: RORF-Redev Obligation Retirement	\$172	\$1,800	10%
<b>Successor Agency Administration</b>			
8915: Successor Agency Administration	\$24,202	\$228,900	11%

# FINANCIAL SUMMARIES

## Revenue

Account Number	Account Name	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2021-2022 Budget
<b>1000 - General Fund</b>					
1000.00.0000-50.1010	Taxes Property Taxes-Secured CY	14,601,965	15,009,046	15,800,000	17,148,000
1000.00.0000-50.1020	Taxes Property Taxes-Unsecured CY	760,506	787,318	796,000	812,000
1000.00.0000-50.1030	Taxes Property Taxes-Supp Assessment	381,159	265,229	250,000	360,000
1000.00.0000-50.1040	Taxes Property Taxes - Interest	46,453	43,455	31,000	46,000
1000.00.0000-50.1050	Taxes Property Taxes-Secured PY	215,670	140,231	255,000	160,000
1000.00.0000-50.1060	Taxes Property Taxes-Unsecured PY	9,615	-	5,000	10,000
1000.00.0000-50.1070	Taxes Property Taxes-HOPTR	69,687	34,332	71,000	70,000
1000.00.0000-50.1080	Taxes Property Taxes-Transfer	342,790	353,141	367,000	385,000
1000.00.0000-50.1120	Taxes Property Taxes-Veh Lic In-Lieu	13,030,467	13,715,865	13,400,000	15,080,000
1000.00.0000-50.1129	Taxes ROPS Pass Through Payments	149,915	107,812	132,000	100,000
1000.00.0000-50.1130	Taxes Property Taxes-Residual Prop Tax	531,875	537,385	489,000	500,000
1000.00.0000-50.2010	Taxes Sales Tax	31,235,018	29,972,865	24,332,000	31,728,000
1000.00.0000-50.2060	Taxes Utility Users	11,704,036	11,641,209	12,000,000	11,800,000
1000.00.0000-50.2070	Taxes Transient Occupancy	3,435,440	3,338,442	2,550,000	2,500,000
1000.00.0000-50.2080	Taxes Business License	5,415,507	5,187,485	4,800,000	5,000,000
1000.00.0000-50.2081	Taxes Cannabis Business License	1,071,610	1,514,097	1,400,000	1,800,000
1000.00.0000-51.2160	Franchise Fees AT&T	115,328	108,099	120,000	100,000
1000.00.0000-51.2170	Franchise Fees Cable TV	761,725	762,408	775,000	775,000
1000.00.0000-51.2180	Franchise Fees Electric	627,348	680,577	750,000	750,000
1000.00.0000-51.2190	Franchise Fees Garbage	6,946,496	7,258,321	7,300,000	7,500,000
1000.00.0000-51.2200	Franchise Fees Gas	247,071	281,295	280,000	310,000
1000.00.0000-51.2210	Franchise Fees Recycling Shares	75,600	-	-	-
1000.00.0000-51.2220	Franchise Fees Towing	92,934	38,685	130,000	50,000
1000.00.0000-53.8010	Fines and Forfeits General Code Fines	83,872	213,600	200,000	200,000
1000.00.0000-54.8010	Use of money and property Investment Earnings	946,994	1,239,571	890,000	500,000
1000.00.0000-54.8030	Use of money and property Possessory Interest	-	-	4,000	4,000
1000.00.0000-54.8050	Use of money and property Rental Income	94,760	170,324	100,000	135,000
1000.00.0000-54.8051	Use of money and property ITC Lease	25,667	27,178	29,000	-
1000.00.0000-54.8060	Use of money and property Building Lease	218,851	49,680	180,000	180,000
1000.00.0000-55.5242	Intergovernmental Rebates/Refunds & Reimb	-	659	-	-
1000.00.0000-55.8202	Intergovernmental Motor Vehicle In-Lieu	77,657	128,846	120,000	120,000
1000.00.0000-55.8212	Intergovernmental State Mandated Costs	64,821	65,863	59,000	65,000
1000.00.0000-56.6010	Charges for Services Concessions	6,302	4,225	5,000	5,000
1000.00.0000-56.8010	Charges for Services Financial Assessment	-	7,000	-	-
1000.00.0000-56.8020	Charges for Services Administrative Service Revenue	2,609,581	2,424,501	2,400,000	2,400,000
1000.00.0000-56.8050	Charges for Services Research Fees	-	-	100	100
1000.00.0000-56.8060	Charges for Services Copying Fees	794	355	1,500	1,500
1000.00.0000-56.8070	Charges for Services Holiday Parade of Lights	-	-	5,000	5,000
1000.00.0000-56.8080	Charges for Services Airshow Charges	-	-	5,000	5,000
1000.00.0000-56.8090	Charges for Services Parade Permit Fees	770	362	500	500
1000.00.0000-56.8120	Charges for Services Special Events Fee	5,715	3,046	10,000	10,000
1000.00.0000-57.8010	Other Revenue Unclaimed Property	26,986	70,283	25,000	25,000
1000.00.0000-57.8020	Other Revenue Surplus Property	14,218	77,030	50,000	50,000
1000.00.0000-57.8030	Other Revenue Land & Building Sale	-	-	1,000	1,000
1000.00.0000-57.8040	Other Revenue Loss/Damage Reimb	33,060	-	1,000	1,000
1000.00.0000-57.8050	Other Revenue Miscellaneous Receipts	153,009	190,947	160,000	160,000
1000.00.0000-57.8100	Other Revenue Insurance Reimb	-	78,708	-	50,000
1000.00.0000-57.8140	Other Revenue Subpoena-Civil	1,660	610	3,000	3,000
1000.00.0000-57.8605	Other Revenue PERS Retirement Cost Share	575,286	632,464	690,000	650,000
1000.00.0000-90.1200	Transfers In Measure G	1,413,270	1,413,300	1,413,300	1,413,300
1000.00.0000-90.2401	Transfers In Gas Tax - 2107	1,200,300	1,200,300	1,200,300	1,200,300
1000.00.0000-90.2402	Transfers In Gas Tax - 2106	230,000	115,000	230,000	230,000
1000.00.0000-90.2403	Transfers In Gas Tax - 2105	294,700	294,700	294,700	294,700
1000.00.0000-90.2503	Transfers In Traffic Safety	250,000	250,000	250,000	250,000
1000.00.0000-90.3111	Transfers In SAFER	-	(4,972)	-	-
1000.00.0000-90.5201	Transfers In Spec Const Assist - Fed, State	-	79,951	-	-
1000.00.0000-90.6200	Transfers In Industrial Waste	210,500	-	-	-
1000.00.0000-90.8104	Transfers In Economic Development	133,618	-	-	-
1000.00.0000-90.8801	Transfers In Trust Deposits	1,125,342	-	-	-
1000.00.0000-90.8802	Transfers In Community Center Deposits	25,397	-	-	-
1000.00.0000-90.8803	Transfers In Sherwood Hall Deposits	121,625	-	-	-



# FINANCIAL SUMMARIES

## Revenue

Account Number	Account Name	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2021-2022 Budget
1000.00.0000-90.8806	Transfers In Sales Tax	5,371	-	-	-
1000.12.1120-56.1020	Charges for Services Candidate Filing Fees	6,091	56	1,000	1,000
1000.12.1120-56.8030	Charges for Services Sale of Printed Material	357	163	500	500
1000.12.1120-57.8260	Other Revenue Mobilehome Registration Fees	-	11,268	-	-
1000.12.1355-56.8037	Charges for Services Monitoring Fees	-	-	-	875
1000.14.1400-56.1140	Charges for Services Legal Services	-	-	1,000	1,000
1000.14.1400-56.8035	Charges for Services Cannabis Monitoring Fee	4,173	5,753	5,000	5,000
1000.20.2030-52.5030	Licenses & Permits Garage Sale Permits	8,267	5,662	10,000	10,000
1000.20.2030-56.8040	Charges for Services Cost of Issuance/Monitoring Fees	25,000	30,500	25,000	25,000
1000.20.2031-56.2020	Charges for Services Returned Check Charges	830	595	1,000	1,000
1000.20.2034-50.2080	Taxes Business License	-	1,668	-	-
1000.20.2034-56.2010	Charges for Services Bus License Applic Review Fees	5,007	3,734	5,000	5,000
1000.20.2034-56.2030	Charges for Services Credit Card Convenience Fee	12,525	11,860	12,500	12,500
1000.30.3111-57.8050	Other Revenue Miscellaneous Receipts	167	-	-	-
1000.30.3352-52.3020	Licenses & Permits Building Permits	61,430	370	-	-
1000.30.3352-52.3050	Licenses & Permits Encroachment Permits	1,512	-	-	-
1000.30.3352-52.3060	Licenses & Permits Re-Roofing Permits	372	-	-	-
1000.30.3352-56.3400	Charges for Services Building Plan Check Fees	(80)	-	-	-
1000.30.3353-53.3010	Fines and Forfeits Code Enforcement Violations	237,217	142,847	140,000	140,000
1000.30.3353-56.3450	Charges for Services Special Code Inspection	37,620	21,377	25,000	25,000
1000.30.3353-57.8110	Other Revenue Weed Abatement Fees	-	938	-	-
1000.30.3462-52.1205	Licenses & Permits Cannabis Permit-New Application	-	28,303	-	-
1000.30.3462-52.1206	Licenses & Permits Cannabis Permit-Amendment Major	4,945	-	5,000	5,000
1000.30.3462-52.1207	Licenses & Permits Cannabis Permit-Amendment Minor	1,628	846	1,000	1,000
1000.30.3462-52.1209	Licenses & Permits Cannabis Permit-Renewal	4,128	10,103	15,000	15,000
1000.30.3462-52.8015	Licenses & Permits Cannabis Business Admin Permit	318	506	1,000	1,000
1000.30.3462-56.3010	Charges for Services Tentative Map Review Fees	53,605	10,090	8,000	130,000
1000.30.3462-56.3020	Charges for Services Minor Subdivision Review Fees	12,387	18,392	15,000	15,000
1000.30.3462-56.3030	Charges for Services Development Agreement	7,972	-	-	-
1000.30.3462-56.3040	Charges for Services General Plan Amendment Fees	7,607	-	-	-
1000.30.3462-56.3060	Charges for Services Rezoning/Prezoning Fees	4,252	8,835	-	-
1000.30.3462-56.3070	Charges for Services Planning Decision Appeal	754	-	1,000	1,000
1000.30.3462-56.3080	Charges for Services Conditional Use Permit Fee	68,452	90,428	100,000	100,000
1000.30.3462-56.3090	Charges for Services Prelim Project Review Fee	850	-	-	-
1000.30.3462-56.3100	Charges for Services Planned Unit Development Fee	12,687	10,973	5,000	5,000
1000.30.3462-56.3130	Charges for Services Environment Assessment Fee	4,734	3,314	1,500	1,500
1000.30.3462-56.3160	Charges for Services Temporary Use of Land Review	10,242	13,200	8,000	8,000
1000.30.3462-56.3170	Charges for Services Sign Review & Permits	22,782	16,688	15,000	15,000
1000.30.3462-56.3190	Charges for Services Variance Fees	15,575	3,494	-	-
1000.30.3462-56.3210	Charges for Services Site Plan Review	22,776	14,023	20,000	20,000
1000.30.3462-56.3220	Charges for Services Planning Inspection Fee	19,692	17,312	13,000	13,000
1000.30.3462-56.3240	Charges for Services Building Permit Review	60,621	49,821	42,000	80,000
1000.30.3462-56.3250	Charges for Services Time Extension of Permits	405	2,802	500	500
1000.30.3462-56.3260	Charges for Services Precise & Specific Plan Review	2,519	276	-	-
1000.30.3462-56.3270	Charges for Services Home Occupation Permits	30,902	24,679	25,000	25,000
1000.30.3462-56.3280	Charges for Services Fire Plan Check Fee-Permit Ctr	-	-	100	100
1000.30.3462-56.3290	Charges for Services Other Planning Fees	15,840	7,121	11,000	11,000
1000.30.3462-56.8010	Charges for Services Financial Assessment	28,520	90,775	50,000	50,000
1000.30.3462-56.8035	Charges for Services Cannabis Monitoring Fee	29,907	17,537	32,000	32,000
1000.30.3462-56.8100	Charges for Services Map Sales	-	-	100	100
1000.40.4110-55.4222	Intergovernmental Post Training Reimbursement	22,178	131,661	70,000	70,000
1000.40.4110-56.1141	Charges for Services Cannabis Work Permit Fee	20,368	9,792	20,000	20,000
1000.40.4110-56.8035	Charges for Services Cannabis Monitoring Fee	47,769	65,866	50,000	50,000
1000.40.4116-52.4030	Licenses & Permits Pawn Broker/False Alarm Permits	116,019	96,447	115,000	115,000
1000.40.4116-56.4010	Charges for Services Bingo License Application Fee	-	58	-	-
1000.40.4116-56.4140	Charges for Services Abandon Vehicle Abatement Fee	7,038	12,383	4,000	4,000
1000.40.4116-56.4150	Charges for Services Firearm Dealers	1,975	2,460	1,000	1,000
1000.40.4116-56.4170	Charges for Services Vehicle Release Fees (Towing)	71,307	63,996	50,000	50,000
1000.40.4116-56.4180	Charges for Services Vehicle Impound Fee (Towing)	52,583	32,886	45,000	45,000
1000.40.4130-56.4030	Charges for Services Police Report Fees	36,474	37,356	35,000	35,000
1000.40.4130-56.4040	Charges for Services Police False Alarm Fees	181,781	231,897	150,000	210,000
1000.40.4130-56.4060	Charges for Services Fingerprint Fees	528	314	500	500
1000.40.4130-56.4070	Charges for Services Card Room Fees	17,008	17,242	17,000	17,000

# FINANCIAL SUMMARIES

## Revenue

Account Number	Account Name	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2021-2022 Budget
1000.40.4130-56.4080	Charges for Services Police Photo Charges	1,091	982	500	500
1000.40.4130-56.4100	Charges for Services Noise Regulation Fees	2,245	1,113	2,500	2,500
1000.40.4130-56.4161	Charges for Services Tobacco Retailer Lic Fee Mo. Co.	-	-	4,000	4,000
1000.40.4134-56.4120	Charges for Services Police Record Review Charges	3,243	2,849	2,500	2,500
1000.40.4170-52.4010	Licenses & Permits Animal Licenses	126,314	126,747	110,000	110,000
1000.40.4170-55.4063	Intergovernmental City of Marina(Animal Shelter)	31,083	39,385	30,000	30,000
1000.40.4170-56.4090	Charges for Services Animal Shelter Fees	74,379	48,578	50,000	50,000
1000.40.4170-56.4190	Charges for Services Animal Shelter Citation Fees	4,843	5,476	4,600	4,600
1000.40.4170-57.8090	Other Revenue Spayed/Neutered Fees	-	31,785	-	-
1000.40.4220-56.4020	Charges for Services Special Police Service Fees	322,172	126,353	265,000	100,000
1000.40.4220-57.4010	Other Revenue Donated Assets	6,095	-	-	-
1000.45.4505-56.4540	Charges for Services Fire Dept Service Charge	550	-	-	-
1000.45.4510-55.4202	Intergovernmental State Fire Reimbursement	392,823	104,103	20,000	20,000
1000.45.4510-55.5073	Intergovernmental Monterey County	-	37,164	-	-
1000.45.4510-56.4410	Charges for Services Rural Fire Service	196,000	196,000	195,000	195,000
1000.45.4510-56.4520	Charges for Services Special Event - Fire	224	-	-	-
1000.45.4510-56.4540	Charges for Services Fire Dept Service Charge	-	15,115	-	-
1000.45.4510-56.4560	Charges for Services Fire Apparatus Fee	15,400	-	-	-
1000.45.4510-57.8050	Other Revenue Miscellaneous Receipts	4,343	-	-	-
1000.45.4520-56.4520	Charges for Services Special Event - Fire	49	3,615	-	-
1000.45.4520-56.4580	Charges for Services ALS Cost Recovery Fee	81,152	1,933	-	-
1000.45.4520-56.4590	Charges for Services VAC Cost Recovery Fee	1,296	-	-	-
1000.45.4530-56.4430	Charges for Services Fire Code Mandated Insp Fee	233,851	211,435	180,000	180,000
1000.45.4530-56.4440	Charges for Services State Mandated Inspection Fees	82,306	60,922	50,000	50,000
1000.45.4530-56.4450	Charges for Services Fire Plan Check Fee-Fire Dept	59,321	37,833	35,000	15,000
1000.45.4530-56.4460	Charges for Services Special Fire Permits	68,933	35,663	50,000	25,000
1000.45.4530-56.4470	Charges for Services Structural Fire Report Fees	4,457	6,720	4,300	4,300
1000.45.4530-56.4480	Charges for Services Fireworks Fees	8,353	7,762	8,000	9,000
1000.45.4530-56.4490	Charges for Services Fireworks Surcharge	50,071	52,345	45,000	60,000
1000.45.4530-56.4510	Charges for Services Fire False Alarm Fees	120,159	81,110	75,000	109,500
1000.45.4530-56.4515	Charges for Services Fire Emergency Stand By Time	-	4,497	-	-
1000.45.4530-56.4530	Charges for Services Admin Fire Citations	52,666	34,084	20,000	40,000
1000.45.4530-56.4550	Charges for Services Outside Fire Plan Review	(108)	1,470	-	-
1000.45.4540-56.4570	Charges for Services Other Fire Fees & Training	90,722	-	1,000	1,000
1000.45.4570-55.4023	Intergovernmental HAZMAT Reimbursement	473,218	213,125	50,000	100,000
1000.45.4570-56.4500	Charges for Services Fire Hazard Inspection Fees	366	48	100	100
1000.45.4570-56.4570	Charges for Services Other Fire Fees & Training	8,875	15,036	-	-
1000.50.5110-55.5242	Intergovernmental Rebates/Refunds & Reimb	343	-	-	-
1000.50.5115-52.3050	Licenses & Permits Encroachment Permits	653,118	548,981	500,000	500,000
1000.50.5115-56.5010	Charges for Services Subdivision Map Check Fees	3,214	30,235	-	-
1000.50.5115-56.5020	Charges for Services Subdivision Imp Plan Check Fee	-	21,787	-	-
1000.50.5115-56.5030	Charges for Services Subdivision Imp Inspection Fee	-	128,499	-	-
1000.50.5115-56.5080	Charges for Services Review and Inspection Fees	181,348	144,333	140,000	140,000
1000.50.5120-52.3050	Licenses & Permits Encroachment Permits	123	-	150	150
1000.50.5120-52.5050	Licenses & Permits Transportation Permits	232	137	5,000	5,000
1000.50.5120-52.8010	Licenses & Permits Other Licenses & Permits	-	-	500	500
1000.50.5120-56.5060	Charges for Services Special Traffic Marking Reques	793	-	6,000	6,000
1000.50.5120-56.5070	Charges for Services Routing/Escorting/Overload	36	-	-	-
1000.50.5120-56.5100	Charges for Services Special Public Works Fees	-	1,455	-	-
1000.50.5122-52.5050	Licenses & Permits Transportation Permits	11,076	6,467	10,000	10,000
1000.50.5122-56.5060	Charges for Services Special Traffic Marking Reques	8,286	5,763	2,000	3,500
1000.50.5122-56.5100	Charges for Services Special Public Works Fees	-	1,125	-	-
1000.50.5125-53.8010	Fines and Forfeits General Code Fines	800	-	-	-
1000.50.5234-55.5282	Intergovernmental State Highway Maintenance	13,468	7,100	5,200	5,200
1000.50.5234-56.5080	Charges for Services Review and Inspection Fees	455	-	-	-
1000.50.5234-57.8050	Other Revenue Miscellaneous Receipts	8,352	1,009	-	-
1000.50.5235-56.5065	Charges for Services USA Service Fee	4,940	83,575	-	80,000
1000.50.5235-57.8050	Other Revenue Miscellaneous Receipts	25,061	34,694	-	-
1000.50.5236-56.5065	Charges for Services USA Service Fee	-	-	3,500	3,500
1000.50.5236-57.8050	Other Revenue Miscellaneous Receipts	41,143	22,232	30,000	30,000
1000.50.5238-55.5043	Intergovernmental Alisal Steinbeck Park Maint.	8,000	8,000	8,400	-
1000.50.5239-56.5090	Charges for Services Street Tree Pruning	-	-	200	200
1000.50.5239-57.8050	Other Revenue Miscellaneous Receipts	5,007	9,258	-	-

# FINANCIAL SUMMARIES

## Revenue

Account Number	Account Name	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2021-2022 Budget
1000.55.6232-56.6090	Charges for Services Neighborhood Center Rental Fee	9,203	6,015	4,000	4,000
1000.55.6237-56.6060	Charges for Services Reimbursable Fee Activities	58,324	42,947	50,000	50,000
1000.55.6239-56.6020	Charges for Services Sherwood Tennis Use Fees	3,130	3,821	2,000	2,000
1000.55.6239-56.6030	Charges for Services Reserved Picnic Area Use Fee	803	1,132	100	100
1000.55.6239-56.6040	Charges for Services Ball Field Use Fee	2,756	34	2,300	2,300
1000.55.6239-56.6050	Charges for Services Youth Sports League Fees	119,217	86,014	70,000	70,000
1000.55.6239-56.6080	Charges for Services Other Rec Bldg Rental Fee	-	593	200	200
1000.55.6239-56.6100	Charges for Services Recreation Facility Use Fees	-	-	100	100
1000.55.6243-56.6070	Charges for Services Community Center Rental Fees	144,752	150,409	60,000	60,000
1000.60.6005-56.6300	Charges for Services Other Library Fees	4,479	880	5,500	5,500
1000.60.6005-56.6310	Charges for Services Library Copying Fees	11,441	8,470	10,000	10,000
1000.60.6005-56.6320	Charges for Services Overdue Library Fines	20,916	21,762	18,000	18,000
1000.60.6005-56.6330	Charges for Services Lost/Damaged Material Fees	6,801	1,855	8,000	8,000
1000.80.8010-56.8110	Charges for Services Rental Income	46,099	55,433	53,000	53,000
1000.80.8010-57.8050	Other Revenue Miscellaneous Receipts	13,780	-	10,000	10,000
<b>1000 - General Fund Total</b>		<b>107,161,938</b>	<b>104,826,755</b>	<b>97,719,750</b>	<b>108,507,225</b>
<b>1100 - Measure E</b>					
1100.00.0000-50.2030	Taxes Transactions and Use Tax-MV	13,526,569	13,006,182	10,562,000	14,190,000
1100.00.0000-54.8010	Use of money and property Investment Earnings	87,110	130,885	60,000	40,000
1100.00.0000-57.8080	Other Revenue Miscellaneous Deposits	2,242	5,492	-	-
1100.00.0000-90.1200	Transfers In Measure G	699,460	700,000	700,000	700,000
<b>1100 - Measure E Total</b>		<b>14,315,382</b>	<b>13,842,559</b>	<b>11,322,000</b>	<b>14,930,000</b>
<b>1200 - Measure G</b>					
1200.00.0000-50.2040	Taxes Transactions and Use Tax-MG	27,179,977	26,023,834	20,878,000	27,865,000
1200.00.0000-54.8010	Use of money and property Investment Earnings	229,467	302,799	150,000	130,000
1200.00.0000-57.8080	Other Revenue Miscellaneous Deposits	-	1,531	-	-
<b>1200 - Measure G Total</b>		<b>27,409,445</b>	<b>26,328,164</b>	<b>21,028,000</b>	<b>27,995,000</b>
<b>2101 - Maintenance Dist Administration</b>					
2101.20.2140-56.8010	Charges for Services Financial Assessment	61,915	-	62,000	62,000
<b>2101 - Maintenance Dist Administration Total</b>		<b>61,915</b>	<b>-</b>	<b>62,000</b>	<b>62,000</b>
<b>2102 - Woodside Park Maint District</b>					
2102.50.5560-54.8010	Use of money and property Investment Earnings	1,622	1,468	1,200	1,200
2102.50.5560-57.5010	Other Revenue Woodside Park Maint Assessment	45,794	46,014	43,000	43,000
<b>2102 - Woodside Park Maint District Total</b>		<b>47,416</b>	<b>47,482</b>	<b>44,200</b>	<b>44,200</b>
<b>2104 - Airport Bus Park Maint District</b>					
2104.50.5562-54.8010	Use of money and property Investment Earnings	234	152	250	250
2104.50.5562-57.5030	Other Revenue Airport Bus Park Maint Assess	13,997	14,222	13,740	13,740
2104.50.5562-57.8420	Other Revenue Airport Contribution	7,000	-	-	-
<b>2104 - Airport Bus Park Maint District Total</b>		<b>21,232</b>	<b>14,374</b>	<b>13,990</b>	<b>13,990</b>
<b>2105 - N E Salinas Landscape Dist</b>					
2105.50.5563-54.8010	Use of money and property Investment Earnings	5,291	8,618	3,600	3,600
2105.50.5563-57.5040	Other Revenue N/E Landscape Maint Assessment	764,935	811,671	740,000	740,000
2105.50.5563-57.8050	Other Revenue Miscellaneous Receipts	-	7,814	-	-
<b>2105 - N E Salinas Landscape Dist Total</b>		<b>770,227</b>	<b>828,103</b>	<b>743,600</b>	<b>743,600</b>
<b>2106 - Harden Ranch Landscape Dist</b>					
2106.50.5564-54.8010	Use of money and property Investment Earnings	489	324	1,000	1,000
2106.50.5564-57.5050	Other Revenue Harden Ranch Maint Assessment	141,081	153,825	139,500	139,500
<b>2106 - Harden Ranch Landscape Dist Total</b>		<b>141,569</b>	<b>154,149</b>	<b>140,500</b>	<b>140,500</b>
<b>2107 - Vista Nueva Maint District</b>					
2107.50.5565-54.8010	Use of money and property Investment Earnings	4,497	5,180	3,000	3,000
2107.50.5565-57.5060	Other Revenue Vista Nueva	33,759	39,086	35,000	35,000
<b>2107 - Vista Nueva Maint District Total</b>		<b>38,256</b>	<b>44,266</b>	<b>38,000</b>	<b>38,000</b>
<b>2108 - Mira Monte Maint District</b>					
2108.50.5566-54.8010	Use of money and property Investment Earnings	6,105	6,519	4,000	4,000

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Account Number	Account Name	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2021-2022 Budget
2108.50.5566-57.5070	Other Revenue Mira Monte	125,009	120,451	121,000	121,000
<b>2108 - Mira Monte Maint District Total</b>		<b>131,114</b>	<b>126,970</b>	<b>125,000</b>	<b>125,000</b>
<b>2109 - Monte Bella Maint District</b>					
2109.50.5567-54.8010	Use of money and property Investment Earnings	78,931	92,007	70,000	70,000
2109.50.5567-57.5080	Other Revenue Monte Bella	651,355	646,506	600,000	600,000
<b>2109 - Monte Bella Maint District Total</b>		<b>730,286</b>	<b>738,513</b>	<b>670,000</b>	<b>670,000</b>
<b>2201 - Sales Tax-Proposition 172</b>					
2201.40.4220-50.2050	Taxes City of Salinas-SB 172	483,496	583,621	510,000	520,200
<b>2201 - Sales Tax-Proposition 172 Total</b>		<b>483,496</b>	<b>583,621</b>	<b>510,000</b>	<b>520,200</b>
<b>2202 - Supplemental Law Enf - AB3229</b>					
2202.40.4220-54.8010	Use of money and property Investment Earnings	6,984	1,586	7,000	7,000
2202.40.4220-55.4252	Intergovernmental Supp Law Enforcement (AB 3229)	373,260	405,918	405,000	405,000
<b>2202 - Supplemental Law Enf - AB3229 Total</b>		<b>380,244</b>	<b>407,504</b>	<b>412,000</b>	<b>412,000</b>
<b>2301 - Development Fees-Sewer &amp; Storm</b>					
2301.00.0000-54.8010	Use of money and property Investment Earnings	41,801	49,563	30,000	30,000
2301.00.0000-56.5120	Charges for Services Sanitary Sewer Impact Fee	182,803	133,691	50,000	50,000
2301.00.0000-56.5130	Charges for Services Storm Sewer Impact Fee	161,982	137,198	50,000	50,000
<b>2301 - Development Fees-Sewer &amp; Storm Total</b>		<b>386,585</b>	<b>320,452</b>	<b>130,000</b>	<b>130,000</b>
<b>2302 - Development Fees-Parks &amp; Playgr</b>					
2302.00.0000-54.8010	Use of money and property Investment Earnings	19,498	20,857	13,000	13,000
2302.00.0000-56.5140	Charges for Services Neighborhood Park Impact Fee	28,027	1,120	2,000	2,000
2302.00.0000-56.5160	Charges for Services Facilities Impact Fees	8,699	(629)	2,000	2,000
<b>2302 - Development Fees-Parks &amp; Playgr Total</b>		<b>56,224</b>	<b>21,348</b>	<b>17,000</b>	<b>17,000</b>
<b>2303 - Development Fees-Library</b>					
2303.00.0000-54.8010	Use of money and property Investment Earnings	2,913	1,695	1,500	1,500
2303.00.0000-56.5160	Charges for Services Facilities Impact Fees	14,463	72	100	100
2303.00.0000-56.5180	Charges for Services Library Impact Fee	41,808	35,811	25,000	25,000
<b>2303 - Development Fees-Library Total</b>		<b>59,184</b>	<b>37,578</b>	<b>26,600</b>	<b>26,600</b>
<b>2304 - Development Fees-Street Trees</b>					
2304.00.0000-56.5110	Charges for Services Street Tree Fee	1,715	2,834	500	500
<b>2304 - Development Fees-Street Trees Total</b>		<b>1,715</b>	<b>2,834</b>	<b>500</b>	<b>500</b>
<b>2305 - Development Fees-Annexations</b>					
2305.00.0000-56.5170	Charges for Services Annexation Impact Fees	-	-	100	100
<b>2305 - Development Fees-Annexations Total</b>		<b>-</b>	<b>-</b>	<b>100</b>	<b>100</b>
<b>2306 - Development Fees-Arterial</b>					
2306.00.0000-54.8010	Use of money and property Investment Earnings	170,912	184,448	120,000	120,000
2306.00.0000-56.5150	Charges for Services Street/Traffic Impact Fees	829,960	430,565	210,000	210,000
2306.00.0000-90.5202	Transfers In from Special Const Assist-Bond	-	44,571	-	-
<b>2306 - Development Fees-Arterial Total</b>		<b>1,000,872</b>	<b>659,584</b>	<b>330,000</b>	<b>330,000</b>
<b>2307 - Development Fees-Fire</b>					
2307.00.0000-54.8010	Use of money and property Investment Earnings	1,875	1,835	1,000	1,000
2307.00.0000-56.5160	Charges for Services Facilities Impact Fees	15,985	661	2,000	2,000
2307.00.0000-56.5190	Charges for Services Fire Protection Service Fee	15,764	13,980	10,000	10,000
<b>2307 - Development Fees-Fire Total</b>		<b>33,624</b>	<b>16,476</b>	<b>13,000</b>	<b>13,000</b>
<b>2308 - Dev Fees Fund-Police</b>					
2308.00.0000-54.8010	Use of money and property Investment Earnings	9,104	12,797	6,000	6,000
2308.00.0000-56.5160	Charges for Services Facilities Impact Fees	167,244	88,025	80,000	80,000
<b>2308 - Dev Fees Fund-Police Total</b>		<b>176,348</b>	<b>100,821</b>	<b>86,000</b>	<b>86,000</b>
<b>2401 - Gas Tax - 2107</b>					
2401.00.0000-54.8010	Use of money and property Investment Earnings	33,440	28,818	20,000	20,000
2401.00.0000-54.8050	Use of money and property Rental Income	176,882	177,017	165,400	165,400

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Account Number	Account Name	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2021-2022 Budget
2401.00.0000-55.5212	Intergovernmental State Gas Tax - 2107	1,116,315	1,048,590	750,000	1,070,800
2401.00.0000-55.5222	Intergovernmental State Gas Tax - 2107.5	10,000	10,000	10,000	10,000
<b>2401 - Gas Tax - 2107 Total</b>		<b>1,336,637</b>	<b>1,264,425</b>	<b>945,400</b>	<b>1,266,200</b>
<b>2402 - Gas Tax - 2106</b>					
2402.00.0000-55.5202	Intergovernmental State Gas Tax - 2106	392,611	349,647	375,000	357,000
<b>2402 - Gas Tax - 2106 Total</b>		<b>392,611</b>	<b>349,647</b>	<b>375,000</b>	<b>357,000</b>
<b>2403 - Gas Tax - 2105</b>					
2403.00.0000-55.5252	Intergovernmental State Gas Tax - 2105 (P-111)	887,648	830,441	705,000	844,400
<b>2403 - Gas Tax - 2105 Total</b>		<b>887,648</b>	<b>830,441</b>	<b>705,000</b>	<b>844,400</b>
<b>2404 - Gas Tax - Motor Vehicle Fuel Tax</b>					
2404.00.0000-55.5262	Intergovernmental State Gas Tax - 2103 (TCR)	540,478	1,122,545	610,500	1,045,700
<b>2404 - Gas Tax - Motor Vehicle Fuel Tax Total</b>		<b>540,478</b>	<b>1,122,545</b>	<b>610,500</b>	<b>1,045,700</b>
<b>2501 - Emergency Medical Service Fund</b>					
2501.00.0000-90.1000	Transfers In General Fund	640,000	953,200	1,015,300	850,000
2501.45.4520-54.8010	Use of money and property Investment Earnings	8,433	2,120	6,000	6,000
2501.45.4520-55.4013	Intergovernmental County CSA 74-Safety Equipment	138,566	140,516	140,000	140,000
<b>2501 - Emergency Medical Service Fund Total</b>		<b>786,999</b>	<b>1,095,836</b>	<b>1,161,300</b>	<b>996,000</b>
<b>2502 - Asset Forfeiture</b>					
2502.40.4380-54.8010	Use of money and property Investment Earnings	2,298	2,701	750	750
2502.40.4380-55.4232	Intergovernmental State Seizure Reimbursement	5,599	40,723	20,000	20,000
2502.40.4380-55.4501	Intergovernmental Federal Reimbursements	-	51,238	100	100
2502.40.4380-57.8020	Other Revenue Surplus Property	-	-	100	100
2502.40.4380-57.8050	Other Revenue Miscellaneous Receipts	-	-	100	100
<b>2502 - Asset Forfeiture Total</b>		<b>7,897</b>	<b>94,663</b>	<b>21,050</b>	<b>21,050</b>
<b>2503 - Traffic Safety</b>					
2503.00.0000-53.4010	Fines and Forfeits Vehicle Code Fines	212,055	243,791	250,000	250,000
2503.00.0000-53.4011	Fines and Forfeits Vehicle Code Fines-Red Light Cam	-	32,110	-	-
<b>2503 - Traffic Safety Total</b>		<b>212,055</b>	<b>275,901</b>	<b>250,000</b>	<b>250,000</b>
<b>2504 - Vehicle Abatement</b>					
2504.00.0000-90.1000	Transfers In General Fund	50,000	50,000	50,000	50,000
2504.40.4116-55.4242	Intergovernmental Abandoned Vehicle Abatement	174,444	164,295	120,000	120,000
<b>2504 - Vehicle Abatement Total</b>		<b>224,444</b>	<b>214,295</b>	<b>170,000</b>	<b>170,000</b>
<b>2505 - Recreation Parks</b>					
2505.55.6239-54.8050	Use of money and property Rental Income	-	28,699	-	-
2505.60.6239-54.8050	Use of money and property Rental Income	42,506	14,242	30,000	30,000
<b>2505 - Recreation Parks Total</b>		<b>42,506</b>	<b>42,941</b>	<b>30,000</b>	<b>30,000</b>
<b>2506 - PEG Cable Franchise</b>					
2506.00.8005-51.2170	Franchise Fees Cable TV	176,191	175,410	185,000	185,000
<b>2506 - PEG Cable Franchise Total</b>		<b>176,191</b>	<b>175,410</b>	<b>185,000</b>	<b>185,000</b>
<b>2507 - Municipal Art Fund</b>					
2507.00.0000-54.8010	Use of money and property Investment Earnings	339	140	-	-
2507.00.0000-56.8013	Charges for Services Public Art Charge	31,163	6,608	-	-
<b>2507 - Municipal Art Fund Total</b>		<b>31,502</b>	<b>6,748</b>	<b>-</b>	<b>-</b>
<b>2508 - Contributions &amp; Donations</b>					
2508.00.0000-54.8010	Use of money and property Investment Earnings	-	2,185	-	-
2508.00.0000-90.1000	Transfers In General Fund	-	987	-	-
2508.00.0000-90.8801	Transfers In Trust Deposits	122,266	-	-	-
2508.40.4110-57.8285	Other Revenue Contributions & Donations	-	26	-	-
2508.40.4170-57.8490	Other Revenue Animal Shelter Donations	-	36,360	-	-
2508.55.6231-57.8285	Other Revenue Contributions & Donations	-	728	-	-

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Account Number	Account Name	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2021-2022 Budget
2508.60.6005-57.8050	Other Revenue Miscellaneous Receipts	-	2,523	-	-
2508.60.6005-57.8290	Other Revenue Library Donations	-	496	-	-
<b>2508 - Contributions &amp; Donations Total</b>		<b>122,266</b>	<b>43,306</b>	<b>-</b>	<b>-</b>
<b>2509 - KDF Los Padres Dev Social Svcs</b>					
2509.00.0000-54.8010	Use of money and property Investment Earnings	-	3,582	-	-
2509.00.0000-90.8808	Transfers In KDF Los Padres	204,416	-	-	-
2509.55.6240-57.8510	Other Revenue KDF Tenant Services	-	30,771	-	-
<b>2509 - KDF Los Padres Dev Social Svcs Total</b>		<b>204,416</b>	<b>34,353</b>	<b>-</b>	<b>-</b>
<b>2510 - MX-Transport Safety &amp; Inv Plan</b>					
2510.00.0000-54.8010	Use of money and property Investment Earnings	51,606	100,580	30,000	30,000
2510.00.0000-55.4073	Intergovernmental Measure X - TAMC	3,403,326	5,440,292	3,600,000	3,600,000
<b>2510 - MX-Transport Safety &amp; Inv Plan Total</b>		<b>3,454,932</b>	<b>5,540,872</b>	<b>3,630,000</b>	<b>3,630,000</b>
<b>2511 - SB1 Road Maintenance &amp; Rehab</b>					
2511.00.0000-54.8010	Use of money and property Investment Earnings	24,158	39,013	15,000	15,000
2511.00.0000-55.5292	Intergovernmental SB1 Road Maintenance & Rehab	2,781,689	2,918,542	2,009,000	3,116,300
<b>2511 - SB1 Road Maintenance &amp; Rehab Total</b>		<b>2,805,847</b>	<b>2,957,555</b>	<b>2,024,000</b>	<b>3,131,300</b>
<b>2512 - SB1 Traffic Congestion Relief</b>					
2512.00.0000-54.8010	Use of money and property Investment Earnings	2,921	7,279	-	-
2512.00.0000-55.4292	Intergovernmental SB1 Loan Repayment	182,445	183,020	184,700	-
<b>2512 - SB1 Traffic Congestion Relief Total</b>		<b>185,365</b>	<b>190,298</b>	<b>184,700</b>	<b>-</b>
<b>2601 - SRA Public Improvements</b>					
2601.20.2505-54.8010	Use of money and property Investment Earnings	26,171	27,987	6,000	6,000
<b>2601 - SRA Public Improvements Total</b>		<b>26,171</b>	<b>27,987</b>	<b>6,000</b>	<b>6,000</b>
<b>2602 - HSA - Affordable Housing</b>					
2602.20.2505-54.8010	Use of money and property Investment Earnings	13,638	16,730	5,000	5,000
2602.30.2505-57.3020	Other Revenue Housing Revolving Loans	78,988	2,350,374	52,000	52,000
2602.30.2505-57.8050	Other Revenue Miscellaneous Receipts	-	-	100	100
<b>2602 - HSA - Affordable Housing Total</b>		<b>92,625</b>	<b>2,367,104</b>	<b>57,100</b>	<b>57,100</b>
<b>2910 - Community Development</b>					
2910.00.0000-90.1000	Transfers In General Fund	28,800	-	-	-
2910.30.3220-55.7501	Intergovernmental Block Grant	1,824,054	1,924,621	2,024,219	2,024,219
2910.30.3221-57.3020	Other Revenue Housing Revolving Loans	130,198	28,831	50,000	50,000
<b>2910 - Community Development Total</b>		<b>1,983,052</b>	<b>1,953,453</b>	<b>2,074,219</b>	<b>2,074,219</b>
<b>2911 - CDBG - Covid 19</b>					
2911.30.3220-55.7501	Intergovernmental Block Grant	-	-	-	1,209,375
<b>2911 - CDBG - Covid 19 Total</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>1,209,375</b>
<b>2930 - Home Investment Partnership</b>					
2930.00.0000-90.2910	Transfers In CDBG	575	15,225	-	-
2930.30.3220-54.8010	Use of money and property Investment Earnings	1,204	2,239	-	-
2930.30.3220-55.7521	Intergovernmental HOME Inv Partnership (HUD)	581,931	1,619,888	803,851	803,851
2930.30.3221-57.3020	Other Revenue Housing Revolving Loans	205,458	557,336	50,000	50,000
<b>2930 - Home Investment Partnership Total</b>		<b>789,168</b>	<b>2,194,687</b>	<b>853,851</b>	<b>853,851</b>
<b>2940 - Emergency Solutions Grant-HUD</b>					
2940.30.3220-55.7531	Intergovernmental Emergency Solutions Grant	460,803	251,989	412,866	179,001
<b>2940 - Emergency Solutions Grant-HUD Total</b>		<b>460,803</b>	<b>251,989</b>	<b>412,866</b>	<b>179,001</b>
<b>2941 - Emergency Solutions Grant-COC</b>					
2941.30.3240-55.7531	Intergovernmental Emergency Solutions Grant	465,276	415,981	242,240	242,240
<b>2941 - Emergency Solutions Grant-COC Total</b>		<b>465,276</b>	<b>415,981</b>	<b>242,240</b>	<b>242,240</b>

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Account Number	Account Name	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2021-2022 Budget
<b>2942 - CA Emergency Solutions &amp; Housing</b>					
2942.30.3220-55.7532	Intergovernmental Emergency Solutions & Housing	-	-	562,293	200,000
<b>2942 - CA Emergency Solutions &amp; Housing Total</b>		-	-	<b>562,293</b>	<b>200,000</b>
<b>2943 - ESG-CV HUD</b>					
2943.30.3220-55.7531	Intergovernmental Emergency Solutions Grant	-	-	-	4,000,000
<b>2943 - ESG-CV HUD Total</b>		-	-	-	<b>4,000,000</b>
<b>2945 - Housing - Other Agency Match</b>					
2945.30.3310-55.5073	Intergovernmental Monterey County	-	-	439,099	439,099
2945.30.3310-57.8415	Other Revenue Other Agency Contribution	-	31,129	439,099	439,099
<b>2945 - Housing - Other Agency Match Total</b>		-	<b>31,129</b>	<b>878,198</b>	<b>878,198</b>
<b>2951 - SB2</b>					
2951.30.3220-55.7542	Intergovernmental SB2	-	-	1,006,847	1,006,847
2951.30.3240-55.7542	Intergovernmental SB2	-	-	-	-
<b>2951 - SB2 Total</b>		-	-	<b>1,006,847</b>	<b>1,006,847</b>
<b>2955 - Neighborhood Stabilization Prog</b>					
2955.30.3222-57.8050	Other Revenue Miscellaneous Receipts	-	45,104	-	-
<b>2955 - Neighborhood Stabilization Prog Total</b>		-	<b>45,104</b>	-	-
<b>2957 - Inclusionary Housing Trust Fund</b>					
2957.30.3230-57.3020	Other Revenue Housing Revolving Loans	5,725	4,356	-	-
2957.30.3230-57.8460	Other Revenue Inclusionary Housing	9,000	8,000	-	-
<b>2957 - Inclusionary Housing Trust Fund Total</b>		<b>14,725</b>	<b>12,356</b>	-	-
<b>3302 - Cal ID / RAN Grant</b>					
3302.40.4130-55.4033	Intergovernmental Monterey County RAN	85,711	112,033	112,196	112,196
<b>3302 - Cal ID / RAN Grant Total</b>		<b>85,711</b>	<b>112,033</b>	<b>112,196</b>	<b>112,196</b>
<b>4104 - 2014 COP Consolidation</b>					
4104.00.8004-54.8010	Use of money and property Investment Earnings	21,994	12,534	20,000	20,000
<b>4104 - 2014 COP Consolidation Total</b>		<b>21,994</b>	<b>12,534</b>	<b>20,000</b>	<b>20,000</b>
<b>4106 - 2018 Lease-PS Building-Police</b>					
4106.00.0000-90.1200	Transfers In Measure G	-	1,208,116	4,667,600	5,593,300
<b>4106 - 2018 Lease-PS Building-Police Total</b>		-	<b>1,208,116</b>	<b>4,667,600</b>	<b>5,593,300</b>
<b>4107 - COP 2018B T.R.I.P. Total Rd Impv</b>					
4107.00.0000-90.2510	Transfers In Measure X - TAMC	1,450,581	2,328,702	2,334,200	2,340,200
4107.00.0000-90.5202	Transfers In from Special Const Assist-Bond	767,549	-	-	-
4107.00.8004-54.8010	Use of money and property Investment Earnings	702,235	14,471	-	-
4107.80.8004-54.8010	Use of money and property Investment Earnings	-	408,800	-	-
4107.80.8004-57.8050	Other Revenue Miscellaneous Receipts	-	1,150	-	-
<b>4107 - COP 2018B T.R.I.P. Total Rd Impv Total</b>		<b>2,920,366</b>	<b>2,753,124</b>	<b>2,334,200</b>	<b>2,340,200</b>
<b>4108 - Energy Improvement</b>					
4108.00.0000-90.1000	Transfers In General Fund	1,163,739	1,207,035	1,232,600	-
4108.00.0000-90.1100	Transfers In Measure E	65,502	66,832	68,300	-
4108.00.0000-90.1200	Transfers In Measure G	5,101	5,205	5,400	-
4108.00.0000-90.2104	Transfers In Airport Bus Park Maint Dist	1,122	-	-	-
4108.00.0000-90.2105	Transfers In N.E. Landscape MD	2,857	-	-	-
4108.00.0000-90.2106	Transfers In Harden ranch M.D.	4,387	-	-	-
4108.00.0000-90.2107	Transfers In Vista Nueva M.D.	3,061	-	-	-
4108.00.0000-90.2108	Transfers In Miramonte Landscape M.D.	5,816	-	-	-
4108.00.0000-90.2109	Transfers In Monte Bella Maint District	2,041	-	-	-
4108.00.0000-90.6100	Transfers In Airport Fund	79,083	80,689	82,400	-

# FINANCIAL SUMMARIES

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Account Number	Account Name	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2021-2022 Budget
4108.00.0000-90.6200	Transfers In Industrial Waste	74,034	75,537	77,200	-
4108.00.0000-90.6400	Transfers In Sewer Fund	98,662	100,664	102,800	-
4108.00.0000-90.6801	Transfers In Downtown Parking	33,465	34,145	34,900	-
4108.00.0000-90.8915	Transfers In Successor Agency	1,308	1,335	1,400	-
4108.00.8004-54.8010	Use of money and property Investment Earnings	1,631	141	1,500	1,500
<b>4108 - Energy Improvement Total</b>		<b>1,541,810</b>	<b>1,571,581</b>	<b>1,606,500</b>	<b>1,500</b>
<b>4109 - 2015 Refunding COP 2005 A &amp; B</b>					
4109.00.0000-90.1000	Transfers In General Fund	313,920	314,689	315,100	-
4109.00.0000-90.6600	Transfers In Crazy Horse Landfill	385,100	385,100	385,100	-
4109.00.8004-54.8010	Use of money and property Investment Earnings	1,923	2,017	500	500
<b>4109 - 2015 Refunding COP 2005 A &amp; B Total</b>		<b>700,943</b>	<b>701,806</b>	<b>700,700</b>	<b>500</b>
<b>4110 - 2018 Lease-EI Gabilan Library</b>					
4110.00.0000-90.1100	Transfers In Measure E	-	6,048,705	1,150,400	1,124,800
<b>4110 - 2018 Lease-EI Gabilan Library Total</b>		<b>-</b>	<b>6,048,705</b>	<b>1,150,400</b>	<b>1,124,800</b>
<b>4111 - Refunding Bonds Series 2020A-1</b>					
4111.00.0000-90.1000	Transfers In General Fund	-	-	-	1,504,400
4111.00.0000-90.1100	Transfers In Measure E	-	-	-	82,200
4111.00.0000-90.1200	Transfers In Measure G	-	-	-	6,400
4111.00.0000-90.6100	Transfers In Airport Fund	-	-	-	82,400
4111.00.0000-90.6200	Transfers In Industrial Waste	-	-	-	92,900
4111.00.0000-90.6400	Transfers In Sewer Fund	-	-	-	123,800
4111.00.0000-90.6801	Transfers In Downtown Parking	-	-	-	42,000
<b>4111 - Refunding Bonds Series 2020A-1 Total</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>1,934,100</b>
<b>4112 - Refunding Bonds Series 2020A-2</b>					
4112.00.0000-90.1000	Transfers In General Fund	-	-	-	50,000
4112.00.0000-90.6600	Transfers In Crazy Horse Landfill	-	-	-	126,900
<b>4112 - Refunding Bonds Series 2020A-2 Total</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>176,900</b>
<b>4201 - Assessment District Admin</b>					
4201.20.2140-56.8010	Charges for Services Financial Assessment	11,089	-	16,000	16,000
<b>4201 - Assessment District Admin Total</b>		<b>11,089</b>	<b>-</b>	<b>16,000</b>	<b>16,000</b>
<b>4202 - Assessment Districts-Debt Svc</b>					
4202.00.0000-90.4203	Transfers In Assessment District Reserve	220,027	-	-	-
4202.20.2141-50.1140	Taxes Property Taxes-Assessment Dist	703,847	523,714	1,434,120	1,462,802
4202.20.2141-54.8010	Use of money and property Investment Earnings	4,471	5,283	-	-
4202.20.2141-57.2040	Other Revenue Bond Calls	1,926	-	-	-
<b>4202 - Assessment Districts-Debt Svc Total</b>		<b>930,271</b>	<b>528,998</b>	<b>1,434,120</b>	<b>1,462,802</b>
<b>4203 - Assessment District Reserve</b>					
4203.20.2141-54.8010	Use of money and property Investment Earnings	33,269	31,915	11,000	11,000
4203.20.2141-57.2041	Other Revenue Bond Reserves	(95)	-	-	-
<b>4203 - Assessment District Reserve Total</b>		<b>33,174</b>	<b>31,915</b>	<b>11,000</b>	<b>11,000</b>
<b>4204 - 2019 Spec Tax Bond Monte Bella</b>					
4204.00.0000-90.5301	Transfers In 2019 Spec Tax Bond Monte Bella	438,654	-	-	-
4204.20.2141-50.1140	Taxes Property Taxes-Assessment Dist	-	165,611	-	168,000
4204.20.2141-56.8010	Charges for Services Financial Assessment	3,500	-	-	-
<b>4204 - 2019 Spec Tax Bond Monte Bella Total</b>		<b>442,154</b>	<b>165,611</b>	<b>-</b>	<b>168,000</b>
<b>4205 - 2019 Spec Tax Bond Monte Bella 2</b>					
4205.00.0000-90.5302	Transfers In 2019 Spec Tax Bond Monte Bella 2	-	355,988	-	-
4205.20.2141-50.1140	Taxes Property Taxes-Assessment Dist	-	-	-	140,000
4205.20.2141-54.8010	Use of money and property Investment Earnings	-	473	-	-
<b>4205 - 2019 Spec Tax Bond Monte Bella 2 Total</b>		<b>-</b>	<b>356,461</b>	<b>-</b>	<b>140,000</b>



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## Revenue

Account Number	Account Name	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2021-2022 Budget
<b>4206 - 2019 Spec Tax Bond Monte Bella 3</b>					
4206.00.0000-90.5303	Transfers In 2019 Spec Tax Monte Bella 3	-	-	-	120,000
<b>4206 - 2019 Spec Tax Bond Monte Bella 3 Total</b>		-	-	-	<b>120,000</b>
<b>5101 - Special Aviation Fund - State</b>					
5101.50.5340-55.7202	Intergovernmental State Aid - Airport	-	-	500	500
<b>5101 - Special Aviation Fund - State Total</b>		-	-	<b>500</b>	<b>500</b>
<b>5102 - Special Aviation Fund - Federal</b>					
5102.50.5340-54.8010	Use of money and property Investment Earnings	24,353	15,092	18,000	18,000
5102.50.5340-55.5501	Intergovernmental Federal Aid - Airport	85,114	1,127,950	495,540	495,540
<b>5102 - Special Aviation Fund - Federal Total</b>		<b>109,467</b>	<b>1,143,042</b>	<b>513,540</b>	<b>513,540</b>
<b>5201 - Special Const Assist - Fed &amp; St</b>					
5201.00.0000-55.4510	Intergovernmental Federal CARES Act	-	-	-	-
5201.00.0000-55.4530	Intergovernmental American Rescue Plan Act	-	-	-	11,100,000
5201.00.0000-55.5232	Intergovernmental Other State Grant & Reimb	679,209	467,085	292,840	6,541,167
5201.00.0000-55.5272	Intergovernmental Regional Surface Transp Program	212,158	51,889	-	-
5201.00.0000-55.5511	Intergovernmental Other Federal Grant	2,210,629	776,113	2,000,000	6,300,000
5201.00.0000-90.2306	Transfers In Dev Fees - Arterial	-	21,552	-	-
5201.00.0000-90.2510	Transfers In Measure X - TAMC	-	6,409	-	-
5201.00.0000-90.2511	Transfers In SB1 Road Maintenance & Rehab	-	9,276	-	-
<b>5201 - Special Const Assist - Fed &amp; St Total</b>		<b>3,101,997</b>	<b>1,332,324</b>	<b>2,292,840</b>	<b>23,941,167</b>
<b>5202 - Special Const Assist-MX Bonds</b>					
5202.00.0000-58.8013	Other Financing Sources Bond Proceeds	41,456,285	-	-	-
5202.00.0000-90.2301	Transfers In Dev Fees - Storm & Sewer	-	40,943	-	-
5202.00.0000-90.5203	Transfers In Spec Const Assist - Other	-	45,823	-	-
<b>5202 - Special Const Assist-MX Bonds Total</b>		<b>41,456,285</b>	<b>86,766</b>	-	-
<b>5203 - Special Const Assist - Others</b>					
5203.00.0000-55.3023	Intergovernmental Developers Contributions-Haciend	3,986	-	-	-
5203.00.0000-55.5053	Intergovernmental Developers Contributions	315,214	-	2,221,700	-
5203.00.0000-55.5063	Intergovernmental Construction Assistance Others	1,990,833	564,914	-	197,000
5203.00.0000-55.5073	Intergovernmental Monterey County	63,820	-	-	-
5203.00.0000-55.5074	Intergovernmental Other Agencies	54,755	-	-	-
5203.00.0000-55.5083	Intergovernmental Developers-FGA West	94,309	35,827	2,530	-
5203.00.0000-55.5093	Intergovernmental Developers-FGA Central	261,433	-	41,445	-
5203.00.0000-55.5242	Intergovernmental Rebates/Refunds & Reimb	791,603	6,922	208,000	-
5203.00.0000-55.8223	Intergovernmental Disaster Reimbursements	784,702	-	-	-
5203.00.0000-56.3050	Charges for Services General Plan/Zoning Fees	331,774	175,564	150,000	-
5203.00.0000-56.5200	Charges for Services AutoCAD	86,500	48,664	-	-
5203.00.0000-56.6340	Charges for Services Library - Donations	400,500	100,150	-	-
5203.00.0000-57.1060	Other Revenue Miscellaneous Insurances	14,642	57,907	-	-
<b>5203 - Special Const Assist - Others Total</b>		<b>5,194,071</b>	<b>989,948</b>	<b>2,623,675</b>	<b>197,000</b>
<b>5300 - Assessment District - Projects</b>					
5300.50.5120-54.8010	Use of money and property Investment Earnings	6,697	7,220	2,000	2,000
<b>5300 - Assessment District - Projects Total</b>		<b>6,697</b>	<b>7,220</b>	<b>2,000</b>	<b>2,000</b>
<b>5301 - 2019 Spec Tax Bond Monte Bella</b>					
5301.00.0000-54.8010	Use of money and property Investment Earnings	15,146	8,056	-	-
5301.00.0000-58.8013	Other Financing Sources Bond Proceeds	2,675,000	-	-	-
5301.00.0000-58.8020	Other Financing Sources Bond Premium	74,934	-	-	-
<b>5301 - 2019 Spec Tax Bond Monte Bella Total</b>		<b>2,765,080</b>	<b>8,056</b>	-	-
<b>5302 - 2019 Spec Tax Bond Monte Bella 2</b>					
5302.00.0000-58.8013	Other Financing Sources Bond Proceeds	-	2,090,000	-	-
5302.00.0000-58.8020	Other Financing Sources Bond Premium	-	203,920	-	-
<b>5302 - 2019 Spec Tax Bond Monte Bella 2 Total</b>		-	<b>2,293,920</b>	-	-

# FINANCIAL SUMMARIES

## Revenue

Account Number	Account Name	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2021-2022 Budget
<b>6100 - Municipal Airport</b>					
6100.00.0000-55.5074	Intergovernmental Other Agencies	35,000	-	-	-
6100.00.0000-90.8801	Transfers In Trust Deposits	2,186	-	-	-
6100.50.5340-54.5010	Use of money and property Hangar Rent	755,697	736,657	750,000	830,000
6100.50.5340-54.5020	Use of money and property Aircraft Parking	4,370	4,729	5,000	5,000
6100.50.5340-54.5030	Use of money and property Building Rental	296,693	291,838	300,000	325,000
6100.50.5340-54.5040	Use of money and property Ground Leases	331,951	352,873	330,000	410,000
6100.50.5340-54.5050	Use of money and property Fuel Fees	86,318	73,108	80,000	75,000
6100.50.5340-54.5060	Use of money and property Use Permits	9,000	42,500	20,000	25,000
6100.50.5340-54.5080	Use of money and property Refuse Fees	-	4,869	4,000	8,000
6100.50.5340-54.8010	Use of money and property Investment Earnings	14,781	17,848	10,000	15,000
6100.50.5340-56.8110	Charges for Services Rental Income	109,393	109,995	100,000	100,000
6100.50.5340-57.8050	Other Revenue Miscellaneous Receipts	31,343	46,503	33,000	35,000
6100.50.5340-57.8560	Other Revenue Airport Cardlock Deposits	150	740	20,000	20,000
<b>6100 - Municipal Airport Total</b>		<b>1,676,882</b>	<b>1,681,660</b>	<b>1,652,000</b>	<b>1,848,000</b>
<b>6200 - Industrial Waste</b>					
6200.50.5441-54.8010	Use of money and property Investment Earnings	90,622	118,206	20,000	20,000
6200.50.5441-56.5040	Charges for Services Industrial Waste Fees	3,629,926	2,931,019	3,100,000	3,100,000
6200.50.5441-57.8050	Other Revenue Miscellaneous Receipts	-	-	-	-
<b>6200 - Industrial Waste Total</b>		<b>3,720,548</b>	<b>3,049,225</b>	<b>3,120,000</b>	<b>3,120,000</b>
<b>6301 - Fairways Golf Course</b>					
6301.00.0000-54.8010	Use of money and property Investment Earnings	7,589	5,399	200	200
6301.00.0000-54.8080	Use of money and property Sierra Lease	100,000	83,064	100,000	100,000
<b>6301 - Fairways Golf Course Total</b>		<b>107,589</b>	<b>88,463</b>	<b>100,200</b>	<b>100,200</b>
<b>6302 - Twin Creek Golf Course</b>					
6302.00.0000-54.8010	Use of money and property Investment Earnings	-	-	2,500	2,500
6302.00.0000-54.8070	Use of money and property First Tee Lease	45,000	75,000	60,000	60,000
6302.00.0000-90.1000	Transfers In General Fund	-	-	450,000	450,000
<b>6302 - Twin Creek Golf Course Total</b>		<b>45,000</b>	<b>75,000</b>	<b>512,500</b>	<b>512,500</b>
<b>6400 - Sewer</b>					
6400.50.5442-54.8010	Use of money and property Investment Earnings	107,454	108,960	60,000	60,000
6400.50.5442-56.5050	Charges for Services Sanitary Sewer Surcharge Fees	3,612,546	2,405,560	3,000,000	3,760,000
6400.50.5442-56.5065	Charges for Services USA Service Fee	-	21,054	-	-
6400.50.5442-57.8020	Other Revenue Surplus Property	-	3,675	-	-
6400.50.5442-57.8050	Other Revenue Miscellaneous Receipts	611	19,061	-	-
<b>6400 - Sewer Total</b>		<b>3,720,611</b>	<b>2,558,310</b>	<b>3,060,000</b>	<b>3,820,000</b>
<b>6500 - Storm Sewer (NPDES)</b>					
6500.00.0000-90.1000	Transfers In General Fund	2,187,152	2,489,100	2,354,100	2,512,100
6500.00.0000-90.1200	Transfers In Measure G	166,391	71,900	71,900	58,800
6500.00.0000-90.2401	Transfers In Gas Tax - 2107	150,000	150,000	150,000	15,000
6500.00.0000-90.2403	Transfers In Gas Tax - 2105	600,000	600,000	600,000	60,000
6500.50.5443-53.3012	Fines and Forfeits NPDES Citations	2,300	4,000	-	-
6500.50.5443-54.8010	Use of money and property Investment Earnings	-	3,075	500	500
6500.50.5443-56.5080	Charges for Services Review and Inspection Fees	1,649	2,024	10,000	10,000
6500.50.5443-57.8050	Other Revenue Miscellaneous Receipts	233	931	200	200
<b>6500 - Storm Sewer (NPDES) Total</b>		<b>3,107,725</b>	<b>3,321,030</b>	<b>3,186,700</b>	<b>2,656,600</b>
<b>6600 - Crazy Horse Landfill</b>					
6600.20.2030-54.8010	Use of money and property Investment Earnings	24,650	19,181	-	-
<b>6600 - Crazy Horse Landfill Total</b>		<b>24,650</b>	<b>19,181</b>	<b>-</b>	<b>-</b>
<b>6700 - Water Utility</b>					
6700.50.5445-55.4043	Intergovernmental Monterey Co. Animal Shelter	3,806	4,382	4,000	4,000
6700.50.5445-55.4053	Intergovernmental City Animal Shelter	-	-	3,000	3,000

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Account Number	Account Name	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2021-2022 Budget
6700.50.5445-55.5023	Intergovernmental MRWPCA	2,258	2,601	3,000	3,000
6700.50.5445-55.5033	Intergovernmental City Industrial Waste Facility	-	-	1,000	1,000
<b>6700 - Water Utility Total</b>		<b>6,064</b>	<b>6,983</b>	<b>11,000</b>	<b>11,000</b>
<b>6801 - Downtown Parking District</b>					
6801.00.0000-90.8914	Transfers In RORF-Redev Obligation Retirement	950,406	952,402	952,500	952,000
6801.50.5446-52.5010	Licenses & Permits Parking Lot Permits	50,270	26,818	22,000	22,000
6801.50.5446-52.5020	Licenses & Permits Salinas St Garage Permits	24,146	103,390	93,600	93,600
6801.50.5446-52.5040	Licenses & Permits Monterey St Garage Permits	138,889	141,307	148,500	148,500
6801.50.5446-52.5070	Licenses & Permits Monterey St Garage - Hourly	103,126	135,030	316,500	316,500
6801.50.5446-52.5075	Licenses & Permits Parking Validation	-	9,018	11,500	11,500
6801.50.5446-57.8050	Other Revenue Miscellaneous Receipts	-	370	-	-
<b>6801 - Downtown Parking District Total</b>		<b>1,266,836</b>	<b>1,368,334</b>	<b>1,544,600</b>	<b>1,544,100</b>
<b>6802 - Preferential Parking</b>					
6802.50.5447-52.5060	Licenses & Permits Preferential Permits	18,634	12,141	39,400	39,400
<b>6802 - Preferential Parking Total</b>		<b>18,634</b>	<b>12,141</b>	<b>39,400</b>	<b>39,400</b>
<b>6803 - Parking Enforcement</b>					
6803.50.5448-53.4020	Fines and Forfeits Parking Fines	1,350,971	1,202,346	1,170,000	1,170,000
<b>6803 - Parking Enforcement Total</b>		<b>1,350,971</b>	<b>1,202,346</b>	<b>1,170,000</b>	<b>1,170,000</b>
<b>6900 - Permit Services</b>					
6900.00.0000-54.8010	Use of money and property Investment Earnings	34,221	42,105	-	-
6900.00.0000-90.8801	Transfers In Trust Deposits	16,903	-	-	-
6900.30.3350-52.3010	Licenses & Permits Mechanical Permits	18,476	10,076	10,200	10,200
6900.30.3350-52.3020	Licenses & Permits Building Permits	1,257,057	734,825	1,100,000	1,100,000
6900.30.3350-52.3030	Licenses & Permits Plumbing Permits	21,044	23,911	3,500	3,500
6900.30.3350-52.3040	Licenses & Permits Electrical Permits	67,458	38,466	20,000	20,000
6900.30.3350-52.3060	Licenses & Permits Re-Roofing Permits	104,521	103,620	130,000	130,000
6900.30.3350-52.3070	Licenses & Permits Building Demolition Permit	1,369	1,288	1,000	1,000
6900.30.3350-53.3011	Fines and Forfeits Building Enforcement	26,268	153,011	-	-
6900.30.3350-53.3405	Fines and Forfeits C & D Penalty	42,016	25,881	20,000	20,000
6900.30.3350-55.3013	Intergovernmental TRAKIT-Permit System Charges	280,745	196,688	256,500	256,500
6900.30.3350-56.3280	Charges for Services Fire Plan Check Fee-Permit Ctr	-	-	-	44,000
6900.30.3350-56.3400	Charges for Services Building Plan Check Fees	1,025,208	946,138	1,000,000	1,000,000
6900.30.3350-56.3410	Charges for Services Special Building Inspection	64,850	58,975	50,000	50,000
6900.30.3350-56.3420	Charges for Services Reinspection Service	75,717	43,470	22,000	22,000
6900.30.3350-56.3430	Charges for Services Residential Report	51,962	45,660	40,000	40,000
6900.30.3350-56.3440	Charges for Services Microfilm Fee	53,274	28,405	25,000	25,000
6900.30.3350-56.3460	Charges for Services Other Building Fees	19,434	9,774	25,000	25,000
6900.30.3350-56.8060	Charges for Services Copying Fees	39	130	-	-
6900.30.3350-57.8080	Other Revenue Miscellaneous Deposits	16,539	1,562	6,500	6,500
<b>6900 - Permit Services Total</b>		<b>3,177,098</b>	<b>2,463,984</b>	<b>2,709,700</b>	<b>2,753,700</b>
<b>7101 - Internal Services Administration</b>					
7101.00.0000-90.1000	Transfers In General Fund	350,000	-	-	-
7101.12.1245-57.8050	Other Revenue Miscellaneous Receipts	514	-	-	-
7101.14.1245-57.8050	Other Revenue Miscellaneous Receipts	-	673	-	-
<b>7101 - Internal Services Administration Total</b>		<b>350,514</b>	<b>673</b>	<b>-</b>	<b>-</b>
<b>7102 - Internal Services Insurances</b>					
7102.00.0000-90.1000	Transfers In General Fund	650,000	-	-	-
7102.12.1246-57.1060	Other Revenue Miscellaneous Insurances	138	-	-	-
7102.12.1246-57.8050	Other Revenue Miscellaneous Receipts	154,389	35	-	-
7102.14.1246-57.8050	Other Revenue Miscellaneous Receipts	-	218,580	60,000	60,000
<b>7102 - Internal Services Insurances Total</b>		<b>804,527</b>	<b>218,615</b>	<b>60,000</b>	<b>60,000</b>
<b>7103 - Worker's Comp Self-Insurance</b>					
7103.12.1247-54.8010	Use of money and property Investment Earnings	75,883	-	-	-
7103.12.1247-57.1010	Other Revenue Workers Comp Premiums	5,690,762	196,601	-	-

# FINANCIAL SUMMARIES

## Revenue

Account Number	Account Name	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2021-2022 Budget
7103.12.1247-57.1030	Other Revenue CalPERS Ind Disability Reimb	260,683	27,216	-	-
7103.14.1247-54.8010	Use of money and property Investment Earnings	-	96,537	15,000	15,000
7103.14.1247-57.1010	Other Revenue Workers Comp Premiums	-	4,909,846	5,352,700	5,352,700
7103.14.1247-57.1020	Other Revenue Workers Comp Reimb	-	-	10,000	10,000
7103.14.1247-57.1030	Other Revenue CalPERS Ind Disability Reimb	-	-	70,000	70,000
<b>7103 - Worker's Comp Self-Insurance Total</b>		<b>6,027,328</b>	<b>5,230,199</b>	<b>5,447,700</b>	<b>5,447,700</b>
<b>7104 - General Liability Self-Insurance</b>					
7104.00.0000-90.1000	Transfers In General Fund	1,661,300	1,661,300	1,661,300	1,661,300
7104.00.0000-90.1100	Transfers In Measure E	191,300	191,300	-	-
7104.00.0000-90.1200	Transfers In Measure G	350,300	350,300	-	-
7104.12.1248-54.8010	Use of money and property Investment Earnings	56,845	-	-	-
7104.14.1248-54.8010	Use of money and property Investment Earnings	-	60,267	15,000	15,000
7104.14.1248-57.1040	Other Revenue Liability Insurance	-	200,420	-	-
7104.14.1248-57.1060	Other Revenue Miscellaneous Insurances	-	-	1,000	1,000
<b>7104 - General Liability Self-Insurance Total</b>		<b>2,259,745</b>	<b>2,463,587</b>	<b>1,677,300</b>	<b>1,677,300</b>
<b>7120 - Internal Services-Fleet Maint</b>					
7120.00.0000-90.1000	Transfers In General Fund	2,012,060	1,995,400	1,995,400	2,120,000
7120.00.0000-90.5203	Transfers In Spec Const Assist - Other	99,644	-	-	-
7120.40.5233-57.8050	Other Revenue Miscellaneous Receipts	-	7,015	-	-
7120.50.5233-57.8050	Other Revenue Miscellaneous Receipts	559	467	-	-
<b>7120 - Internal Services-Fleet Maint Total</b>		<b>2,112,263</b>	<b>2,002,882</b>	<b>1,995,400</b>	<b>2,120,000</b>
<b>8914 - RORF-Redev Obligation Retirement</b>					
8914.20.2502-50.1090	Taxes Property Taxes-Tax Increments	2,424,183	2,402,751	2,205,544	2,249,655
8914.20.2502-54.8010	Use of money and property Investment Earnings	110,071	107,930	1,000	1,000
8914.20.2502-54.8050	Use of money and property Rental Income	-	-	24,400	24,400
8914.20.2502-57.3010	Other Revenue Other Loans	10,000	-	-	-
<b>8914 - RORF-Redev Obligation Retirement Total</b>		<b>2,544,254</b>	<b>2,510,681</b>	<b>2,230,944</b>	<b>2,275,055</b>
<b>8915 - Successor Agency Administration</b>					
8915.20.2505-50.1090	Taxes Property Taxes-Tax Increments	135,000	10,000	181,134	10,000
<b>8915 - Successor Agency Administration Total</b>		<b>135,000</b>	<b>10,000</b>	<b>181,134</b>	<b>10,000</b>
<b>Grand Total</b>		<b>260,428,034</b>	<b>218,276,034</b>	<b>196,001,653</b>	<b>244,479,456</b>

# FINANCIAL SUMMARIES

## Workforce

	<u>FY 10-11</u>	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>FY 14-15</u>	<u>FY 15-16</u>	<u>FY 16-17</u>	<u>FY 17-18</u>	<u>FY 18-19</u>	<u>FY 19-20</u>	<u>FY 20-21</u>	<u>FY 21-22</u>
<b>GENERAL OPERATIONS</b>												
Police (Sworn)	146.000	148.000	156.000	150.000	145.000	170.000	172.000	174.000	174.000	174.000	174.000	174.000
Police (Administrative)	57.500	57.500	57.500	47.500	47.500	59.500	55.500	57.500	57.500	57.500	53.500	47.000
Fire (Sworn)	78.000	92.000	92.000	90.000	86.000	95.000	93.000	94.000	93.000	93.000	93.000	93.000
Fire (Administrative)	6.000	5.000	5.000	4.000	4.000	5.000	6.000	6.000	5.000	5.000	5.000	5.000
<b>Total Public Safety</b>	<b>287.500</b>	<b>302.500</b>	<b>310.500</b>	<b>291.500</b>	<b>282.500</b>	<b>329.500</b>	<b>326.500</b>	<b>331.500</b>	<b>329.500</b>	<b>329.500</b>	<b>325.500</b>	<b>319.000</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	7.000
Administration	9.000	11.375	15.385	12.375	11.275	15.275	16.000	16.000	12.000	12.000	6.000	8.000
Human Resources											7.000	7.000
Finance	23.000	21.000	21.000	21.000	19.000	24.000	24.000	26.000	26.000	26.667	25.000	28.000
City Attorney	5.000	5.000	5.000	5.000	5.000	5.000	5.000	5.000	5.000	5.000	5.000	3.000
Community Development	43.750	42.125	39.115	34.245	36.215	35.345	39.750	29.000	29.000	29.850	31.010	34.500
Engineering & Transportation	20.500	21.000	20.625	20.125	21.625	32.375	32.125	35.200	35.150	35.650	33.930	34.180
Environmental & Maintenance Services	48.750	47.500	48.375	46.375	44.625	52.875	47.625	48.700	46.500	46.750	46.750	33.750
Parks and Community Services	6.500	5.000	6.000	6.000	6.000	12.620	14.000	14.000	19.000	19.000	19.000	31.000
Library	43.500	42.500	45.500	43.500	43.500	43.500	43.500	41.000	41.000	41.500	41.500	41.500
<b>Total Non Public Safety</b>	<b>207.000</b>	<b>202.500</b>	<b>208.000</b>	<b>195.620</b>	<b>194.240</b>	<b>227.990</b>	<b>229.000</b>	<b>221.900</b>	<b>220.650</b>	<b>223.417</b>	<b>222.190</b>	<b>227.930</b>
<b>TOTAL GENERAL OPERATIONS</b>	<b>494.500</b>	<b>505.000</b>	<b>518.500</b>	<b>487.120</b>	<b>476.740</b>	<b>557.490</b>	<b>555.500</b>	<b>553.400</b>	<b>550.150</b>	<b>552.917</b>	<b>547.690</b>	<b>546.930</b>
INTERNAL SERVICES	2.000	1.000	1.000	1.000	1.000	3.000	12.000	13.000	13.200	13.450	13.450	13.450
ENTERPRISE OPERATIONS	30.250	28.750	29.500	29.500	30.500	31.000	33.500	44.100	43.150	43.383	43.610	45.370
ASSESSMENT & MAINTENANCE DISTRICTS	1.000	2.000	2.000	1.500	2.000	1.750	1.750	1.750	1.750	1.750	1.750	0.750
REDEVELOPMENT AGENCY	3.500	3.750										
SUCCESSOR AGENCY				1.380	1.260	1.260	0.750	0.750	0.750			
<b>CITY-WIDE TOTAL</b>	<b>531.250</b>	<b>540.500</b>	<b>551.000</b>	<b>520.500</b>	<b>511.500</b>	<b>594.500</b>	<b>603.500</b>	<b>613.000</b>	<b>609.000</b>	<b>611.500</b>	<b>606.500</b>	<b>606.500</b>



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# FINANCIAL POLICIES

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

## I. ACCOUNTING POLICIES

### A. Accounting Standards

1. The City's accounting systems and procedures will comply with Generally Accepted Accounting Principles (GAAP) and standards promulgated by the Financial Accounting Standards Board (FASB) and the Governmental Accounting Standards Board (GASB) to the extent necessary to achieve an unqualified audit opinion and adequate internal controls.
2. The City will prepare regular monthly, a mid-year, and an annual financial report to present a summary of financial performance and position.
3. The City will provide full disclosure in the annual financial report and debt representations.
4. The City's budgetary system will be integrated and compatible with the accounting system and the City's budget will be prepared on a basis in conformance with Generally Accepted Accounting Principles (GAAP).
5. For the purposes of measuring the net pension liability and deferred outflows/inflows of resources related to pensions, and pension expense, information about the fiduciary net position of the City of Salinas' California Public employees' Retirement System (CalPERS) plans (Plans) and additions to/deductions from the Plan's fiduciary net position have been determined on the same basis as they are reported by CalPERS. For this purpose, benefit payments (including refunds of employee contributions) are recognized when due and payable in accordance with the benefits terms. Investments are reported at fair value.

## II. RESERVE POLICIES

- A. Adequate reserves shall be maintained for all known liabilities, including payable employee pension costs, post-employment benefits, leave balances, workers' compensation, and self-insured retention limits.
- B. Adequate reserves shall be maintained for all lease purchases. For each lease purchase, the City will make a down payment equal to one annual payment from current revenues. The balance of the lease purchase obligation shall be fully reserved.
- C. The City will endeavor to maintain an operating reserve equal to eight percent of the General Fund, Measure V, and Measure G 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.

# FINANCIAL POLICIES

## 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.
- G. The City will endeavor to maintain reserves in the Maintenance Districts equal to fifty percent of the budgets.
- H. The City will endeavor to make the recommended contributions to fund post-employment benefits and pension plans as established in the annual actuarial reports.
- I. 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.
- J. 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
  4. Funding of Pension Obligations
  5. Funding of Post-employment benefit obligations

## III. ADMINISTRATIVE FEES POLICIES

- A. An administrative fee for the provision of administration and/or policy direction shall be charged by the City to the following activities.
1. Successor Agency
  2. All enterprise operations
  3. All maintenance districts
  4. Community Development Block Grant Program
  5. The Six-Year Capital Improvement Program
  6. Billings for City Services
- B. The administrative fee charged by the City shall be based on the actual expenditures of the various activities and shall be recorded twice a year (December and 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.



# FINANCIAL POLICIES

## 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.

### 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.

# FINANCIAL POLICIES

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 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.

# FINANCIAL POLICIES

5. Only the City Manager may authorize the use of departmental salary budget savings.
6. All appropriations, except for Capital Improvement Program appropriations, shall lapse at the end of the fiscal year to the extent that they have not been expended or encumbered. An appropriation in the Capital Improvement Program shall continue in force until expended, revised, or cancelled.
7. The City will endeavor to budget an appropriated contingency account in the Non-Departmental operating budget equal to one percent of the total General Fund Operating Budget to meet changing operational requirements during the fiscal year. City Manager can authorize transfers from contingency account subject to purchasing limits.

## 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 \$30,000 and construction projects under \$50,000 if funds are included within the appropriate departmental budget.
2. Equipment purchases over \$30,000 subject to bidding.
3. Construction projects over \$100,000 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. PURCHASING – REQUIREMENTS FOR FEDERAL GRANTS

- A. This section shall apply to the awarding of sub-grants and contracts by the City stemming from federal grants to the City. This section shall have the same application on the awarding of sub-grants and contracts by the City stemming from state, county or other non-federal government entity grants originating as federal grants.
- B. Procurement Standards. (OMB Title 2 CFR, Subtitle A, Part 200, §200.318)
  1. The City shall maintain a contract administration system which ensures contractors perform in accordance with the terms, conditions and specifications of their contracts or purchase orders.
  2. The City shall maintain written standards of conduct covering conflicts of interest and governing the actions of its employees engaged in the selection, award and administration of contracts. No

# FINANCIAL POLICIES

employee, officer or agent of the City shall participate in selection, or in the award or administration of a contract supported by federal funds if a conflict of interest, real or apparent, would be involved. Such a conflict would arise when:

- a. The employee, officer or agent;
  - b. Any member of his or her immediate family;
  - c. His or her partner; or
  - d. An organization which employs, or is about to employ, any of the above, has a financial or other interest in or a tangible personal benefit from a firm considered for award.
3. The City's officers, employees or agents will neither solicit nor accept gratuities, favors or anything of monetary value from contractors, potential contractors, or parties to sub-agreements. Such a conflict will not arise where the financial interest is not substantial or the gift is an unsolicited item of nominal intrinsic value. The City's standards of conduct provide for disciplinary actions to be applied for violations of such standards by officers, employees, or agents of the City.
  4. The City shall not enter into a contract with a non-Federal entity has a parent, affiliate, or subsidiary organization that is not a state, local government or Indian tribe, unless the non-Federal entity maintains written standards of conduct covering organizational conflicts of interest. Organizational conflicts of interest mean due to relationships with a parent company, affiliate, or subsidiary organization, the non-Federal entity is unable or appears to be unable to be impartial in conducting a procurement action involving a related organization.
  5. The City shall avoid acquisition of unnecessary or duplicative items. Consideration will be given to consolidating or breaking out procurements to obtain a more economic purchase. Where appropriate, an analysis will be made of lease versus purchase alternatives, and any other appropriate analysis to determine the most economical approach.
  6. The City shall consider entering into state and local intergovernmental agreements or inter-entity agreements where appropriate for procurement or use of common or shared goods and services.
  7. The City shall consider using Federal excess and surplus property in lieu of purchasing new equipment and property whenever such use is feasible and reduces project costs.
  8. The City shall consider using value engineering clauses in contracts for construction projects of sufficient size to offer reasonable opportunities for cost reductions. Value engineering is a systematic and creative analysis of each contract item or task to ensure its essential function is provided at the overall lower cost.
  9. The City shall make awards only to responsible contractors possessing the ability to perform successfully under the terms and conditions of a proposed procurement. Consideration will be given to such matters as contractor integrity, compliance with public policy, record of past performance and financial and technical resources. Check [sam.gov](http://sam.gov) for vendor debarment or suspension.
  10. The City shall maintain records sufficient to detail the history of procurement. These records will include, but are not necessarily limited to the following: rationale for the method of procurement, selection of contract type, contractor selection or rejection and the basis for the contract price.
  11. The City shall use time and material type contracts only:
    - a. After a determination is made that no other contract is suitable; and
    - b. If the contract includes a ceiling price the contractor exceeds at their own risk.
  12. The City alone shall be responsible, in accordance with good administrative practice and sound business judgment, for the settlement of all contractual and administrative issues arising out of

# FINANCIAL POLICIES

procurements. These issues include, but are not limited to, source evaluation, protests, disputes and claims. These standards do not relieve the City of any contractual responsibilities under its contracts.

C. Competition. (OMB Title 2 CFR, Subtitle A, Part 200, §200.319)

1. The City will conduct procurement transactions in a manner providing full and open competition. To ensure objective contractor performance and eliminate unfair competitive advantage, contractors developing or drafting specifications, requirements, statements of work, or invitations for bids or requests for proposals shall be excluded from competing for such procurements.
2. The City shall conduct procurements in a manner prohibiting the use of statutorily or administratively imposed in-state or local geographical preferences in the evaluation of bids or proposals, except in those cases where applicable Federal statutes expressly mandate or encourage geographic preference. When contracting for architectural and engineering (A/E) services, geographic location may be a selection criteria provided its application leaves an appropriate number of qualified firms, given the nature and size of the project, to compete for the contract.
3. The City shall have written procedures for procurement transactions. These procedures will ensure that all solicitations:
  - a. Incorporate a clear and accurate description of the technical requirements for the material, product or service to be procured. Such description shall not, in competitive procurements, contain features which unduly restrict competition. The description may include a statement of the qualitative nature of the material, product or service to be procured, and when necessary, shall set forth those minimum essential characteristics and standards to which it must conform if it is to satisfy its intended use. Detailed product specifications should be avoided. When it is impractical or uneconomical to make a clear and accurate description of the technical requirements, a brand name or equal description may be used to define the performance or other salient requirements of procurement. The specific features of the named brand which must be met by offerors shall be clearly stated; and
  - b. Identify all requirements which the offerors must fulfill and all other factors to be used in evaluating bids or proposals.
4. The City shall ensure prequalified lists of persons, firms or products that are used in acquiring goods and services are current and include enough qualified sources to ensure maximum open and free competition. The City shall not preclude potential bidders from qualifying during the solicitation period.

D. Methods of Procurement to be Followed. The City shall use one of the following methods of procurement (OMB Title 2 CFR, Subtitle A, Part 200, §200.320):

1. Procurement by Micro-Purchases. Procurement by micro-purchase is the acquisition of supplies or services, the aggregate dollar amount of which does not exceed the micro-purchase threshold as set by the Federal Acquisition Regulation at 48 CFR Subpart 2.1 (Definitions) and adjusted periodically for inflation. As of the date of this ordinance, the micro-purchase threshold is \$3,500.
2. Procurement by Small Purchase Procedures. Small purchase procedures are those relatively simple and informal procurement methods for securing services, supplies or other property that do not cost more than the simplified acquisition threshold as set by the Federal Acquisition Regulation at 48 CFR Subpart 2.1 (Definitions) and in accordance with 41 U.S.C. 1908 and periodically adjusted for inflation. If small purchase procedures are used, price or rate quotations shall be obtained from an adequate number of qualified sources. As of the date of this ordinance, the simplified acquisition threshold is \$150,000. For purchases exceeding fifty thousand (\$50,000), City Council approval is required.

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3. Procurement by Sealed Bids (Formal Advertising). Bids are publicly solicited and a firm-fixed-price contract (lump sum or unit price) is awarded to the responsible bidder whose bid, conforming to all the material terms and conditions of the invitation for bids, is the lowest in price.
  - a. For sealed bidding to be feasible, the following conditions should be present:
    - (1) A complete, adequate, and realistic specification or purchase description is available;
    - (2) Two or more responsible bidders are willing and able to compete effectively for the business; and
    - (3) The procurement lends itself to a firm-fixed-price contract and the selection of the successful bidder can be made principally based on price.
  - b. If sealed bids are used, the following requirements apply:
    - (1) The invitation for bids will be publicly advertised and bids shall be solicited from an adequate number of known suppliers, providing them sufficient time prior to the date set for opening the bids;
    - (2) The invitation for bids, which will include any specifications and pertinent attachments, shall define the items or services for the bidder to properly respond;
    - (3) All bids will be publicly opened at the time and place prescribed in the invitation for bids;
    - (4) A firm-fixed-price contract award will be made in writing to the lowest responsive and responsible bidder. Where specified in bidding documents, factors such as discounts, transportation cost and life cycle costs shall be considered in determining which bid is lowest. Payment discounts will only be used to determine the low bid when prior experience indicates that such discounts are usually taken advantage of; and
    - (5) If there is a sound documented reason, any or all bids may be rejected.
4. Procurement by Competitive Proposals. The technique of competitive proposals is normally conducted with more than one source submitting an offer, and either a fixed-price or cost-reimbursement type contract is awarded. It is generally used when conditions are not appropriate for the use of sealed bids. If this method is used, the following requirements apply:
  - a. Requests for proposals shall be publicized and identify all evaluation factors including relative importance. Any response to publicized requests for proposals shall be honored to the maximum extent practical;
  - b. Proposals will be solicited from an adequate number of qualified sources;
  - c. The City shall conduct technical evaluations of the proposal received and for selecting awardees;
  - d. Awards will be made to the responsible firm whose proposal is most advantageous to the program, with price and other factors considered; and
  - e. The City may use competitive proposal procedures for qualifications-based procurement of architectural/engineering (A/E) professional services whereby competitors' qualifications are evaluated and the most qualified competitor is selected, subject to negotiation of fair and reasonable compensation. The method, where price is not used as a selection factor, can only be used in procurement of A/E professional services. It cannot be used to purchase other types of services though A/E firms are a potential source to perform the proposed effort.
5. Procurement by noncompetitive proposals is procurement through solicitation of a proposal from only one source and may be used only when one or more of the following circumstances applies:
  - a. The item is available only from a single source;

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- b. The public exigency or emergency for the requirement will not permit a delay resulting from competitive solicitation;
  - c. The Federal awarding agency or pass-through entity expressly authorizes noncompetitive proposals in a written request from the City; or
  - d. After solicitation of multiple sources, competition is determined inadequate.
6. Contracting with Small and Minority Businesses, Women's Business Enterprises and Labor Surplus Area Firms. (OMB Title 2 CFR, Subtitle A, Part 200, §200.321)
- a. The City shall take all necessary affirmative steps to assure that minority businesses, women's business enterprises and labor surplus area firms are used when possible.
  - b. Affirmative steps include:
    - (1) Placing qualified small and minority businesses and women's business enterprises on solicitation lists;
    - (2) Assuring that small and minority businesses and women's business enterprises are solicited whenever they are potential sources;
    - (3) Dividing total requirements, when economically feasible, into smaller tasks or quantities to permit maximum participation by small and minority businesses and women's business enterprises;
    - (4) Establishing delivery schedules, where the requirement permits, which encourage participation by small and minority businesses and women's business enterprises;
    - (5) Using the services and assistance, as appropriate, of such organizations as the Small Business Administration and the Minority Business Development Agency of the Department of Commerce; and
    - (6) Requiring the prime contractor, if subcontracts are to be let, to take the affirmative steps listed in subsections 6.b.(1) through (6) of this section.
7. Contracts Cost and Price. (OMB Title 2 CFR, Subtitle A, Part 200, §200.323)
- a. The City shall perform a cost or price analysis in every procurement action exceeding the simplified acquisition threshold including contract modifications. The method and degree of analysis will be dependent on the facts surrounding each procurement situation. As a starting point, the City shall make independent estimates before receiving bids or proposals.
  - b. The City shall negotiate profit as a separate element of the price for each contract in which there is no price competition and in all cases where cost analysis is performed. To establish a fair and reasonable profit, consideration shall be given to the complexity of the work to be performed, the risk borne by the contractor, the contractor's investment, the amount of subcontracting, the quality of its record of past performance, and industry profit rates in the surrounding geographical area for similar work.
  - c. Costs or prices based on estimated costs for contracts under the Federal award will be allowable only to the extent that costs incurred or cost estimates included in negotiated prices would be allowable for the City under Subpart E – Cost Principles of Title 2, Subtitle A, Part 200 (Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards).
  - d. The cost plus a percentage of cost and percentage of construction cost methods of contracting shall not be used.

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8. Federal Awarding Agency or Pass-Through Entity Review. (OMB Title 2 CFR, Subtitle A, Part 200, §200.324)
  - a. The City shall make available, upon request of the Federal awarding agency or pass-through entity, technical specifications on proposed procurements where the Federal awarding agency or pass-through entity believes such review is needed to ensure that the item or service specified is the one being proposed for purchase.
  - b. The City shall make available upon request, for the Federal awarding agency or pass-through entity pre-procurement review, procurement documents, such as requests for proposal or invitations for bids, or independent cost estimates when:
    - (1) The City's procurement procedures or operation fails to comply with the procurement standards of Title 2, Subtitle A, Part 200, Subsection 200.324;
    - (2) The procurement is expected to exceed the simplified acquisition threshold and is to be awarded without competition or only one bid or offer is received in response to a solicitation;
    - (3) The procurement, which is expected to exceed the simplified acquisition threshold, specifies a "brand name" product;
    - (4) The proposed contract is more than the simplified acquisition threshold and is to be awarded to other than the apparent low bidder under a sealed bid procurement; or
    - (5) A proposed modification changes the scope of a contract or increases the contract amount by more than the simplified acquisition threshold.
  - c. The City may be exempted from the pre-procurement review in subsection 8.b. above if the Federal awarding agency or pass-through entity determines that its procurement systems comply with the standards set forth in Title 2, Subtitle A, Part 200, or the City self-certifies compliance with such standards if self-certification is permitted by the Federal awarding agency or pass-through entity.
9. Bonding Requirements. (OMB Title 2 CFR, Subtitle A, Part 200, §200.325) For public projects, the City shall require bid guarantees, performance bonds, and payment bonds consistent with Title 2, Part 200, Section 200.325 of the Code of Federal Regulations.
10. Contract Provisions. (OMB Title 2 CFR, Subtitle A, Part 200, §200.326) The City's contracts shall contain the provisions in Appendix II to Title 2, Subtitle A, Part 200 – Contract Provisions for non-Federal Entity Contracts Under Federal Awards, as applicable.

## VIII. 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 annually. It will include balanced budgets for the first year and a listing of all projects for the next five 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.



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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.

## 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.

## IX. DEBT POLICIES

### A. Use

1. This Debt Policy is intended to comply with Government Code Section 8855(i) and (k), effective on January 1, 2017, and shall govern all debt undertaken by the Issuer.

The City hereby recognizes that a fiscally prudent debt policy is required in order to:

- Maintain the Issuer's sound financial position.
- Ensure the Issuer has the flexibility to respond to changes in future service priorities, revenue levels, and operating expenses.
- Protect the City's credit-worthiness.

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- Ensure that all debt is structured in order to protect both current and future taxpayers, ratepayers and constituents of the City.

- Ensure that the City's debt is consistent with the Issuer's planning goals and objectives and capital improvement program or budget, as applicable.

2. The issuance of long-term debt will be only for:

(i) Long-Term Debt. Long-term debt may be issued to finance the construction, acquisition, and rehabilitation of capital improvements and facilities, equipment and land to be owned and operated by the Issuer.

(a) Long-term debt financings are appropriate when the following conditions exist:

- When the project to be financed is necessary to provide basic services.
- When the project to be financed will provide benefit to constituents over multiple years.
- When total debt does not constitute an unreasonable burden to the Issuer and its taxpayers and ratepayers.
- When the debt is used to refinance outstanding debt in order to produce debt service savings or to realize the benefits of a debt restructuring.

(b) Long-term debt financings will not generally be considered appropriate for current operating expenses and routine maintenance expenses.

(c) The City may use long-term debt financings subject to the following conditions:

- The project to be financed must be approved by the City Council.
- The weighted average maturity of the debt (or the portion of the debt allocated to the project) will not exceed the average useful life of the project to be financed by more than 20%.
- The City estimates that sufficient revenues will be available to service the debt through its maturity.
- The City determines that the issuance of the debt will comply with the applicable state and federal law.

(ii) Short-term debt. Short-term debt may be issued to provide financing for the City's operational cash flows in order to maintain a steady and even cash flow balance. Short-term debt may also be used to finance short-lived capital projects; for example, the Issuer may undertake lease-purchase financing for equipment.

(iii) Financings on Behalf of Other Entities. The City may also find it beneficial to issue debt on behalf of other governmental agencies or private third parties in order to further the public purposes of City. In such cases, the City shall take reasonable steps to confirm the financial feasibility of the project to be financed and the financial solvency of any borrower and that the issuance of such debt is consistent with the policies set forth herein.

# FINANCIAL POLICIES

## B. Types of Debt

The following types of debt are allowable under this Debt Policy:

- general obligation bonds
- bond or grant anticipation notes
- lease revenue bonds, certificates of participation and lease-purchase transactions
- other revenue bonds and certificates of participation
- tax and revenue anticipation notes
- land-secured financings, such as special tax revenue bonds issued under the Mello-Roos Community Facilities Act of 1982, as amended, and limited obligation bonds issued under applicable assessment statutes
- tax increment financing to the extent permitted under state law
- conduit financings, such as financings for affordable rental housing and qualified 501c3 organizations

The City may from time to time find that other forms of debt would be beneficial to further its public purposes and may approve such debt without an amendment of this Debt Policy.

Debt shall be issued as fixed rate debt unless the Issuer makes a specific determination as to why a variable rate issue would be beneficial to the Issuer in a specific circumstance

## C. Relationship of Debt to Capital Improvement Program and Budget

The City is committed to long-term capital planning. The City intends to issue debt for the purposes stated in this Debt Policy and to implement policy decisions incorporated in the City's capital budget and the capital improvement plan.

The City shall strive to fund the upkeep and maintenance of its infrastructure and facilities due to normal wear and tear through the expenditure of available operating revenues. The City shall seek to avoid the use of debt to fund infrastructure and facilities improvements that are the result of normal wear and tear.

The City shall integrate its debt issuances with the goals of its capital improvement program by timing the issuance of debt to ensure that projects are available when needed in furtherance of the City's public purposes.

The City shall seek to avoid the use of debt to fund infrastructure and facilities improvements in circumstances when the sole purpose of such debt financing is to reduce annual budgetary expenditures.

The City shall seek to issue debt in a timely manner to avoid having to make unplanned expenditures for capital improvements or equipment from its general fund.

## D. Policy Goals Related to Planning Goals and Objectives

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The City is committed to long-term financial planning, maintaining appropriate reserves levels and employing prudent practices in governance, management and budget administration. The City intends to issue debt for the purposes stated in this Policy and to implement policy decisions incorporated in the Issuer's annual operations budget.

It is a policy goal of the City to protect taxpayers, ratepayers and constituents by utilizing conservative financing methods and techniques so as to obtain the highest practical credit ratings (if applicable) and the lowest practical borrowing costs.

The City will comply with applicable state and federal law as it pertains to the maximum term of debt and the procedures for levying and imposing any related taxes, assessments, rates and charges.

When refinancing debt, it shall be the policy goal of the City to realize, whenever possible, and subject to any overriding non-financial policy considerations, (i) minimum net present value debt service savings equal to or greater than 3.0% of the refunded principal amount, and (ii) present value debt service savings equal to or greater than 100% of any escrow fund negative arbitrage.

## E. Internal Control Procedures

When issuing debt, in addition to complying with the terms of this Debt Policy, the City shall comply with any other applicable policies regarding initial bond disclosure, continuing disclosure, post-issuance compliance, and investment of bond proceeds.

The City will periodically review the requirements of and will remain in compliance with the following:

- any continuing disclosure undertakings under SEC Rule 15c2-12,
- any federal tax compliance requirements, including without limitation arbitrage and rebate compliance, related to any prior bond issues, and
- the City's investment policies as they relate to the investment of bond proceeds.

Whenever reasonably possible, proceeds of debt will be held by a third-party trustee and the City will submit written requisitions for such proceeds. The City will submit a requisition only after obtaining the signature of the City's Finance Director. In those cases where it is not reasonably possible for the proceeds of debt to be held by a third-party trustee, the City's Finance Director shall retain records of all expenditures of proceeds through the final payment date for the debt.

## F. Continuing Disclosure Procedures

In connection with the issuance of publicly sold debt, the City is required to enter into agreements (Continuing Disclosure Agreements) to provide certain information to investors under SEC Rule 15c2-12.

First, the City's Continuing Disclosure Agreements call for the City to provide annual reports that include: (i) updated financial and operating data relating to each debt obligation; and (ii) audited financial statements of the City. The City will work with bond counsel and/or disclosure counsel before the execution of each Continuing Disclosure Agreement to ensure that the annual reporting obligations that are being imposed upon the City in each Continuing Disclosure Agreement can be met by the City in a timely and complete manner.

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Second, the Continuing Disclosure Agreements call for the City to provide notice of certain events relating to the debt, as specified in the Continuing Disclosure Agreements.

The City must comply with the specific requirements of each Continuing Disclosure Agreement. The City's policy is to strive to make Continuing Disclosure Agreements for each type of debt as uniform as possible.

The Continuing Disclosure Agreements generally require that the annual reports be filed by each April 1, and event notices are generally required to be filed within 10 business days of their occurrence. Such filings are to be made through the Municipal Securities Rulemaking Board's Electronic Municipal Market Access System, which is accessible on the Internet at <https://emma.msrb.org/> (EMMA).

The Finance Director of the City shall be responsible for making continuing disclosure filings. In addition, the Finance Director may determine to retain third-party consultants with experience assisting public agencies in making continuing disclosure filings in order to ensure timely and complete filings.

Certain notice events require special attention. For instance, the City's Continuing Disclosure Agreements call for the City to notify investors of changes in the ratings on its debt within 10 business days, although the credit rating agencies may not notify the City of changes in such ratings in all cases. The City will undertake to confirm the ratings on its debt on a regular basis.

In addition, the City's Continuing Disclosure Agreements entered into after February 27, 2019 call for the City to notify investors of the incurrence of any "financial obligation," if material, and the City will be obligated to disclose defaults on, acceleration of and certain other information with respect to any "financial obligation" regardless of when the financial obligation was incurred.

Rule 15c2-12 provides a general definition of a "financial obligation." While the impetus for the obligation to disclose information about financial obligations was a perception by the SEC and others that municipal issuers were increasingly entering into bank or other private placement debt, Rule 15c2-12 defines "financial obligation" more broadly to include "a debt obligation, derivative instrument ..... or a guarantee of either a debt obligation or a derivative instrument."

To date, the SEC has provided limited guidance on the specific application of the definition of "financial obligation." The SEC has suggested that a key concept is that a "financial obligation" involves the borrowing of money. In public comments, representatives of the SEC have declined to provide a definition of a "guarantee," but they did indicate that the SEC will not look to state law definitions of a "guarantee" or "debt."

As described in detail below, the City will need to monitor agreements or other obligations entered into by the City, the Salinas Facilities Financing Authority or other affiliated City entity (such as community facilities districts), and any modifications to such agreements or other obligations, to determine whether they constitute "financial obligations" under Rule 15c2-12 and, if material, need to be disclosed on to investors.

In addition, if the City, the Salinas Facilities Financing Authority or other affiliated City entity receives a notice of default or an event of default or of an acceleration, termination event, modifications of or other similar event on any agreement or other obligation, the City will need to determine whether such obligation constitutes a "financial obligation" (regardless of when originally incurred) and whether such default or other event reflects financial difficulty (i.e., reduction in overall liquidity, creditworthiness or debt owner's rights).

Types of agreement or other obligations which are likely to be "financial obligations" under Rule 15c2-12 include:

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1. Bank loans or other obligations which are privately placed;
2. Letters of credit, including letters of credit which are provided to third parties to secure the City's, the Salinas Facilities Financing Authority's or other affiliated City entity's obligation to pay or perform;
3. Capital leases for property, facilities or equipment; and
4. Agreements which guarantee the payment or performance obligations of a third party (regardless of whether the agreements constitute guarantees under California law).

Types of agreements which could be a "financial obligation" under Rule 15c2-12 include:

1. Payment agreements which obligate the City, the Salinas Facilities Financing Authority or other affiliated City entity to pay a share of another public agency's debt service (for example, an agreement with a joint powers agency whereby the City, the Salinas Facilities Financing Authority or other affiliated City entity agrees to pay a share of the joint powers agency's bonds, notes or other obligations);
2. Service contracts with a public agency or a private party pursuant to which the City, the Salinas Facilities Financing Authority or other affiliated City entity are obligated to pay a share of such public agency's or private party's debt service obligation (for example, certain types of public-private partnership arrangements);
3. Agreements pursuant to which the City, the Salinas Facilities Financing Authority or other affiliated City entity is obligated to pay amounts expressly tied to another party's debt service obligations, regardless of whether service is provided or not;
4. Agreements which include a rate component that expressly passes through debt service or capital obligation of the other party; and
5. Agreements the payments under which are not characterized as an operation and maintenance expenses for accounting purposes if such agreements could be characterized as the borrowing of money.

The City Attorney and/or Finance Director will notify the City's bond counsel and/or disclosure counsel of the receipt by the City, the Salinas Facilities Financing Authority or other affiliated City entity of any default, event of acceleration, termination event, modification of terms (only if material or reflecting financial difficulties), or other similar events (collectively, Potentially Reportable Events) under any agreement or obligation to which the City, the Salinas Facilities Financing Authority or other affiliated City entity is a party and which may be a "financial obligation" as discussed above. Such notice should be provided by the City Attorney or the Finance Director as soon as the City Attorney or Finance Director receives notice from City staff, consultants or external parties of such event or receives direct written notice of such event so that the City can determine, with the assistance of bond counsel and/or disclosure counsel, whether notice of such Potentially Reportable Event is required to be filed on EMMA pursuant to Rule 15c2-12. If filing on EMMA is required, the filing is due within 10 business days of such Potentially Reportable Event to comply with the applicable Continuing Disclosure Agreement.

The Finance Director will catalog the execution by the City, the Salinas Facilities Financing Authority or

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other affiliated City entity of any agreement or other obligation which might constitute a “financial obligation” for purposes of Rule 15c2-12 and which is entered into after February 27, 2019. Amendments to existing agreements or financial obligations which relate to covenants, events of default, remedies, priority rights, or other similar terms should be reported to the City’s bond counsel and/or disclosure counsel as soon as notice of amendment requests is received by City staff, consultants, or external parties of such event. Such notice is necessary so that the City can determine, with the assistance of bond counsel and/or disclosure counsel, whether such agreement or other obligation constitutes a material “financial obligation” for purposes of Rule 15c2-12. If such agreement or other obligation is determined to be a material “financial obligation” or a material amendment to a “financial obligation” described above, notice thereof would be required to be filed on EMMA within 10 business days of execution or incurrence.

## **X. 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 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

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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 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



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

## D. Administration and Fees

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

## E. Continuing Disclosure

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

## F. Refunding

1. AD or CFD bond refunding may be initiated by the City or at the request of property owners. Refunding Bonds shall be issued pursuant to California State law as deemed appropriate by the City.

# FINANCIAL POLICIES

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.

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

### **B. Budget**

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

# FINANCIAL POLICIES

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 XIIID Section 4 a parcel's assessment may not exceed the 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.

## XII. 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.

# FINANCIAL POLICIES

B. Capitalization – Generally all capital assets with an original cost of \$10,000 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 \$10,000 or more.
2. The asset must have a useful life of five (5) or more years.
3. The capitalization threshold is applied to individual units of capital assets rather than groups. For example, ten desks purchased for \$1,500 each will not be capitalized even though the total (\$15,000) exceeds the threshold of \$10,000.
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 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 \$10,000.
7. Work of arts, animals (i.e. police dogs) and historical treasures are not capitalized, but will be recorded as tracked property.

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

- Handheld radios
- Personal computers
- Software
- Street trees
- Street signs
- Weapons

8. Capital projects will be capitalized as “construction in progress” until completed.

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.

# FINANCIAL POLICIES

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, donations 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 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.

# FINANCIAL POLICIES

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 Proprietary or a Grant Fund, in which case, the proceeds will be returned to any of those specific funds. The original cost less depreciation will then be removed from the City's capital asset management system.

Disposition of assets acquired using grant funds should follow the asset disposition guidelines established by the grantor.

J. Transfer of 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 method. Depreciation will be calculated starting the month following the date the asset was placed in service. Depreciation will be applied over the estimated useful life of the asset.

L. Recommended Lives - The City follows GFOA Recommended Practices when establishing recommended lives for assets to be capitalized. 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 and Improvements	240 to 600 months
Improvements Other Than Buildings	180 to 540 months
Infrastructure	240 to 600 months
Machinery and Equipment	60 to 120 months

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 \$10,000 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.

# FINANCIAL POLICIES

- N. Maintenance Schedules - The City shall develop and implement maintenance and replacement schedules with a goal of maximizing the useful life of all assets. The schedules shall include estimates of annual maintenance and/or replacement funding required for each asset.
- O. Maintenance Funding - The City shall identify specific sources of funds for the annual maintenance or replacement of each asset. Whenever possible, the maintenance or replacement funding shall be identified from a source other than the City General Fund. The City shall maximize the use of maintenance assessment districts and dedicated special revenue (e.g. gas tax). The City shall endeavor to set aside, on an annual basis, one and one-half percent (1½%) of its General Fund Operating Budget to provide for on-going maintenance and required replacement of assets that cannot be reasonably funded from other sources.
- P. Works of Art and Historical Treasures – GASB 34 encourages but does not require the capitalization of art collections that meet all of the following conditions:
- Held for public exhibition, education, or research in furtherance of public service, rather than financial gain
  - Protected, kept unencumbered, cared for, and preserved
  - Subject to an organizational policy that requires the proceeds from sales of collection items to be used to acquire other items for collections
- It is the City's Policy that proceeds from the sale of art collections be used to acquire other works of art. That being the case the City's works of art and historical treasures will not be capitalized.
- Q. Intangibles – Intangibles assets are now included in the GASB 34 definition of capital assets. Prior to GASB 34 the City did not capitalize intangibles. GFOA recommends that governmental entities follow the guidance of AICPA Statement of Position 98-1 Accounting for Costs of Computer Software Developed or Obtained for Internal Use.
- R. Inventory – A physical inventory of capitalized assets will be performed annually. Capitalized assets are maintained in the City's fixed asset system that include the acquisition date, a description of the property, a serial number or other identification number, the source of funding, the cost of the asset, percentage of Federal participation for the Federal award under which the property was acquired and the location of the capitalized asset.
- S. Disposition – City Council declares City assets surplus and authorize the disposal in accordance to Chapter 12, Article 2, Section 12-15 of the Municipal Code regarding Disposition of Property. Disposition of capitalized asset acquired under a Federal award shall follow the disposition instructions from the grant awarding agency.

## XIII. RISK MANAGEMENT POLICIES

- A. The City shall maintain a risk management program for liability, workers' compensation, health insurance, and loss of property exposures which emphasizes avoidance of risk, whenever possible, funding for losses which cannot be avoided, and transfer or risk to third parties whenever appropriate.
- B. The risk management process will include the systematic and continuous identification of loss perils and exposures, the analysis of these perils and exposures in terms of frequency and severity probabilities, the application of sound risk control procedures and the financing of risk consistent with the City's financial resources.
- C. If the loss potential in dollars for a particular risk is substantial and cannot be absorbed within the City's annual operating budget and reserves, the City will develop and maintain a program of purchased insurance or funded self-insurance.

# FINANCIAL POLICIES

- 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.

## **XIV. 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 addressed the approval, terms and accounting requirements for interfund loans.
- C. Definition - Interfund loans are amounts provide between funds with a requirement for repayment. Interfund loans will be reported according to GAAP, as interfund receivables in lender funds and interfund payables in borrower funds. If repayment is not expected within a reasonable time, the interfund balances should be reduced and the amount that is not expected to be repaid should be reported as a transfer from the fund that made the loan to the fund that received the loan.
- D. Policy
  - 1. Interfund loans-Types:
    - a. Internal loans that are necessary part of normal business operations:
      - To maintain cash flow and provide working capital, in anticipation of future tax receipts or other revenue, the General Fund may require cash advances from other funds during the course of a fiscal year. Other funds eligible to make cash advances include: Measure V; Measure G, 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.



# FINANCIAL POLICIES

## 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.

## **XV. LONG-TERM FISCAL AND SUSTAINABILITY IMPACT**

- A. Purpose - This policy documents requirements and responsibilities for considering the long-term impact of current decisions.
- B. Annual Budgets - As part of the annual budget, the document will include a minimum five-year budget forecast that shows how the current budget being considered by the City Council for approval helps maintain fiscal sustainability over a longer-term horizon.
- C. Staff Reports - On each staff report to City Council, the report should include a section on fiscal and sustainability impact. For impacts greater than \$100,000 for one fiscal year and that continue for more than 3 years, a table showing the impact over a 10-year period should be added to the staff report in the fiscal impact and sustainability section of the staff report.

## **XVI. SPECIAL EVENTS FUNDING AND OPERATIONS POLICY**

- A. Purpose - This policy documents requirements for funding/sponsoring and controlling costs associated with special events through In-Kind Matching contributions such as the Rodeo and the California Air Show.
- B. Scope – The City Council may sponsor community events by providing in-kind services.
- C. Policy
  1. The City Council will fund community events through the annual budget process.
  2. The funding amount will be in the form of an in-kind contribution of services for the day of the event, such as Fire, Police, Public Works, or other City services.
  3. The organization coordinating the event must apply for the event through the normal special events process.
  4. An estimate of the City services will be itemized by each department during the special events planning process and each department will make every effort to control costs or minimize the level of service needed.
  5. A copy of the estimate should be routed to the Department Head and the Finance Director or their designee for review and approval.

# FINANCIAL POLICIES

6. The coordinating agency of the even should provide a total budget for the event.
7. They City's contribution value of in-kind contribution should not be more than 10% of the total cost of the event.
8. An estimate of the economic benefit to the City should be calculated, such as the TOT revenue.
  
9. The City Council will fund community events through the annual budget process.
10. The funding amount will be in the form of an in-kind contribution of services for the day of the event, such as Fire, Police, Public Works, or other City services.
11. The organization coordinating the event must apply for the event through the normal special events process.
12. An estimate of the City services will be itemized by each department during the special events planning process and each department will make every effort to control costs or minimize the level of service needed.
13. A copy of the estimate should be routed to the Department Head and the Finance Director or their designee for review and approval.
14. The coordinating agency of the even should provide a total budget for the event.
15. They City's contribution value of in-kind contribution should not be more than 10% of the total cost of the event.
16. An estimate of the economic benefit to the City should be calculated, such as the TOT revenue.
17. At the conclusion of the special event, each department will calculate and document the detail of all costs incurred, including staff hours through the payroll time keeping process and other costs, and summarize and total those itemized costs and send the itemized costs list to the Finance Department accounts receivable staff to compile one consolidated invoice for the special event. This information should be submitted during the one-week period immediately following the event.
18. The invoice for the special event will itemize the costs for each department, include a sub-total for each department, include a credit for the in-kind contributions, and the amount due.
19. The Finance billing staff should prepare and mail out the invoice to the coordinating event agency within 30 days following the event.
20. The invoice should be paid within 30 days of receipt by the coordinating agency
21. If the coordinating agency fails to pay the balance due, the City will not sponsor the event the next time the event is held, but may choose to sponsor the event again the next time if the estimated cost of the services are paid in-advance of the event or within 5 days following the even if there is a cash flow issue.

# PRIORITY BASED BUDGETING

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

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

City Staff has begun to use the diagnostic tool to evaluate lower priority programs as potential areas from which to reallocate resources to higher priority programs or potentially recommend elimination of programs.

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

## **Priority Based Budgeting – Progress through the 5 Steps**

There are five steps in priority based budgeting:

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

### **Step 1 – Determine Results**

The first step in the priority based budget process is to identify the Results that most-effectively meet the City Council's goals and priorities and which matter most to the community. For an accurate prioritization of programs to occur that reflect the organization's stated goals and priorities, the City must identify the Results it seeks to achieve. The City Council approved five goals that were the culmination of a strategic planning sessions. These sessions occur each year.

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

# PRIORITY BASED BUDGETING

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

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

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

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

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

## Step 3 – Identify Programs and Services

Departments prepared their comprehensive list of programs. The objectives for developing program inventories were to:

# PRIORITY BASED BUDGETING

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

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

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

### Department Scoring

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

### Peer Review Scoring

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

### Costing Allocation

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

## Step 5 – Allocate Resources Based on Priorities

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

## Davenport Institute for Public Engagement and Civic Leadership – Grant Award

The City was 1 of 4 grant award recipients in the state to receive the Davenport Institute Public Engagement Grant. This is the sixth annual Public Engagement Grant Program.

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

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

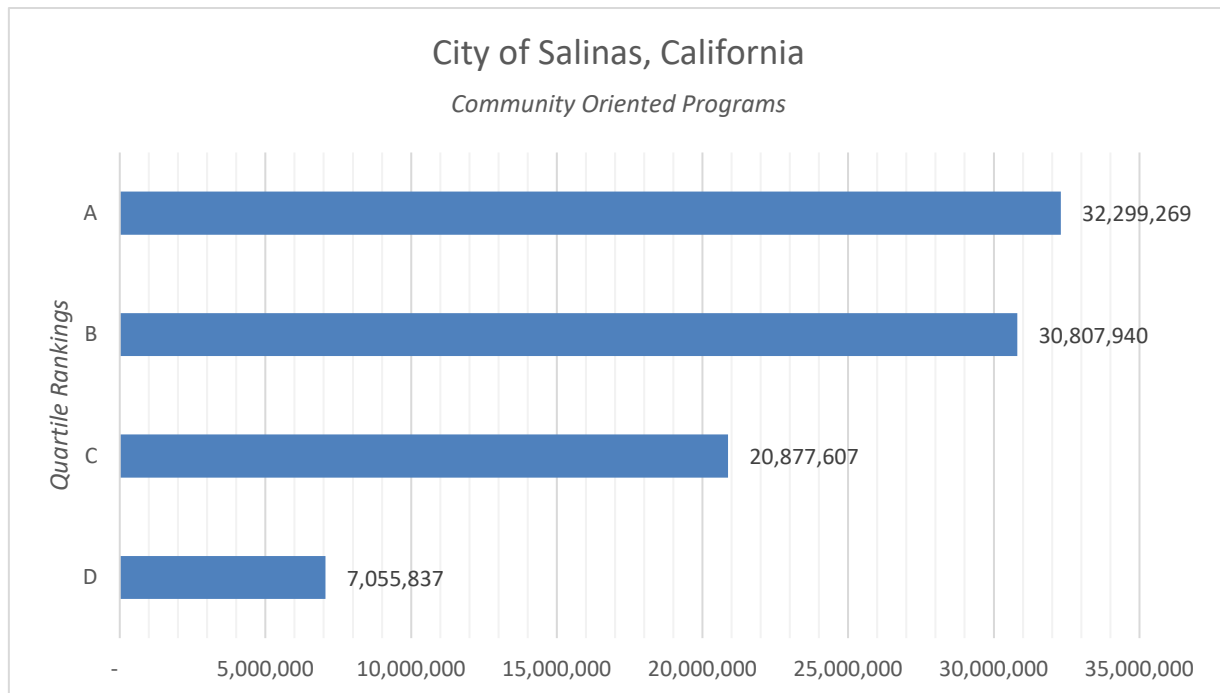
# PRIORITY BASED BUDGETING

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

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

## **Funding by Quartile Ranking**

As mentioned above, the Departments scored all of their programs on how well they influence the Council goals (Results) and a peer review team also scored all of the programs. A final score was tallied and then a corresponding quartile ranking assigned. The chart below shows the total dollars allocated per quartile ranking, which indicates the City is funding programs that matter most to the community.



## **Impact of FY 2014-15 through 2021-22 Budget Processes**

As departments prepared their FY 2014-15 operating budgets, they evaluated lower priority programs that fell in the fourth quartile to determine if they should recommend reducing the lower priority programs or eliminate those programs. Falling in the fourth of four quartiles does not mean the program should be eliminated, it just means that the program was determined to not accomplish the Results or Council goals and should be evaluated. Programs

# PRIORITY BASED BUDGETING

that fell in the fourth quartile were evaluated to determine if they were either cost recovery, mandated (legally required), caused safety issues if eliminated or the benefits of keeping the program justified the cost. As a first step in using the new model, the City departments evaluated 115 programs that fell in the 4<sup>th</sup> quartile. Of the 115 programs, 75 were funded with the General Fund totaling approximately \$12 million. Of the \$12 million, approximately \$150,000 was identified as resources that could be reallocated from certain programs to other programs within the departments. For FY 2015-16, the departments focused the new Measure G resources in Quartile A and B Programs. For FY 2016-17 and beyond, the departments continued to reallocate existing resources or allocate new resources to Quartile A and B programs. A major consolidation of programs was also achieved in preparation for the FY 2017-18 budget process, and an updated quartile ranking was conducted City-Wide. Minor changes were made to programs/rankings for the FY 2018-19 thru FY 2021-22 budget processes, with quartile rankings still remaining an integral part of allocating resources for the upcoming fiscal year.

## **Result Definitions (More Detail)**

As mentioned in step 2 above, department directors and managers participated in a three-hour workshop led by the Center for Priority Based Budgeting consultants to determine the result definitions. The City Council reviewed and approved the six Results and 36 Result Definitions.

### Results

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

#### SAFE, LIVABLE COMMUNITY

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

#### EFFECTIVE MOBILITY and EXCELLENT INFRASTRUCTURE

1. Provides and promotes convenient access to diverse mobility options, supporting a safe, accessible public transit network, as well as ample options for bicyclists and pedestrians
2. Ensures access to clean water, clean air, and timely, accurate information through the design, development and long-term investment in wastewater, stormwater and information technology infrastructure

# PRIORITY BASED BUDGETING

3. Collaboratively invests in building and improving a well-designed, well-maintained system of safe, reliable road and street infrastructure (including roads, traffic signals, sidewalks, bridges and street lighting)
4. Encourages community beautification with properly maintained and visually appealing parks, green spaces and public spaces
5. Plans for responsible, sustainable growth, ensuring that the City's long-term infrastructure needs are met, and that a variety of diverse employment opportunities are available

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

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

## HEALTHY, VIBRANT, SUSTAINABLE and GREEN COMMUNITY

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

## ECONOMIC DIVERSITY and PROSPERITY

1. Partners with the community to promote quality job creation and retention, offering a broad range of well-paying employment opportunities, and to provide a skilled, educated workforce that meets the needs of local employers



# PRIORITY BASED BUDGETING

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

## GOOD GOVERNANCE

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

## Department Scoring (More Detail)

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

## Community Program Scoring

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

### Community Results:

1. Economic Diversity and Prosperity
2. Effective Mobility and Excellent Infrastructure
3. Family-Oriented Community with Diverse Recreational, Arts, Cultural, Educational and Leisure Opportunities
4. Healthy, Vibrant, Sustainable and Green Community (Quality of Life)
5. Safe, Livable Community

### Scoring Criteria (0-4 scale):

**4** = Program has an **essential** or **critical** role in achieving Result

# PRIORITY BASED BUDGETING

- 3 = Program has a ***strong*** influence on achieving Result
- 2 = Program has ***some*** degree of influence on achieving Result
- 1 = Program has ***minimal*** (*but some*) influence on achieving Result
- 0 = Program has ***no*** influence on achieving Result

## **Governance Program Scoring**

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

### Governance Result Definitions:

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

### Scoring Criteria:

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

## **Basic Program Attributes**

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

## **Mandated to Provide Program**

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

## **Reliance on City to Provide Program**

- *Programs for which residents, businesses and visitors can look only to the City to obtain the service will receive a higher score for this attribute compared to programs that may be similarly obtained from another intergovernmental agency or a private business.*

# PRIORITY BASED BUDGETING

- The grading criterion established to score programs, on a 0 to 4 scale is as follows:
  - 4 = City is the sole provider of the program and there are **no** other public or private entities that provide this type of service
  - 3 = City is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service
  - 2 = Program is only offered by another governmental, non-profit or civic agency
  - 1 = Program is offered by other private businesses but none are located within the City limits
  - 0 = Program is offered by other private businesses located within the City limits

## Cost Recovery of Program

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

## Portion of Community Served by Program

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

## Change in Demand for Program

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

Once the department and peer review scoring was completed, a ranking by quartiles was created with four quartiles. The first quartile (A) included the highest scoring programs and the fourth quartile (D) included the lowest scoring

# PRIORITY BASED BUDGETING

programs. There are 586 Community Programs and 94 Governance Programs that were scored by 17 peer review teams. The table below shows the results:

<u>Community Results</u>		<u>Governance Results</u>	
Quartile Rank by Department	Program Count	Quartile Rank by Department	Program Count
Administration	5	Administration	8
A	2	A	5
B	2	B	2
C	1	C	1
Assessment Districts	7	City Attorney	24
A	3	A	3
B	3	B	9
C	1	C	10
City Attorney	5	D	2
A	2	Finance	32
B	1	A	26
C	2	B	6
Community Development	122	Public Works	30
A	52	A	9
B	52	B	7
C	17	C	6
D	1	D	8
Enterprise Operations	70	Grand Total	94
A	48		
B	11		
C	11		
Fire	91		
A	38		
B	24		
C	25		
D	4		
Library & Community Services	73		
A	32		
B	35		
C	5		
D	1		
Police	116		
A	7		
B	27		
C	56		
D	26		
Public Works	97		
A	56		
B	26		
C	14		
D	1		
Grand Total	586		

# SALINAS PLAN

The Salinas Plan is a Ten-Year Plan designed to provide the City with a path toward maintaining a long-term balanced budget while preserving City services and addressing the affordable housing crisis. Here is a link to the: [Salinas Plan](#).

On December 4, 2018, the National Resource Network (NRN) presented the Salinas Plan to the City Council. The Salinas Plan is a comprehensive review of City finances and operations that utilizes a ten-year budget model to identify the fiscal challenges facing the City; specifically, the model found that, absent corrective action, the City would see increasing deficits eventually exceeding \$10 million per year by FY27 and \$60 million total over the next ten years. Under this projection, the City would exhaust its reserves by FY23. Further, this projection assumes no additional investment by the City to help address the housing affordability crisis the City is now facing. On its current path, the City faces the steady erosion of existing services, with no additional resources available to address the housing crisis.

To prevent this outcome, the Salinas Plan includes a list of 32 recommended initiatives (listed in Table 1 below) that, taken together, would enable the City to maintain its fiscal solvency, maintain its core services and strategic priorities, and identify additional resources to address the housing crisis. These initiatives achieve this through a variety of methods, including savings by reducing or eliminating non-core services; identifying new revenues to fund key strategic priorities; and finding efficiencies in operations to enable the City to continue to deliver key services at a lower cost. The recommendations span nearly all City Departments and would entail sacrifices by employees, residents, and businesses – however, if completely implemented, the City should be able to maintain core services, increase efficiencies, implement new and expanded initiatives to address the housing crisis, and do so over the long-term by implementing fiscally sustainable practices.

## **Implementation Tracking**

The Salinas Plan was written with the intent that its recommendations be explored and, if appropriate, implemented. It was never the intention that this would be a Report that would “sit on the shelf.” Tracking the efforts described in this Report requires a robust tracking system to ensure that each recommendation is receiving the necessary attention. Further, this tracking system is necessary to keep the Council and other stakeholders “in the loop” with regards to developments, as well as to hold City staff accountable for completion of indicated tasks. With this in mind, the following implementation tracking program was developed:

- 1) **Reports will be provided on a monthly basis to the Finance Committee** – the Council’s Finance Committee will be tasked with receiving and providing feedback on the various initiatives in the Salinas Plan. Staff will also provide information on key items as necessary.
- 2) **Reports will be provided on a quarterly basis to the full City Council** – the Council will receive updates regarding the overall status of various initiatives within the Report. The budget document will incorporate information relating to the Salinas Plan initiatives, as appropriate. In addition to these regular updates, staff may bring information regarding specific initiatives at other times for various reasons.
- 3) **Council Items Related to the Salinas Plan Will be Identified** – Staff will note within the Staff Reports for various items whether those items are related to implementation of a Salinas Plan recommendation.
- 4) **Progress Will Be Tracked** – Staff will develop and provide key metrics related to the Salinas Plan on a regular basis.

The current status of the various initiatives, as well as responsible Departments, can be found in Table 1 below:

# SALINAS PLAN

**Table 1 – List and Status of Salinas Plan Recommendations**

<b>Code</b>	<b>Initiative</b>	<b>Responsible Department</b>	<b>Current Phase</b>
<b>Public Safety</b>			
PS01	Staffing and Overtime Reduction	Fire, HR, Police	<b>Implementation</b>
PS02	Police Civilianization	HR, Police	<b>Pre-Study</b>
PS03	Improve Police Department Technology	HR, Legal, Police	<b>Implementation</b>
PS04	Evaluate Provision of Advanced Life Support Services	Admin, Fire	<b>Pre-Study</b>
<b>Shared Services</b>			
SS01	Recover Full Cost of Service from Monterey County Regional Fire District	Admin, Fire	<b>Complete</b>
SS02	Consolidate Animal Services	Admin, Police	<b>Implementation</b>
<b>Managed Competition and Privatization</b>			
MC01	Eliminate Downtown Parking Fund Deficits	Finance, PW	<b>Implementation</b>
MC02	Eliminate General Fund Subsidy of Golf Course Debt Service	Admin, Finance	<b>Pre-Study</b>
MC03	Eliminate Sherwood Hall Deficits	Admin, LCS	<b>Study</b>
<b>Operational Efficiencies</b>			
OE01	Move Facility and Park Maintenance to Library and Community Services	Admin, LCS, PW	<b>Implementation</b>
OE02	Citywide Fleet Strategy	Fire, HR, Police, PW	<b>Implementation</b>
OE03	Improve Budget Process and Monitoring	Finance	<b>Implementation</b>
OE04	Strategically Implement Consultant Studies with Action Plans and Savings Targets	Admin	<b>Study</b>
OE05	Prepare a Preventive Maintenance Program for all City Facilities	PW	<b>Design</b>
<b>Workforce</b>			
WF01	Healthcare Cost Containment	Admin, HR	<b>Implementation</b>
WF02	Improve Base Pay on a Cost-Neutral Basis	Admin, HR	<b>Implementation</b>
WF03	Eliminate Management and Flex Leave	Admin, HR	<b>Complete</b>
WF04	Continue to Address Workers' Compensation Costs, Moving Towards Sound Actuarial Funding	Legal	<b>Implementation</b>

# SALINAS PLAN

Investment Strategies			
IN01	Dedicate Savings to Capital Investment	Admin, Finance	Design
IN02	Establish a Productivity Bank	Finance	Complete
IN03	Add an Analyst Position that Reports Directly to the City Manager	Admin, HR	Complete
IN04	Convene Stakeholders to Develop an Implementation Plan to Create More than 4,000 New Units of Affordable Housing in the Next 10 Years	CD	Design
IN05	Establish a Housing Trust Fund with a Dedicated Revenue Stream for Affordable Housing	CD, Finance	Design
IN06	Develop a Land Strategy to Leverage Private Market Investment to Create up to 2,400 New Units of Affordable Housing	CD	Design
IN07	Create Regulations to Address Safety and Health Conditions in Rental and Other Group Housing	CD	Study/Design
New Revenues			
NR01	Enact Storm Sewer Utility Fee to Fund Current Transfer of General Fund Revenues to Storm Sewer Fund	PW	Study
NR02	Increase Hotel Tax and Dedicate Funding that Results to Capital Investment	Admin, Finance	Pre-Study
NR03	Establish a Mello-Roos Special Tax	Finance	Design
NR04	Use Multiple Sources to Provide Revenue for the Housing Trust Fund	Admin, CD, Finance	Study
NR05	Rental Registry and Inspection Fees	CD	Study
Risk Mitigation			
RM01	Engage with the Salinas Community to Make the Measure G Sales Tax Permanent	Admin	Pre-Study
RM02	Incorporate Multi-Year Financial Planning into All Budgetary Actions	Finance	Complete

**Phase Definitions:**

**Pre-Study:** City staff has initiated internal discussions but has not yet begun the process of formally studying the Initiative.

**Study:** Staff is gathering information and exploring the parameters and feasibility of this Initiative.

**Design:** Staff is assembling a Project or Program to accomplish the Initiative.

**Approval:** Project or Program has been designed and is being prepared to be considered for approval.

**Implementation:** The Initiative has been approved, and staff is currently implementing the Initiative's provisions.

**Complete:** Implementation is complete and the Initiative is incorporated into City practices on an ongoing basis.

# SALINAS PLAN

## Update on Initiatives for FY 21-22

An update on the 32 initiatives that make up the Salinas Plan are summarized in more detail below:

### Public Safety

#### **PS01 Staffing and Overtime Reduction**

**Responsible Departments:** Human Resources; Legal; Police

**Salinas Plan Recommendations:** Reevaluate the current 4/10 Police Staffing Schedule and establish a staffing schedule that best meets community needs. Evaluate public safety overtime expenditures and policies to determine if overtime hours can be reduced.

**Status:** The Chief of Police engaged the services of Etico Solutions to evaluate optimal Police Department staffing schedules and determined whether a change from the current 4/10 schedule would be appropriate and would reduce the amount of required overtime. Etico Solutions conducted an evaluation of the Police Department's operations and engaged with Police Department management, employees, and bargaining unit representatives to evaluate potential scheduling options with the goal of reducing required overtime levels while preserving service levels and employee working conditions. The Patrol Officers have now shifted to a new 10 hour and 40-minute shift length and added an additional watch to better serve our community. The study also recommended new "Beat" boundaries which are currently under review, with implementation expected in the future. (Page 53-55 of the [Salinas Plan](#))

#### **PS02 Police Civilianization**

**Responsible Departments:** Human Resources; Police

**Salinas Plan Recommendations:** Consider increased use of Community Service Officers (CSOs) to lower costs associated with sworn police officers performing tasks which could be performed by others at less cost.

**Status:** The Police Department is currently analyzing the possibility of expanding the duties of civilian employees to include creating a Telephonic Reporting Unit (TRU) which would assign civilian employees to take reports over the phone and in person. Some staff have already begun to perform these duties. This would alleviate patrol officers of these tasks enabling them to focus on crime prevention through active patrol. The City is creating an inventory of all tasks currently performed by Police Department employees to determine if there are additional tasks which could be assigned to non-sworn personnel, and City staff are currently reviewing the potential to civilianize additional positions, such as the Criminalist position, with the Police Officer's Association (POA). (Page 55-56 of the [Salinas Plan](#))

#### **PS03 Improve Police Department Technology**

**Responsible Departments:** Human Resources; Legal; Police

**Salinas Plan Recommendations:** Implement new technology and software for Police records. Eliminate the Word Processing Division in the Police Department and retrain and reassign existing staff into other City positions.

**Status:** The City has hired a company to implement a new RMS system to streamline the creation of reports. This system is expected to be designed by June 2021, and to go "live" by the end of 2021. The Word Processing Division is currently being phased out, with staff being retrained and/or reassigned in order to fill needed functions within the Department. This process is expected to continue as the new RMS system is implemented. No layoffs are anticipated as a result of this process. (Page 56-57 of the [Salinas Plan](#))



# SALINAS PLAN

## PS04 Evaluate Provision of Advanced Life Support (ALS) Services

**Responsible Departments:** Administration; Fire

**Salinas Plan Recommendations:** Redesign the delivery of Advanced Life Support (ALS) services to reduce the number of paramedics by half, with AMR assuming more responsibility and the Salinas Fire Department focusing on Basic Life Support (BLS) services.

**Status:** This recommendation has been analyzed in a study by the Center for Public Safety Management (CPSM). However, the feasibility of implementation will depend partially on the ability of other organizations, such as AMR and the County of Monterey, to be able to provide comparable services at a lower cost. The City is also required to meet-and-confer with affected employee bargaining units. Until the County and AMR reach an Agreement on Countywide services, reaching any reliable conclusions regarding this recommendation is impossible. Staff will continue to examine potential options and will present a recommendation to Council regarding whether this recommendation is feasible and/or advisable at a later date. (Page 57-59 of the [Salinas Plan](#))

### Shared Services

## SS01 Recover Full Cost of Service from Monterey County Regional Fire District (MCRFD)

**Responsible Departments:** Administration; Fire

**Salinas Plan Recommendations:** Examine historical data regarding the net number of calls fulfilled by the City of Salinas within MCRFD jurisdiction. Negotiate revised contract with MCRFD to reflect the actual costs incurred by the City of Salinas in the provision of these duties.

**Status:** The Fire and Administration Departments have analyzed service call data for the past three years regarding the provision of services outside of the City's boundaries. Based on this preliminary analysis, the Administration Department has estimated that the actual cost of the contract to the City is between \$700,000 and \$900,000 annually based on the estimate that the contracted calls make up 3.69% of total calls. Based on this, a new contract between the City and the MCRFD was negotiated, which will immediately increase the compensation provided to \$300,000 this year, which gradual increases to \$500,000 per year after five years. City staff will reevaluate the contract terms prior to its expiration. (Page 60-62 of the [Salinas Plan](#))

## SS02 Consolidate Animal Services

**Responsible Departments:** Administration; Police

**Salinas Plan Recommendations:** Combine Salinas Animal Services operations with County Animal Services operations in order to save on potentially duplicative costs.

**Status:** In 2018 the City and County entered into a Memorandum of Agreement (MOA) to jointly administer both programs and have hired a joint administrator. Ongoing work has occurred, with a recent Amendment No. 2 to the MOA to modify the scope of services and provide additional shared services in the area of Animal Care and Veterinary Services. Also, the joint Volunteer Coordinator is now in place and funded 50% by the City. In early April 2020, and in response to the escalating COVID-19 state of emergency, the Parties agreed that all animals in the City's physical facility located at 144 Hitchcock Road would move to the Monterey County Facility located across the street at 160 Hitchcock Road. City staff is also working now at the County facility. (Page 62-65 of the [Salinas Plan](#))

# SALINAS PLAN

## **Managed Competition and Privatization**

### **MC01 Eliminate Downtown Parking Fund Deficits**

**Responsible Departments:** Finance; Public Works

**Salinas Plan Recommendations:** Modify parking program in Downtown Salinas to enable the Downtown Parking Fund to be self-supporting.

**Status:** The Council approved changes to the rate structure for parking in the District at its February 19, 2019 Council meeting. These changes resulted in savings of \$359,125 in Fiscal Year 2020, and in the period ending March 2020 operations generated \$38,000 in net revenue, eliminating General Fund subsidies for the first time in decades. Unfortunately, COVID-19 and has significantly disrupted the operation of business in the Downtown Area, and the Parking District is once again operating at a deficit. As of April 2021, staff projects the deficit to be \$119,000 by June 30, 2021 which is far short of the desired \$243,168 projection of the Salinas Plan. As downtown begins to open after the pandemic, it is hoped that the City can implement the approved rate adjustments proposed for FY21-22 that will ensure the sustainability of the program. Public Works implemented a parking validation program at the beginning of FY20-21 that would provide additional revenue generating services to downtown. In addition, Public Works negotiated a 7% reduced contract cost with the garage operator for the next two years. In subsequent fiscal years, the city will propose price management for on-street parking advancing the management of a downtown parking program that is able to improve service to downtown Salinas business without being dependent on City subsidy of the parking program. Public Works will continue to work to bring recommendations to the City Council as necessary to maintain needed parking services and infrastructure in downtown Salinas today and the future. (Page 65-66 of the [Salinas Plan](#))

### **MC02 Eliminate General Fund Subsidy of Golf Course Debt Service**

**Responsible Departments:** Administration; Finance

**Salinas Plan Recommendations:** Identify possibilities for reducing or eliminating the amount of debt service currently paid by the Salinas General Fund for debt service on its golf courses. Possibilities include finding alternative uses for the land and redeveloping the golf courses to provide additional revenues, housing, and/or economic development opportunities.

**Status:** City staff has met with representatives of key stakeholders. Thus far, the City has not identified significant interest among stakeholders in altering current arrangements. The City cannot unilaterally take action to change the existing legal agreements between the parties. City staff will continue to explore potential alternative funding options to reduce General Fund impacts from the golf courses. (Page 67-68 of the [Salinas Plan](#))

### **MC03 Eliminate Sherwood Hall Deficits**

**Responsible Departments:** Administration; Library and Community Services

**Salinas Plan Recommendations:** Explore options for ensuring that operations at Sherwood Hall are revenue-neutral or revenue-positive. Options could include the sale or lease of the facility to an outside party that would take over operations and maintenance costs of the facility.

**Status:** Staff plans to initiate a Management and Operations assessment of Sherwood Hall. This assessment will include a review of the current operational and cost model and make recommendations for a more sustainable model including opportunities revenue generating/cost saving opportunities such as identifying a long-term lease/operator.

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The Department is currently evaluating the potential of moving part of the Recreation operations to this location to better manage and support all assets in the Sherwood Park complex. (Page 68-70 of the [Salinas Plan](#))

## **Operational Efficiencies**

### **OE01 Move Facility and Park Maintenance to Library and Community Services**

**Responsible Departments:** Administration; Library and Community Services; Public Works

**Salinas Plan Recommendations:** Shift functions related the maintenance of City facilities and infrastructure to the Library and Community Services Department.

**Status:** The transition of responsibilities between the Departments is now complete. Through this change the City was able to reduce the need for administrative employees and is expecting to achieve savings of \$166,140 in the current fiscal year. (Page 70-72 of the [Salinas Plan](#))

### **OE02 Citywide Fleet Strategy**

**Responsible Departments:** Fire; Human Resources; Police; Public Works

**Salinas Plan Recommendations:** Implement the recommendations of the Salinas Fleet Operational Review, including recommendations for the centralization of fleet functions (including tracking, procurement, and maintenance) as well as evaluating and “right-sizing” the current fleet.

**Status:** The Public Works Department has completed the installation of new fleet maintenance software and is working on assembling a database for all City vehicles that will be used to track inventory, maintenance, and replacement – fleet staff has assumed management of servicing for police vehicles and is bringing more repair work in-house. Additionally, fleet staff have worked on right-sizing the fleet by identifying and selling approximately 30 vehicles that were no longer necessary for the City’s needs. Fleet staff is scheduling training on the new software for all end users. The consolidation of fleet services into a single entity has the possibility of impacting employee work conditions, and City staff will need to meet-and-confer with the bargaining unit representatives of affected employees. (Page 72-75 of the [Salinas Plan](#))

### **OE03 Improve Budget Process and Monitoring**

**Responsible Departments:** Finance

**Salinas Plan Recommendations:** Modify budgeting policies and practices to ensure that budget policies are being followed, that revenues can be traced back to the Department and programs that collected them, and that the City is utilizing Priority-Based Budgeting to ensure that sufficient resources have been allocated to the City’s highest-priority programs.

**Status:** The City now tracks all revenues based on its point of origin, so that the net financial impact of individual programs can be analyzed. Staff will work with the City Council to determine priorities and resource assignments on an ongoing basis. (Page 76 of the [Salinas Plan](#))

### **OE04 Strategically Implement Consultant Studies with Action Plans and Savings Targets**

**Responsible Departments:** Administration

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**Salinas Plan Recommendations:** Review previous studies performed for the City to determine if recommendations have been implemented and develop an accountability matrix.

**Status:** Staff has reviewed the previous studies referenced in the Salinas Plan, and will refer back to them as situations warrant. (Page 77 of the [Salinas Plan](#))

## **OE05 Prepare a Preventive Maintenance Program for All City Facilities**

**Responsible Departments:** Administration; Public Works

**Salinas Plan Recommendations:** Develop an analysis of existing City facilities to enable the City to understand likely costs for the ongoing maintenance of these facilities in the future. This will assist the City in managing its resources to ensure that needed resources are available to perform this maintenance.

**Status:** Staff has completed a list of all City-owned real property and is assessing the current state of these assets to determine likely maintenance needs over the coming years. (Page 77-78 of the [Salinas Plan](#))

## **Workforce**

### **WF01 Healthcare Cost Containment**

**Responsible Departments:** Administration; Human Resources

**Salinas Plan Recommendations:** Develop a more affordable employee health care benefits package through cost-sharing with employees, adjustment of current benefit levels, or other methods which align health care benefits with market norms, with the goal of employees contributing 20% of total health care costs by FY26.

**Status:** All employees pay for at least 5% of the cost of their healthcare benefits. This is estimated to generate \$615,000 in savings during the current fiscal year. The Salinas Plan recommends that the percentage paid by employees increase to 10% in FY22; however, most current contracts go beyond FY22. The City will explore this possibility when new employee contracts are negotiated. (Page 115-116 of the [Salinas Plan](#))

### **WF02 Improve Base Pay on a Cost-Neutral Basis**

**Responsible Departments:** Administration; Human Resources

**Salinas Plan Recommendations:** In order to improve efforts to attract new staff, eliminate a variety of employee stipends and other benefits, and utilize the savings to increase employee base pay by a corresponding amount.

**Status:** During negotiations most employee bargaining units did not express support for the reallocation of benefits as identified in the Salinas Plan. At this time, it does not appear that the City is experiencing any significant difficulty in attracting qualified applicants for City jobs. Given this lack of difficulty in recruitment, lack of interest from existing employee bargaining units, and the lack of any financial savings from this recommendation, staff is not pursuing this item at this time. Staff will revisit this recommendation in the event that the City begins to experience difficulty in recruiting qualified applicants for positions in the future. (Page 117 of the [Salinas Plan](#))

### **WF03 Eliminate Management and Flex Leave**

**Responsible Departments:** Administration; Human Resources

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**Salinas Plan Recommendations:** Eliminate employees' Management and Flex Leave benefits.

**Status:** Management and Flex Leave has been eliminated for nearly all employees. This change is expected to produce an annual savings of \$897,679 in FY21, increasing to over \$2.3 million in FY22. (Page 117-118 of the [Salinas Plan](#))

## **WF04 Continue to Address Workers' Compensation Costs, Moving Towards Sound Actuarial Funding**

**Responsible Departments:** Human Resources; Legal

**Salinas Plan Recommendations:** Work to control costs associated with worker's compensation claims. This would be accomplished by designating an employee as a Citywide Safety Manager. This employee would be responsible for implementing a citywide training program to promote employee safety and proactively identifying and mitigating unsafe work and environmental conditions. Further, the City should seek to fund its workers compensation liabilities on an actuarially sound basis.

**Status:** City staff is continuously evaluating its claims to determine potential savings through settlements. Staff is currently in the process of determining the best model for designating a Citywide Safety Manager. Once this is complete, this manager would work with the existing Safety Committee to develop a Citywide Safety Program with the goal of promoting employee safety and reducing worker's compensation claims. (Page 118-119 of the [Salinas Plan](#))

## **Investment Strategies**

### **IN01 Dedicate Savings to Capital Investment**

**Responsible Departments:** Administration; Finance

**Salinas Plan Recommendations:** In order to maintain needed funding for capital improvements such as buildings, parks, and streets, dedicate savings from implementing the provisions of the Salinas Plan to provide one-time funding for capital projects.

**Status:** The City currently has budgetary policies in place regarding the use of carry-over funds. City staff will periodically review the current policy to determine if modifications are feasible and/or appropriate. (Page 78-80 of the [Salinas Plan](#))

### **IN02 Establish a Productivity Bank**

**Responsible Departments:** Finance

**Salinas Plan Recommendations:** Create a Productivity Bank, the purpose of which would be to create a loan fund to enable City Departments to "borrow" money for one-time costs that will result in long-term budgetary savings.

**Status:** City staff has met multiple times with the heads of City Departments and employee bargaining units. Based on these conversations, a program focused on employee-initiated ideas has been designed and adopted by the Council. City staff has developed policies and forms related to the administration of this program and has formed a review committee for the Productivity Bank. Thus far, no proposals have been received from employees – however, the structure remains in place should any employees wish to pursue any initiatives. (Page 80-81 of the [Salinas Plan](#))

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## **IN03 Add an Analyst Position that Reports Directly to the City Manager**

**Responsible Departments:** Administration; Human Resources

**Salinas Plan Recommendations:** Create a Management Analyst position in the City Manager's Office to support the tracking and implementation of the Salinas Plan.

**Status:** The Salinas Plan envisioned creating a Management Analyst dedicated to supporting the implementation of the Salinas Plan. However, based on the City's ongoing structural deficit and the acute financial strain placed upon the City by the COVID-19 pandemic, staff has determined that having an employee dedicated solely to Salinas Plan implementation is not feasible at this time. However, the proposed budget includes the creation of a Management Analyst position in the Economic Development Division. This position will, among other duties, assist this Division in supporting the implementation of the Salinas Plan. (Page 81-82 of the [Salinas Plan](#))

## **IN04 Convene Stakeholders to Develop an Implementation Plan to Create More than 4,000 New Units of Affordable Housing in the Next Ten Years**

**Responsible Departments:** Community Development

**Salinas Plan Recommendations:** In order to meet a projected current shortfall of 4,000 affordable housing units, the City should engage with community partners such as the County of Monterey, State representatives, non-profit organizations, and private businesses in order to develop and implement a plan to construct these 4,000 units over a ten-year period.

**Status:** In December of 2019, the first Housing Technical Advisory Committee (TAC) met to discuss housing policies and programs to facilitate safe and affordable housing. The TAC was established by the City Council Housing and CDBG Committee, which has since been renamed the Housing and Land Use Committee. The TAC has met seven times to discuss new state regulations on rent stabilization, an education program to assist both landlords and tenants on their rights, Accessory Dwelling Unit (ADU) education, and policy to facilitate affordable housing. The TAC had discussed housing policies to convene affordable housing developers to highlight development opportunities, which was placed on hold because of the pandemic. Similar discussions have also occurred at the Oversight Committee of the Farmworker Housing and Action Plan. The City restarted meeting with the TAC in August and has been able to facilitate a change to development impact fees for housing based upon size. The TAC meant in March to kick off discussions on the development of the Implementation Plan to create more than 4,000 new units of affordable housing. The plan will be organized similar to the Farmworker Housing Action Plan and will be discussed at a housing forum to be held during FY 21/22. (Page 130-131 of the [Salinas Plan](#))

## **IN05 Establish a Housing Trust Fund with a Dedicated Revenue Stream for Affordable Housing**

**Responsible Departments:** Community Development; Finance

**Salinas Plan Recommendations:** Establish a City Housing Trust Fund to enable the City to combine and leverage resources from multiple parties to support the construction of new affordable housing units in Salinas.

**Status:** The City submitted an application for its Permanent Local Housing Allocation (PLHA) to California Housing and Community Development Department (HCD) in July. This will result in approximately \$1 million annually for housing development. The City received notification of award but is still awaiting its standard agreement with HCD to expend funds. Parkside Manor Senior Housing, Phase 1 will receive the first-year allocation for new housing development. The City also partnered with the County to apply for funding to set up a regional housing trust fund,

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but unfortunately did not receive an award. City staff will continue to work with the County to secure funding to establish a regional trust fund. (Page 131-135 of the [Salinas Plan](#))

## **IN06 Develop a Land Strategy to Leverage Private Investment to Create up to 2,400 Units of Affordable Housing**

**Responsible Departments:** Community Development

**Salinas Plan Recommendations:** Identify private land within the City that can be utilized to provide up to 2,400 units of affordable housing. Areas to examine include the FGA and the Alisal Corridor.

**Status:** The Salinas Plan recommended the development of 2,400 units of affordable housing in the Future Growth Area. Staff have been working diligently to entitle both the West Area Specific Plan (WASP) and Central Area Specific Plan (CASP). The WASP was approved in December of 2019 and the CASP was approved in November 2020. Both Specific Plans incorporate the Inclusionary Housing Ordinance Provisions. Housing advocates negotiated commitments from one of the Housing Developers of the CASP to build ownership inclusionary units and to market to local buyers. The Specific Plans allow for Accessory Dwelling Units and conversion of commercial square footage to higher density, multi-family housing. The experience of other jurisdictions indicates that these policies tend to facilitate affordable housing. In addition, as part of the General Plan Update process the City will identify how to leverage private investment to facilitate more affordable housing units. As the FGA is built out, staff will monitor affordable housing production and ensure compliance with all affordable housing plans. (Page 135-137 of the [Salinas Plan](#))

## **IN07 Create Regulations to Address Safety and Health Conditions in Rental and Other Group Housing**

**Responsible Departments:** Community Development

**Salinas Plan Recommendations:** Establish a number of new initiatives to ensure that residents have access to quality housing while providing additional housing options. This would include the creation of a rental registry and inspection program, protect tenants from owner retaliation, establishing occupancy standards, developing a regulatory scheme to allow for consideration and regulation of boarding houses in residential districts, and creating a master lease program for privately owned motels to support transitional housing.

**Status:** In 2019, several zoning code modifications were initiated to address safety and health concerns of employee housing. Amendments included provisions that allow for employee housing in low density zoning districts with a Conditional Use Permit (CUP). Since 2018 the City has also allowed for the temporary use of motels/hotels for employee housing and has been working with hotel/motel owners on developing provisions to allow such uses permanently. Staff have also been cooperating with the County to facilitate the development of agricultural housing on unincorporated land just outside of the city limits that could be connected to city sewer, including both a 600-bed and 1,200-bed agricultural housing project just outside the Salinas border, providing immediate relief to a very tight housing supply. City Council approved a Zoning Code Amendment to extend the Temporary Use of Land Permit for Employee Housing for motel/hotels on January 19, 2021 and is in the process of creating a Zoning Code Amendment for Extended Stay that would allow hotel/motels this use subject to a Conditional Use Permit. As part of the rental registration and inspection program discussions, staff has initiated research related to boarding house regulations. Although minimal progress has been made due to staff capacity, it is anticipated that focus will shift to this effort after work on the Rental Registry and Inspection Program is completed. (Page 137-142 of the [Salinas Plan](#))

## **New Revenues**

# SALINAS PLAN

## **NR01 Enact Storm Sewer Utility Fee to Fund Current Transfer of General Fund Revenues to Storm Sewer Fund**

**Responsible Departments:** Public Works

**Salinas Plan Recommendations:** Eliminate General Fund support for the Storm Sewer Fund by establishing a new fee to cover the costs of implementing State and Federal requirements regarding storm water runoff.

**Status:** The City is in the process of conducting a study examining the potential structure and amounts of the new fee, as well as establishing a required nexus. Following this, City staff will review the findings of the study to determine the appropriate next steps. (Page 82-83 of the [Salinas Plan](#))

## **NR02 Increase Hotel Tax and Dedicate Funding the Results to Capital Investment**

**Responsible Departments:** Administration; Finance

**Salinas Plan Recommendations:** Subject to voter approval, provide a dedicated funding source by increasing the current Transient Occupancy Tax (TOT) from 10% to 12%, with the funds collected to be used for long-term benefits such as capital improvements or paying down debt (including pension debt). It is recommended that this be placed on the ballot no later than November 2022.

**Status:** City staff will initiate conversations with the community to determine potential support and feasibility for such an initiative. If these meetings demonstrate there is community interest in such a measure, staff would examine potential dates to hold an election, and coordinate with the City Council regarding the placement of such a measure on the ballot. (Page 83 of the [Salinas Plan](#))

## **NR03 Establish a Mello-Roos Special Tax**

**Responsible Departments:** Finance

**Salinas Plan Recommendations:** Establish a Mello-Roos Special Tax on the City's Future Growth Area, with the proceeds to be used to cover general governmental operations, in order to prevent the Future Growth Area from being a financial burden on the General Fund.

**Status:** After reviewing the proposal, staff has recommended not to proceed with the recommendation. Staff has conducted a study which determined that the addition of such a measure would place a financial burden on projects within the FGA that could jeopardize their ability to move forward. Further, projected additional revenues from the development are expected to be sufficient to cover the City's General Fund expenditures (taking into account that maintenance of streets, parks, and other public facilities within the Future Growth Area would be covered through Assessment Districts or similar financing instrument). Given the critical need for additional housing within the City, staff does not recommend this provision be implemented. (Page 83-84 of the [Salinas Plan](#))

## **NR04 Use Multiple Sources to Provide Revenue for the Housing Trust Fund**

**Responsible Departments:** Administration; Community Development; Finance

**Salinas Plan Recommendations:** If the City forms a Housing Trust Fund (see IN05, above), it will be necessary to identify and engage with potential funding sources other than just the City in order to enable the Housing Trust Fund to make investments with a meaningful impact. There are a number of potential partners within the community which



# SALINAS PLAN

could be engaged to assist with this effort; further, there are additional funding sources the City could explore in order to raise funds.

**Status:** A Housing Production Capital Improvement Program Fund was established that combined other funds and will be utilized in a manner similar to a Housing Trust Fund. Recently, an SRA Loan was paid off in the amount of \$2.350 million, which will be used for future affordable housing development and is providing an important source of funding. The City authorized the expenditure of \$150,000 of SRA funds to construct a Sprung structure at the Chinatown Navigation Center, which opened in Mid-December 2020. In addition, the City submitted its application for the Permanent Local Housing Allocation of just over \$1 million this year. These funds will be used to leverage grant funding and tax credits to build affordable housing. Finally, the City continues to work with the Monterey Bay Economic Partnership (MBEP) to leverage funds the City contributed to a Regional Housing Trust Fund and work with the County on a more flexible Regional Housing Trust Fund. (Page 142 of the [Salinas Plan](#))

## **NR05 Rental Registry and Inspection Fee**

**Responsible Departments:** Administration; Community Development

**Salinas Plan Recommendations:** In conjunction with recommendation IN07, above, establish fees for registration of rental units and proactive inspections of such units, in order to cover all City costs associated with the proposed program.

**Status:** After the passage of AB 1482, the State of California's Rental Stabilization Ordinance, the NRN initiated revisions to the Study with recommended guidance on how to fold these regulations into a possible Rental Registration and Inspection Program. City Council established a Technical Advisory Committee (TAC) in November 2019, which has subsequently met multiple times to review parts of the study and make recommendations on the proposed program outlined by NRN. The TAC strongly recommended that an education campaign about AB 1482 be launched first before proceeding with the Rental Registration and Inspection Program as the new state law may potentially address some of the community's housing concerns. Staff has initiated work on educational materials and workshop content for this education campaign and has drafted elements of a recommended plan. After a delay due to COVID-19, staff resumed meetings in August through a digital platform and has re-initiated work on this recommendation in early 2021. (Page 143-144 of the [Salinas Plan](#))

## **Risk Mitigation**

### **RM01 Engage with the Salinas Community to Make the Measure G Sales Tax Permanent**

**Responsible Departments:** Administration

**Salinas Plan Recommendations:** Due to the potentially devastating impacts that will occur to the City's General Fund upon expiration of the Measure G Sales Tax, engage with the community well in advance of its expiration to provide information on this topic and determine support for making the tax measure permanent. The election should be held no later than November 2024 to provide time for the City to prepare in the event the tax is not made permanent.

**Status:** City staff will initiate conversations with the community to determine potential support and feasibility for such an initiative. If these meetings demonstrate there is community interest in such a measure, staff would examine potential dates to hold an election, and coordinate with the City Council regarding the placement of such a measure on the ballot. (Page 46-47 of the [Salinas Plan](#))

### **RM02 Incorporate Multi-Year Financial Planning into All Budgetary Actions**

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**Responsible Departments:** Finance

**Salinas Plan Recommendations:** Support the Council's ability to evaluate proposed initiatives by implementing the use of a five-to-ten-year forecasting model to provide information to Council regarding the long-term fiscal impacts of items being considered.

**Status:** Council has adopted a Resolution directing staff to provide information regarding the long-term fiscal impacts of items that are estimated to result in annual cost or savings of \$100,000 or more over at least three years. Templates for this information have been completed and are expected to be available for staff use beginning with the August 27 Council Meeting. (Page 47 of the [Salinas Plan](#))

**Table 2 – Summary of Initial vs. Updated Projected Savings for FY21 & FY22**

Code	Initiative	FY 20-21 Original Projected Impact	FY 20-21 Updated Budgeted Impact	Cumulative Original Projected Impact Through FY 20-21	Cumulative Updated Actual + Budget Impact Through FY 20-21	FY 21-22 Original Projected Impact	FY 21-22 Updated Projected Impact
<b>Public Safety</b>							
PS01	Staffing and Overtime Reduction		\$620,000	\$0	\$1,901,235		\$990,000
PS02	Police Civilianization		\$0	\$0	\$0		
PS03	Improve Police Department Technology	\$149,824	\$0	\$221,857	\$110,157	\$232,787	\$195,957
PS04	Evaluate Provision of Advanced Life Support Services		\$0	\$0	\$0		
<b>Shared Services</b>							
SS01	Recover Full Cost of Service from Monterey County Regional Fire District	\$133,419	\$0	\$253,084	\$0	\$147,325	\$104,000
SS02	Consolidate Animal Services	\$72,000	\$0	\$125,000	\$105,514	\$73,440	\$105,514
<b>Managed Competition and Privatization</b>							
MC01	Eliminate Downtown Parking Fund Deficits	\$243,168	\$243,168	\$473,001	\$602,293	\$256,798	\$440,196
MC02	Eliminate General Fund Subsidy of Golf Course Debt Service	\$250,000	\$0	\$250,000	\$0	\$265,000	\$0
MC03	Eliminate Sherwood Hall Deficits	\$58,000	\$0	\$112,000	\$0	\$64,000	\$0
<b>Operational Efficiencies</b>							
OE01	Move Facility and Park Maintenance to Library and Community Services	\$195,655	\$0	\$385,358	\$0	\$200,547	\$170,294
OE02	Citywide Fleet Strategy	\$26,000	\$0	\$26,000	\$0	\$53,000	\$20,000
OE03	Improve Budget Process and Monitoring		\$0	\$0	\$0		
OE04	Strategically Implement Consultant Studies with Action Plans and Savings Targets		\$0	\$0	\$0		
OE05	Prepare a Preventive Maintenance Program for all City Facilities		\$0	\$0	\$0		

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<b>Workforce</b>							
WF01	Healthcare Cost Containment	\$642,839	\$615,000	\$642,839	\$825,354	\$1,349,961	\$615,000
WF02	Improve Base Pay on a Cost-Neutral Basis		\$0	\$0	\$0		
WF03	Eliminate Management and Flex Leave	\$2,100,000	\$897,679	\$2,100,000	\$1,028,405	\$2,461,609	\$2,316,250
WF04	Continue to Address Workers' Compensation Costs, Moving Towards Sound Actuarial Funding	\$111,930	\$0	\$218,530	\$0	\$117,526	\$0
<b>Investments</b>							
IN01	Dedicate Savings to Capital Investment		\$0	\$0	\$0		
IN02	Establish a Productivity Bank	(\$500,000)	\$0	(\$1,000,000)	\$0	(\$500,000)	\$0
IN03	Add an Analyst Position that Reports Directly to the City Manager		\$0	\$0	\$0		
IN04	Convene Stakeholders to Develop an Implementation Plan to Create More than 4,000 New Units of Affordable Housing in the Next Ten Years		\$0	\$0	\$0		
IN05	Establish a Housing Trust Fund with a Dedicated Revenue Stream for Affordable Housing		\$0	\$0	\$0		
IN06	Develop a Land Strategy to Leverage Private Market Investment to Create up to 2,400 New Units of Affordable Housing		\$0	\$0	\$0		
IN07	Create Regulations to Address Safety and Health Conditions in Rental and Other Group Housing		\$0	\$0	\$0		
<b>New Revenues</b>							
NR01	Enact Storm Sewer Utility Fee to Fund Current Transfer of General Fund Revenues to Storm Sewer Fund	\$0	\$0	\$0	\$0	\$0	\$0
NR02	Increase Hotel Tax and Dedicate Funding that Results to Capital Investment		\$0	\$0	\$0		
NR03	Establish a Mello-Roos Special Tax		\$0	\$0	\$0		
NR04	Use Multiple Sources to Provide Revenue for the Housing Trust Fund		\$0	\$0	\$0		
NR05	Rental Registry and Inspection Fees	\$791,200	\$0	\$1,222,450	\$0	\$1,308,332	\$0
<b>Risk Mitigation</b>							
RM01	Engage with the Salinas Community to Make the Measure G Sales Tax Permanent		\$0	\$0	\$0		
RM02	Incorporate Multi-Year Financial Planning into All Budgetary Actions		\$0	\$0	\$0		
	<b>Total</b>	<b>\$4,274,035</b>	<b>\$2,375,847</b>	<b>\$5,030,119</b>	<b>\$4,572,958</b>	<b>\$6,030,325</b>	<b>\$4,367,450</b>



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# MEASURE E

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

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

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

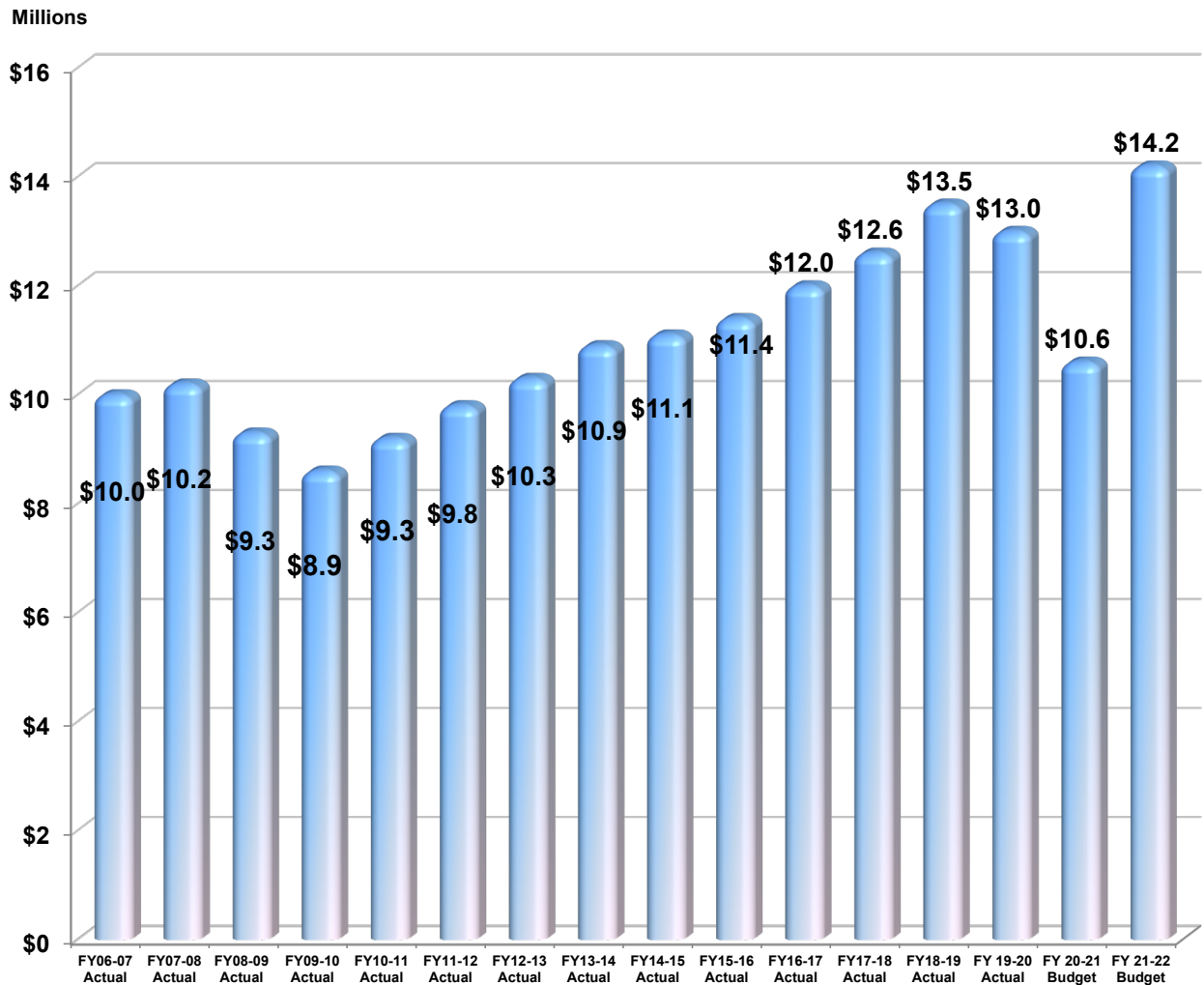
In order to assure full compliance with the intent of the ordinance, the tax proceeds from this ordinance are separately received and accounted for in the City's financial reporting system (Fund 1100). The Finance Director reports at least quarterly to the Oversight Committee the use of tax proceeds. 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 E

Transactions and Use Tax collections began a severe decline starting in fiscal year 2008-09 that continued over a two-year period. Signs of recovery started to show in FY 2010-11 and continued through FY 2018-19. As a result of the COVID-19 pandemic, a decline was experienced in FY 2019-20 and FY 2020-21, with signs of significant improvement for FY 2021-22.



Measure E tax collections are projected to increase \$3,628,000 or 34.35% in FY 2021-22. Staff revenue projections are conservative and based on the current economic recovery signs. The City's outside consultant (Hinderliter, de Llamas & Associates) agrees with staff revenue estimates for the City's Transaction and Use Tax.

The proposed FY 2021-22 Measure E CIP budget totals \$555K, which is detailed below:

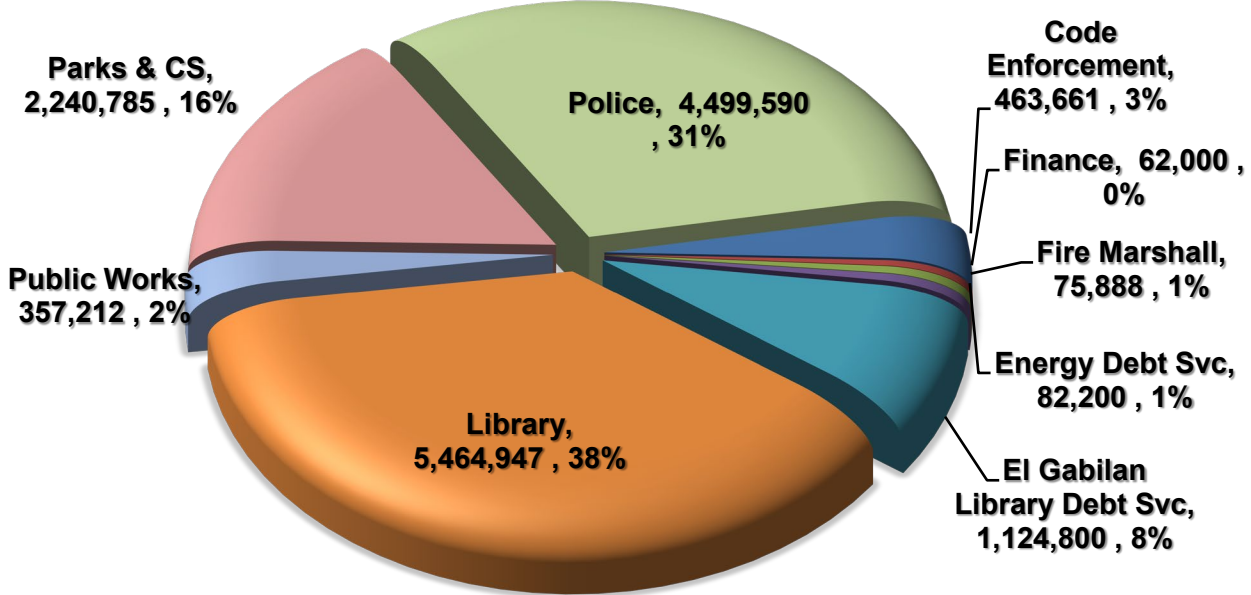
	<u>Amount</u>
Tennis Court Improvements	\$ 200,000
Restroom Replacement	280,000
El Gabilan Library Opening Day Collection	<u>75,000</u>
	<u>\$ 555,000</u>

# MEASURE E

Unused operating funds (carryover) at the end of a fiscal year are used for one-time expenditures.

The Measure E proposed budget by department for FY 2021-22 is as follows:

	<u>Amount</u>	<u>Percent</u>
Code Enforcement	463,661	3.2%
Finance	62,000	0.4%
Fire Marshall	75,888	0.5%
Energy Debt Svc	82,200	0.6%
El Gabilan Library Debt Svc	1,124,800	7.8%
Library	5,464,947	38.0%
Public Works	357,212	2.5%
Parks & CS	2,240,785	15.6%
Police	<u>4,499,590</u>	<u>31.4%</u>
Total Appropriations	<u><u>14,371,083</u></u>	<u><u>100.0%</u></u>



# MEASURE E

The number of positions funded by Measure E during FY 2021-22 is summarized as follows:

	<u>FY 21/22</u>
Police	22.0
Fire	0.3
Code Enforcement	3.0
Public Works	3.0
Parks & Recreation	13.0
Youth Serv. & Com. Engagement	2.0
Library	<u>41.0</u>
Total Positions	<u><u>84.3</u></u>

The number of full-time authorized positions under Measure E was reduced by 0.5 FTE when compared to the previous fiscal year as a vacant CSO has been removed. The Battalion Chief/Fire Marshall position is partially funded by Measure E (1/3). The table also reflects the Parks Maintenance division moving from Public Works to Library and Community Services, although no changes to FTE were made.



# MEASURE G

With the passage of Measure G in November 2014, the City is in a position to make strategic investments to restore services and make strategic investments into public facilities and infrastructure. Each of the department's plans are focused on delivering services and projects that are aligned with Council goals and objectives, ranked in the highest priority based budget quartiles A and B, and reflect the main interests of the community, as determined by extensive community outreach, surveys and engagement.

The public have consistently expressed a desire for more services to achieve a better, safer Salinas. Crime prevention, public safety, economic development, and street and sidewalk repair all contribute to safe, clean neighborhoods. These and other critical public services have all suffered from inadequate funding. Increased funding for public safety has been identified through the community outreach process as the highest priority, but not the only priority. While residents have consistently stressed the importance of public safety, they have also recognized that safe communities require investments in violence prevention and community-building programs such as after-school programs, recreational activities, life-long learning opportunities and special events/cultural arts programming.

On March 25, 2014, the City Council reviewed the results of the community outreach, received further public comment, and directed staff to prepare a resolution calling for an election to ask voters of the City of Salinas to increase the general transactions and use tax by one cent, with a fifteen-year sunset, and with citizens' oversight.

On June 24, 2014, the City Council held a noticed public hearing to consider calling a municipal election to seek voter approval of a proposed general transactions and use tax (or "sales tax"). At the conclusion of that hearing, the City Council decided to call an election to ask voters of the City to approve a local transactions and use tax for 15 years, the revenue from which would be used to support general municipal services.

On November 4, 2014, the voters of Salinas approved Measure G, an ordinance imposing a one-cent general transactions and use tax. Measure G has a fifteen-year term and requires the City Council to establish an Oversight Committee.

Measure G was premised upon and was presented to the voters as an opportunity to restore services to the community; to provide for a "safer, better Salinas." Consistent with that purpose, the following question was presented to the voters:

"To improve our quality of life, maintain and enhance city services and facilities, including: crime and gang prevention; neighborhood policing and school safety; safety inspections; police, fire and paramedic response; fixing potholes, streets, and sidewalks; recreation and programs for youth and seniors; and other city services, shall the City of Salinas enact a one cent sales tax, that can't be taken by the State, with citizens' oversight, annual independent audits, with all funds dedicated to Salinas?"

As set forth in Section 32-94 of the Measure G ordinance, the "Measure G Oversight Committee" has the following attributes and responsibilities:

1. The Committee consists of no fewer than seven members of the public (one member selected by each Council member with the initial Committee appointed by the Council by March 31, 2015);
2. The Committee members shall be either city residents or representatives of businesses located in Salinas;
3. The Committee receives and by May 30 of each year is responsible for reviewing the City auditor's report and based on their review of the auditor's report is responsible for issuing a public report to the City Council on the receipt of revenue and expenditure of Measure G funds and such other matters the City Council may assign.

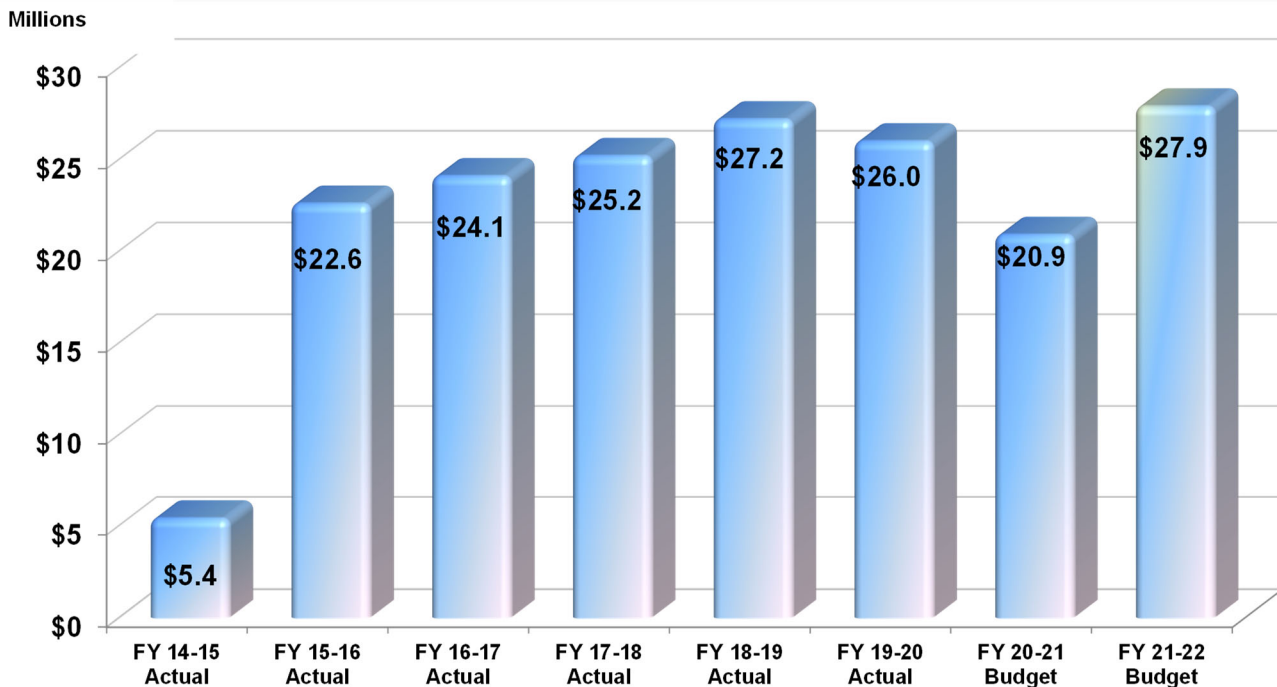
As approved by the City Council on March 31, 2015 and Adopted by Resolution on April 14, 2015, the Committee shall meet three times per year:

# MEASURE G

1. As set forth in Section 32-94 of the Ordinance, before May 30 of each year to “review the auditors’ report, for each year in which the auditors prepare such a report, [for the purpose of issuing] a report to the City Council regarding the use of revenue [from Measure G] and such other matters as the City Council may assign.”
2. Following the City Council’s adoption of the annual budgets (Operating, Capital, Measure E, and Measure G) for the purpose of understanding how the City Council directed the expenditure of Measure G revenues.
3. Prior to the City Council’s adoption of the annual budgets so that City staff can present information to the Committee on Measure G revenues and the Measure G expenditures proposed in the annual Measure G Budget.

The Committee may have additional meetings beyond these three, provided a majority of the Committee requests an additional meeting(s) and the Committee’s request is approved by the Mayor.

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 1200).



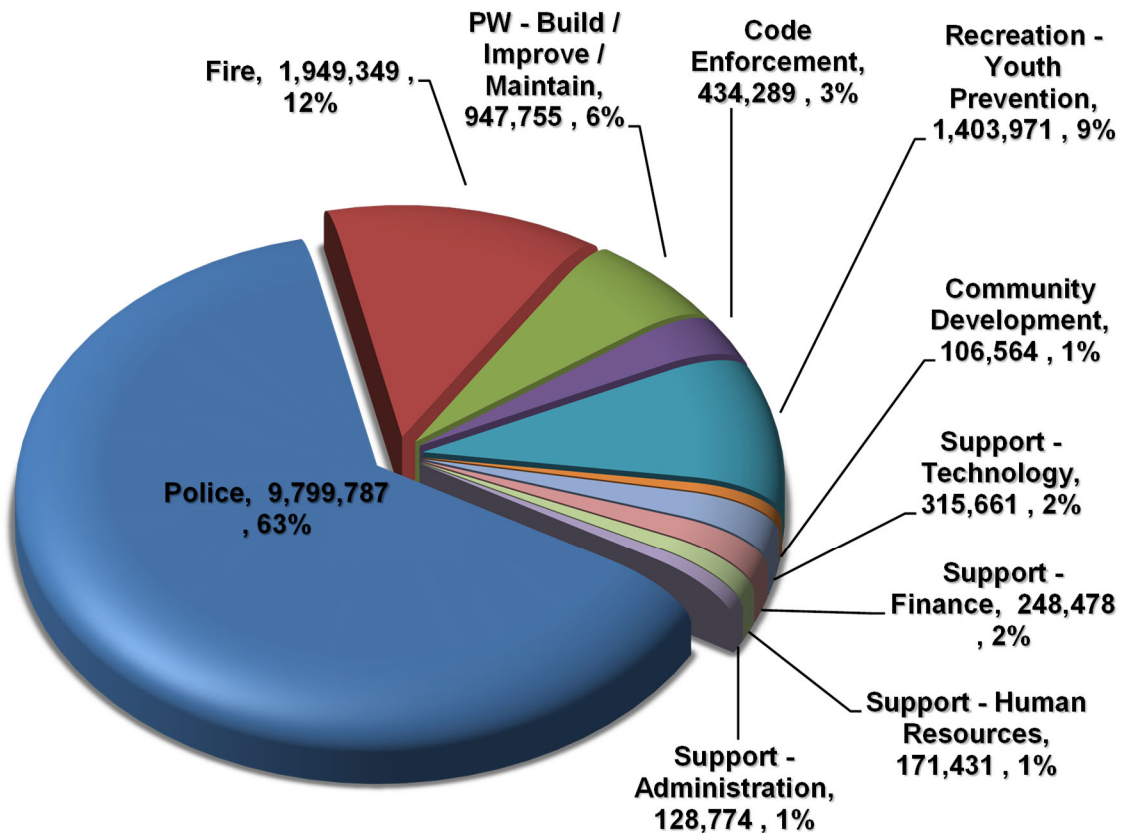
The City received \$5.4 million for the last quarter of FY 2014-15, \$22.6 million for FY 2015-16, \$24.1 million for FY 2016-17, \$25.2 million for FY 2017-18, \$27.2 million for FY 2018-19, and \$26.0 million for FY 2019-20. For FY 2020-21 and FY 2021-22, the City is expecting \$20.9 million and \$27.9 million, respectively. The FY 2021-22 budget includes \$5,187,615 in capital improvement projects (CIP), a \$7,771,800 transfer out to mainly cover restoring services on Friday (furlough) and to fund the new Public Safety building debt service, and a \$15,506,059 operating budget. The CIP includes such projects as the Alisal Vibrancy Plan, athletic field repairs, city cleanup, and fleet replacement. The detail of the proposed capital projects are located in the capital improvement budget document for FY 2021-22.

As mentioned, each of the department’s plans are focused on delivering services and projects that are aligned with Council goals and objectives, ranked in the highest priority based budget (PBB) quartiles A and B, and reflect the

# MEASURE G

main interests of the community, as determined by extensive community outreach, surveys and engagement. The Department plans were presented to the City Manager, who made the final determination on the proposal to the City Council. In addition to PBB, community funding themes, and City Council goals, the City Manager's proposed budget allocating Measure G funds factors in city wide operations, all funding sources, all department requests, a sustainable level of staffing, and the full 15-year horizon. The seventh year of Measure G operating costs for FY 2021-22 is shown below:

	<u>Amount</u>	<u>Percent</u>
Police	9,799,787	63.2%
Fire	1,949,349	12.6%
PW - Build / Improve / Maintain	947,755	6.1%
Code Enforcement	434,289	2.8%
Recreation - Youth Prevention	1,403,971	9.1%
Community Development	106,564	0.7%
Support - Technology	315,661	2.0%
Support - Finance	248,478	1.6%
Support - Human Resources	171,431	1.1%
Support - Administration	128,774	0.8%
<b>Total Appropriations</b>	<b>\$ 15,506,059</b>	<b>100.0%</b>



# MEASURE G

Staffing represents 92% of the operating budget. Aside from staffing, the FY 2021-22 operating budget includes \$1,232,850 in other operating costs such as supplies and materials, outside services, and operating capital outlay.

As mentioned above, the Measure G Capital Improvement Program (CIP) budget totals \$5,187,615 and consists of 18 projects. For a complete list of projects, see the Proposed Measure G CIP Projects Budget for FY 2021-22:

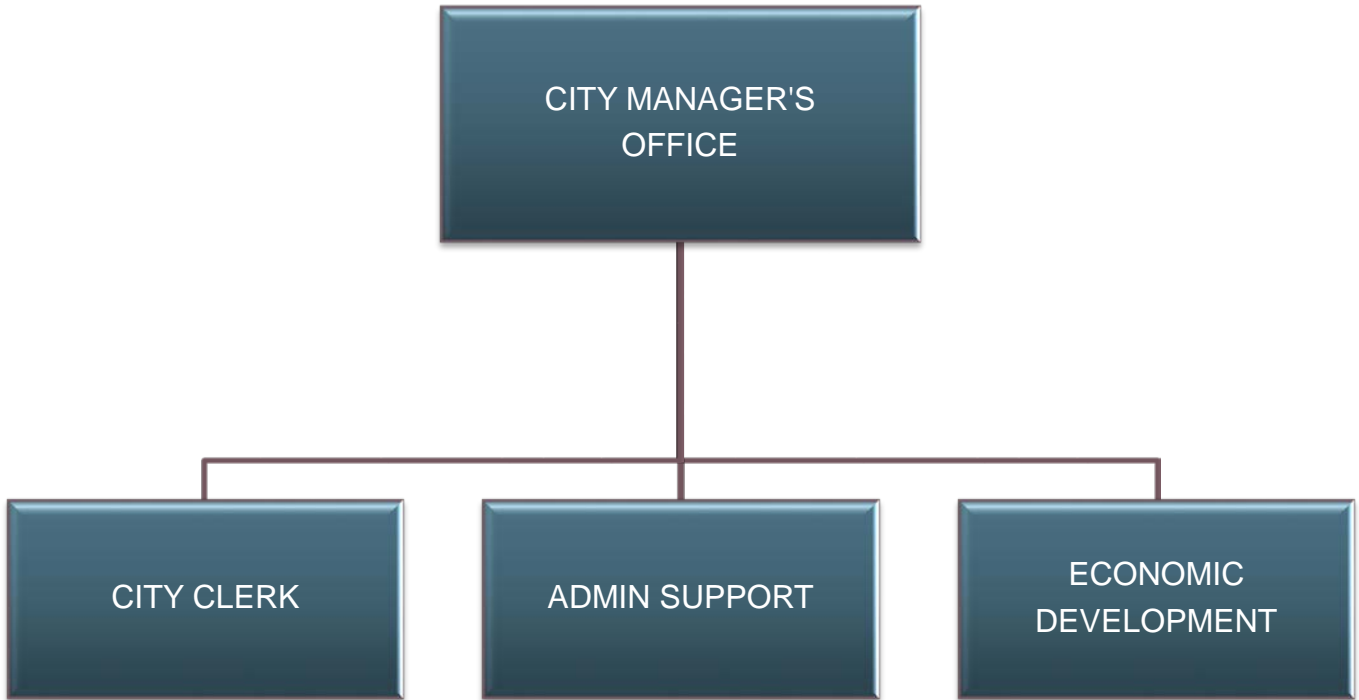
<u>Category</u>	<u>Budget</u>
Public Safety - Fire	\$ 813,745
Community Development	3,125,000
Public Works	823,870
Recreation	425,000
Total	<u>\$ 5,187,615</u>

The number of positions funded by Measure G during FY 2021-22 is summarized as follows:

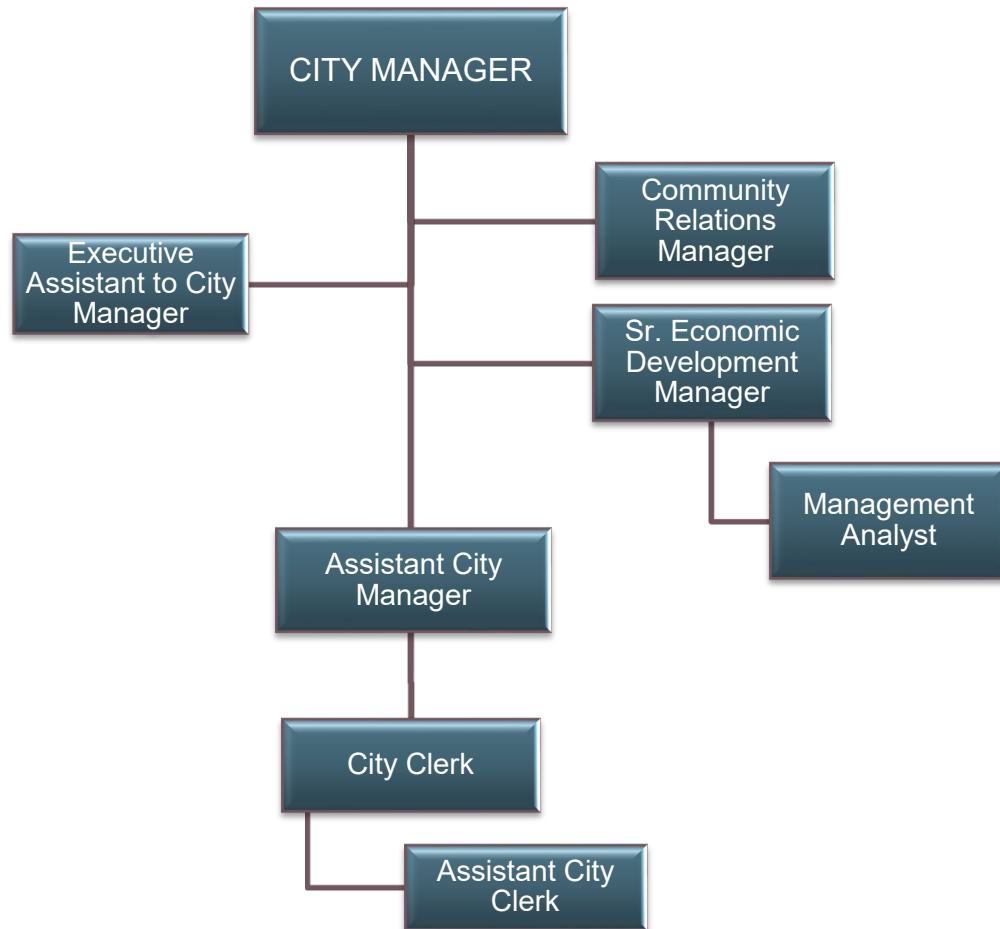
	<u>FY 20/21</u>	<u>FY 21/22</u>
Police - Sworn	37.0	36.0
Police - Non-Sworn Support	12.0	11.0
Fire - Sworn	14.0	11.0
Fire - Non-Sworn Support	1.0	1.0
Code Enforcement	4.0	3.0
Community Development	-	1.0
Public Works	8.0	7.0
Recreation	6.0	7.0
Youth Services & Community Engagement	2.0	1.0
Support - Technology	2.0	2.0
Support - Finance	2.0	2.0
Support - Human Resources	1.0	1.0
Support - Administration	1.0	1.0
Total Positions	<u>90.0</u>	<u>84.0</u>

A total of 55 positions were funded with Measure G funds in FY 2015-16, 79 in FY 2016-17, and 83 in FY 2017-18, as shown above. The increases between the fiscal years include 10 police officers, 12 existing SAFER grant funded fire fighters that were transitioned to Measure G funding as the grant expired, and 2 Street Outreach Specialist staff as part of the Community Safety program. In FY 2017-18, 4 more police officers and 2 fire fighters previously funded by the SAFER grant were added as was planned since the inception of Measure G, and 2 Street Outreach Specialist staff were moved out to temporarily fund with a \$500,000 state grant. In FY 18-19, 6 more police officers were added. These 6 police officers were previously going to be funded as School Resource Officers (SRO's) by the COPS grant. Out of the original 8 SRO grant funded positions, to-date, 2 police officers are operating as SRO's and funded under the COPS grant and 6 will not be funded by the COPS grant and are now funded with Measure G. The total sworn personnel count for the police department remains at 174. In FY 19-20 and FY 20-21, staffing figures remained constant from the previous year. In FY 21-22, 6.0 FTE were moved from Measure G to the General Fund. This was done to free up additional Measure G funding for various projects, notably \$3M for the Alisal Vibrancy Plan.

# ADMINISTRATION DEPARTMENT Organizational Chart



# ADMINISTRATION DEPARTMENT Organizational Chart





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# 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, and economic development.

### **Top Accomplishments for FY 2020-21**

#### **Operational Efficiencies**

1. Continued dialogue with City leaders, site selectors and major business corporations in preparation and planning for future Forbes AgTech Summit.
2. Continued Council and community engagement regarding City services, fiscal management, and completion of the strategic plan objectives.
3. Continue to work with local service providers and County officials to mitigate homeless encampments, construction of a permanent shelter, and solidify housing and commercial development in the Chinatown area other identified areas city-wide.
4. Continued oversight and implementation of the Housing Element, Downtown Vibrancy, Chinatown Vibrancy, the Alisal Vibrancy, Parks, Recreation and Libraries Master Plan and the General Plan.
5. Continues to lead the efforts between the City and County consolidated services.
6. Participating in multijurisdictional efforts toward the development of clean energy.
7. Ongoing management of the City Council, Measure E, and Measure G Oversight Committees;
8. Ongoing management and implement of records and contact management systems.
9. Continues to process Republic Services low-income senior discounts.

### **City Council Goals, Strategies, and Objectives for FY 2021-22**

#### **Operational Efficiencies**

1. Update and modernize day to day function in the City Clerk's Office utilizing current technology.
2. Continue to develop and implement a commission, boards, committee streamlined intake process to include retention and training.

### **Major Budget Changes**

None



# ADMINISTRATION DEPARTMENT

## Summary

<b>Expenditures by Program</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1111 City Manager`s Office	694,636	714,214	943,738	1,071,986
1120 City Clerk	528,523	533,010	821,797	669,607
1140 Human Resources	1,220,947	1,334,295		
1355 Economic Development	1,027,771	999,971	626,207	680,693
<b>Total</b>	<b>3,471,877</b>	<b>3,581,489</b>	<b>2,391,742</b>	<b>2,422,286</b>

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	2,260,545	2,418,874	1,461,286	1,757,216
62 - Supplies & Materials	30,768	26,096	12,880	16,150
63 - Outside Services	1,060,701	1,059,870	827,132	545,950
64 - Other Charges	103,438	68,156	86,550	102,970
66 - Capital Outlays	16,425	8,494	3,894	
<b>Total</b>	<b>3,471,877</b>	<b>3,581,489</b>	<b>2,391,742</b>	<b>2,422,286</b>

<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	3,225,884	3,308,437	2,285,873	2,293,512
1200 Measure G	245,993	273,053	105,869	128,774
<b>Total</b>	<b>3,471,877</b>	<b>3,581,489</b>	<b>2,391,742</b>	<b>2,422,286</b>

<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
1111 City Manager`s Office	2.500	2.500	3.000	4.000
1120 City Clerk	2.000	2.000	2.000	2.000
1140 Human Resources	6.500	6.500		
1355 Economic Development	1.000	1.000	1.000	2.000
<b>Total</b>	<b>12.000</b>	<b>12.000</b>	<b>6.000</b>	<b>8.000</b>

**Purpose**

Manage the Salinas Municipal Corporation a consistent with the policy direction established by the City Council and municipal 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, implement a comprehensive and collaborative community safety strategy.
3. Develop, recommend and implement comprehensive City budget and financial policies.
4. Coordinate efforts to achieve cooperative intergovernmental initiatives and private/public partnerships.
5. Implement and monitor new City Council Goals and Objectives.

**Major Budget Changes**

None

# ADMINISTRATION DEPARTMENT

## 1111 City Manager`s Office Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	670,782	687,892	908,738	1,035,586
62 - Supplies & Materials	5,994	5,572	6,200	6,450
63 - Outside Services	2,761	5,818	4,950	4,950
64 - Other Charges	15,100	14,473	23,600	25,000
66 - Capital Outlays		459	250	
<b>Total</b>	<b>694,636</b>	<b>714,214</b>	<b>943,738</b>	<b>1,071,986</b>

<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	598,494	605,223	837,869	943,212
1200 Measure G	96,142	108,990	105,869	128,774
<b>Total</b>	<b>694,636</b>	<b>714,214</b>	<b>943,738</b>	<b>1,071,986</b>

<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
1111 City Manager`s Office	2.500	2.500	3.000	4.000
<b>Total</b>	<b>2.500</b>	<b>2.500</b>	<b>3.000</b>	<b>4.000</b>

### Purpose

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

### Division Operations

1. Agenda management and preparation for legislative body meetings.
2. Legislative actions recordation through imaging and indexing of historical records of the City Council, Measure E and Measure G Oversight Committee.
3. Provide support services to the City Council and the City Manager implementation of public policy via Council actions.
4. The City Clerk's office serves as the filing official and oversees municipal elections.
5. Management of customer service relations platform and initiatives.
6. Coordinates the State mandated AB 1234 Local Ethics Training and filing of campaign disclosure and conflict of interest forms.
7. Oversight of the City-wide records retention and day to day function in the City Clerk's Office in line with technological advancements .
8. Ongoing implementation of a commission, boards, committee streamlined intake process to include retention and training.

### Performance Measures

Performance Measure / Goal	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Conduct Consolidated Election	0	0	1	1	0
Ballot Initiatives	0	0	0	0	0
Claims Administration	109	89	<75	<80	<80
Records Management/Indexing	430	392	600	600	600
Agenda Processing	32	31	32	38	32
Public Information and Referral			<5000	<5000	<5000
Capital Improvement Project Bid Agreement Processing	8	10	15	10	10
City of Champions Recognitions	335	142	50	100	100
Fair Political Practices Commission Mandated Filings	329		300	325	350

### Major Budget Changes

None

# ADMINISTRATION DEPARTMENT

## 1120 City Clerk Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	327,076	338,204	351,541	357,357
62 - Supplies & Materials	9,083	4,050	3,680	2,700
63 - Outside Services	165,762	170,283	439,932	286,550
64 - Other Charges	20,201	18,379	23,000	23,000
66 - Capital Outlays	6,401	2,094	3,644	
<b>Total</b>	<b>528,523</b>	<b>533,010</b>	<b>821,797</b>	<b>669,607</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	528,523	533,010	821,797	669,607
<b>Total</b>	<b>528,523</b>	<b>533,010</b>	<b>821,797</b>	<b>669,607</b>
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
1120 City Clerk	2.000	2.000	2.000	2.000
<b>Total</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>

# ECONOMIC DEVELOPMENT

## Economic Development Division

1355

### Purpose

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

### Division Operations

1. Support the development and implementation of strategies to assist the City to manage the economic consequences of COVID-19 and support the recover of the City and region's economy.
2. Work with other local agencies and private sector businesses to create and maintain an AgTech ecosystem, including entrepreneurial and workforce development-related activities.
3. Leverage fiber optic resources to promote access to high-speed internet by residents and businesses as well as support Municipal functions.
4. Implement Council policies relating to the provision of wireless telecommunications services.
5. Manage the City's real estate portfolio to accomplish the City's strategic priorities, promote private-sector investment, streamline operations, and generate revenues.
6. With an emphasis on sites located within the Federal Opportunity Zones, identify opportunities to promote the redevelopment of sites owned by the City of Salinas, identify potential alternative uses, and assist in the redevelopment of the site.
7. Track and Support efforts to analyze and, if appropriate, implement the recommendations identified in the Salinas Plan.

### Performance Measures

Performance Measure / Goal	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Continue to support efforts to support entrepreneurial development in the AgTech Sector through partnerships with the THRIVE Accelerator and the Western Growers Association Center for Innovation and Technology					
Work with providers of workforce training in the area, including local education providers, the Workforce Development Board, and industry groups to ensure that our local workforce has the training necessary to meet the needs of employers.					
Provide logistical support to the Forbes Summit to ensure a successful summit that reflects positively on the City of Salinas and our businesses.					
Working with the other Cities of the Salinas Valley, continue to work with the National Resource Network to develop and support Career Pathways in agriculture, AgTech, and healthcare.					
With community and property owner engagement, explore the feasibility (and, where appropriate, initiate the formation) of State-approved tax-increment-financing districts such as Enhanced Infrastructure Financing Districts (EIFD) and Community Revitalization and Investment Authorities (CRIA).					
Working with local partners, promote opportunities for tourism in the Salinas Valley					
Continue the City's strategy of establishing the City of Salinas as an AgTech hub through a national public relations and marketing program aimed at increasing awareness of the City, its institutions, and its businesses.					
Working in partnership with other City Departments and Divisions, explore partnerships in the local educational community to develop new programs to support the development of tech literacy among the youth of the Salinas Valley.					
Interact with real estate broker, property owners, and business owners to learn obstacles that may be holding back business and employment within the City of Salinas. Working in partnership with other City Departments and Divisions, develop and implement policy solutions to address the concerns of businesses within the community.					

**ECONOMIC DEVELOPMENT**  
**Economic Development Division (Continued)**

**1355**

**Major Budget Changes**

The 2020 Forbes AgTech Summit has been postponed to 2021; as a result, this budget does not include any funding to support the Forbes Summit. Professional contract support for the Division has been significantly scaled back, and remaining resources will be used to support strategic real estate transactions and to assist in developing a response to the COVID-19 pandemic's economic impacts.

# ADMINISTRATION DEPARTMENT

## 1355 Economic Development Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	193,022	193,567	201,007	364,273
62 - Supplies & Materials	2,906	757	3,000	7,000
63 - Outside Services	808,036	794,663	382,250	254,450
64 - Other Charges	23,807	10,983	39,950	54,970
<b>Total</b>	<b>1,027,771</b>	<b>999,971</b>	<b>626,207</b>	<b>680,693</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	1,027,771	999,971	626,207	680,693
<b>Total</b>	<b>1,027,771</b>	<b>999,971</b>	<b>626,207</b>	<b>680,693</b>
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
1355 Economic Development	1.000	1.000	1.000	2.000
<b>Total</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>	<b>2.000</b>



# ADMINISTRATION DEPARTMENT

## Work Force

Workforce by Program	18-19 Authorized	19-20 Authorized	20-21 Authorized	21-22 Proposed
<b>1111 City Manager's Office</b>				
Assistant City Manager	0.500	0.500	1.000	1.000
City Manager	1.000	1.000	1.000	1.000
Executive Assistant	1.000	1.000	1.000	1.000
Community Relations Manager				1.000
<b>1111 City Manager's Office Total</b>	<b>2.500</b>	<b>2.500</b>	<b>3.000</b>	<b>4.000</b>
<b>1120 City Clerk</b>				
City Clerk	1.000	1.000	1.000	1.000
Deputy City Clerk	1.000	1.000	1.000	
Assistant City Clerk				1.000
<b>1120 City Clerk Total</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>
<b>1140 Human Resources</b>				
Assistant City Manager	0.500	0.500		
Human Resource Analyst I	1.000	1.000		
Human Resource Analyst II	2.000	2.000		
Human Resources Technician	2.000	2.000		
Human Resources Director	1.000	1.000		
<b>1140 Human Resources Total</b>	<b>6.500</b>	<b>6.500</b>		
<b>1355 Economic Development</b>				
Economic Development Mgr	1.000	1.000	1.000	
Management Analyst				1.000
Sr Economic Development Manager				1.000
<b>1355 Economic Development Total</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>	<b>2.000</b>
<b>Total</b>	<b>12.000</b>	<b>12.000</b>	<b>6.000</b>	<b>8.000</b>

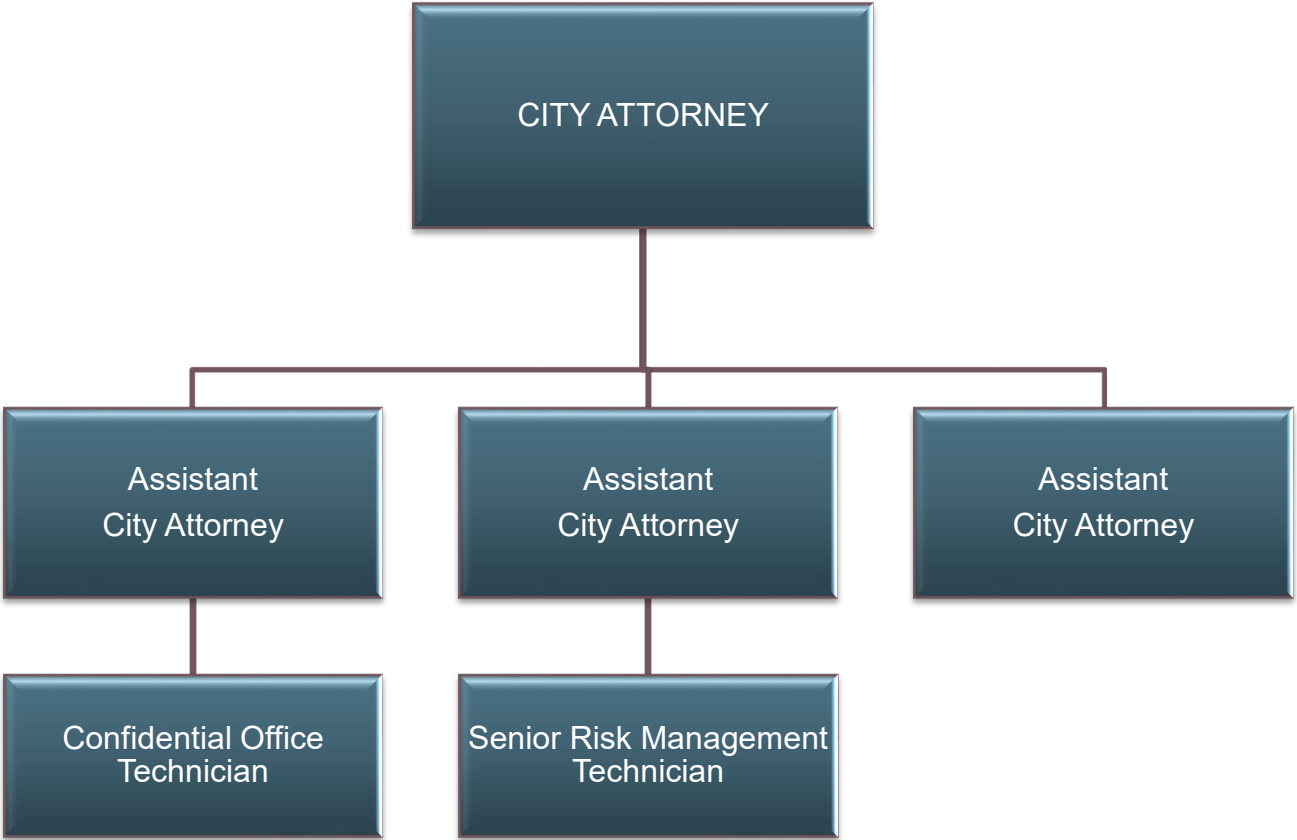


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# CITY ATTORNEY DEPARTMENT Organizational Chart



**CITY ATTORNEY DEPARTMENT  
Organizational Chart**



# CITY ATTORNEY'S DEPARTMENT

## Summary

### Purpose

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

### Top Accomplishments for FY 2020-21

#### Investment Strategies/Risk Management

1. **Workers Compensation.** Continued management of the City's Workers Compensation program with resolution of cases through compromise and release in order to bring down the City's long-term liability.
  - a. Continued to identify workers compensation cases which are eligible for early resolution; brought forward cases to the City Council for completion to reduce the City's overall long-term exposure.
  - b. Identified employees who were eligible for return-to-work for industrial and non-industrial injuries.

#### New Revenue

1. **Supported/Worked on Future Growth Area Project.** Worked with Community Development staff to complete and bring forward the Central Area Specific Plan for approval and certification of the EIR. Will defend the litigation brought against the City under CEQA so the project may move forward.
2. **Supported Efforts to Fund Storm Water Program and Additional Taxes and Fees.** Advised on and supported efforts to establish new and additional fees and taxes the fund the City's stormwater management program and maintenance of City parks and recreation facilities.

#### Operational Efficiencies

1. **Municipal Code Update.** Continued work on a comprehensive update to the Municipal Code to identify and to update self-imposed regulations that hinder operational efficiencies.
2. **Employee Relations.** Continued working with other City departments to resolve labor relations matters. Assisted with labor negotiations. Defended PERB unfair practice charges and any litigation. Responded to request for information. Directed investigations and advised re grievances and meet/confer matters.
3. **Personnel Policies.** Ensured legal compliance with employment laws to prevent liability: continue work on personnel policy updates; assisted with review and revision of department policies; continued to advise on employment situations; investigated employee complaints.
4. **Civil Litigation.** Continued to handle the majority of civil litigation in-house, at less expense to the City. Included are at least two employment related litigation matters which were handled in-house and resolved with a minimum of cost to the City.
5. **Insurance Joint Powers Agency.** Continued participation in the ACCEL joint powers authority; improved the City's insurance coverages with better policies.
6. **Workers Compensation.** Continued management of the City's Workers Compensation program with resolution of cases through compromise and release in order to bring down the City's long-term liability.

#### Public Safety

1. **City/County GSA MOU Update.** Worked with Community Development staff to begin updating the GSA MOU to allow for development on the north boundary of the City's limits.

# CITY ATTORNEY'S DEPARTMENT Summary (Continued)

## City Council Goals, Strategies, and Objectives for FY 2021-22

### Investment Strategies/Risk Management

1. **Continue to address workers' compensation costs, continue moving toward sound actuarial funding.**
  - a. Reduce general fund costs in management and administration of general liability and workers compensation programs.
  - b. Identify workers' compensation cases which are eligible for early resolution.
  - c. Development and implement a City-wide Safety Training Program; participate in Safety Committee meetings.
  - d. Assist with coordination of early Return to Work for Industrial and Non-industrial Injuries.
  - e. Annually audit workers' compensation third party administrator's performance in managing claims and liabilities.
  - f. Review and update actuarial data in workers' compensation program to ensure adequate funding and reduction in outstanding accrued liability.
2. **Support Efforts to Generate Revenue Sources to Invest in Existing Facilities and Infrastructure.** Advise on transactional support and fee/finance issues related to additional investment in existing facilities and infrastructure.

### New Revenue

1. **Support Efforts to Fund Storm Water Program and Additional Taxes and Fees.** Advise on and support efforts to establish new and additional fees and taxes to fund the City's storm water management program and maintenance of City parks and recreation facilities.

### Operational Efficiencies

1. **Municipal Code Update.** Complete update of the Municipal Code to identify and to update self-imposed regulations that hinder operational efficiencies.
  - a. Updated purchasing policies and purchasing manual.
2. **Cost-Recovery Program.** Continue to implement and manage a cost-recovery program so the City can recover its costs and can recover for damaged property.
3. **Employment/Human Resources.** Continue to review and to update personnel policies, as needed. Continue to participate in and advise on employee issues during continued negotiations with the remaining bargaining groups.
4. **Civil Litigation.** Continue to manage the bulk of civil litigation in-house, with less reliance on outside counsel, except for some unique and particularly specialized cases.

### Public Safety

1. **Prosecution of Municipal Code Violations.** Continue to prosecute misdemeanor violations of the Salinas Municipal Code.

## Major Budget Changes.

Legal Secretary position continues to remain frozen, which is affecting the efficiency and effectiveness of the Office.

# CITY ATTORNEY DEPARTMENT

## Summary

<b>Expenditures by Program</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1400 City Attorney's Office	795,203	803,554	885,093	881,684
<b>Total</b>	<b>795,203</b>	<b>803,554</b>	<b>885,093</b>	<b>881,684</b>
<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	705,116	729,019	698,793	695,384
62 - Supplies & Materials	26,781	22,397	27,100	27,100
63 - Outside Services	24,747	35,382	96,800	95,800
64 - Other Charges	24,908	14,368	23,400	23,400
66 - Capital Outlays	13,651	2,388	39,000	40,000
<b>Total</b>	<b>795,203</b>	<b>803,554</b>	<b>885,093</b>	<b>881,684</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	787,143	803,554	885,093	881,684
1100 Measure E	8,060			
<b>Total</b>	<b>795,203</b>	<b>803,554</b>	<b>885,093</b>	<b>881,684</b>
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
1400 City Attorney's Office	5.000	5.000	5.000	3.000
<b>Total</b>	<b>5.000</b>	<b>5.000</b>	<b>5.000</b>	<b>3.000</b>

**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. Investment Strategies/Risk Management
2. New Revenue
3. Operational Efficiencies
4. Public Safety

**Performance Measures**

<b>Performance Measure / Goal</b>	<b>FY 2018-19 Actual</b>	<b>FY 2019-20 Actual</b>	<b>FY 2020-21 Goal</b>	<b>FY 2020-21 Actual</b>	<b>FY 2021-22 Goal</b>
# requests for legal services	829				
# criminal cases reviewed or prosecuted	148				
# Pitchess motions responded to and defended	8				
# civil cases filed and defended	10				
# Code enforcement cases and nuisance abatements	21				
# Public Records Act requests responded to	58		60	14	60
# Economic development agreement and other contracts	343		350	194	350
# Workers Compensation cases presented to CM or CC	10				
Employment matters--Representation and Advice	36				
Acquisition or contract to acquire 312 E. Alisal					
Legal support of election and/or revenue measure initiative	1				
Legal support of wind down of the SRA					

**Major Budget Changes**

Legal Secretary position continues to be frozen, which is affecting the overall productivity and efficiency of the Office.



# CITY ATTORNEY DEPARTMENT

## 1400 City Attorney's Office Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	705,116	729,019	698,793	695,384
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<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	787,143	803,554	885,093	881,684
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<b>Total</b>	<b>795,203</b>	<b>803,554</b>	<b>885,093</b>	<b>881,684</b>

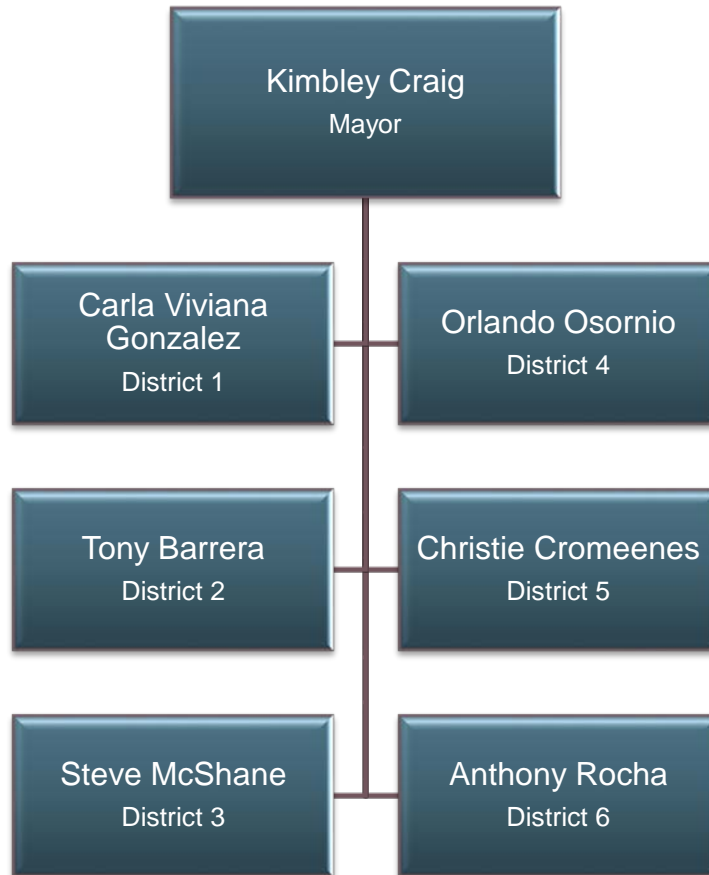
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
1400 City Attorney's Office	5.000	5.000	5.000	3.000
<b>Total</b>	<b>5.000</b>	<b>5.000</b>	<b>5.000</b>	<b>3.000</b>

# CITY ATTORNEY DEPARTMENT

## Work Force

<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
<b>1400 City Attorney's Office</b>				
Assistant City Attorney	1.000	1.000	1.000	1.000
City Attorney	1.000	1.000	1.000	1.000
Legal Secretary	1.000	1.000	1.000	
Confidential Office Technician	1.000	1.000	1.000	1.000
Deputy City Attorney	1.000	1.000	1.000	
<b>1400 City Attorney's Office Total</b>	<b>5.000</b>	<b>5.000</b>	<b>5.000</b>	<b>3.000</b>
<b>Total</b>	<b>5.000</b>	<b>5.000</b>	<b>5.000</b>	<b>3.000</b>

# CITY COUNCIL DEPARTMENT Organizational Chart



# 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 at said hour/date as established by notice. Special Meetings and Study Sessions may occur on other days of the week as necessary.

## Top Accomplishments for FY 2020-21

New Strategic Goals were developed in FY 2019-20. These Goals include:

1. Investment Strategies/Risk Management
2. New Revenue
3. Operational Efficiencies
4. Public Safety

Ongoing progress on the following initiatives identified by the City Council:

- Secure funding and implementation for the Alisal Vibrancy Plan
- Revitalization Chinatown
- Enhanced Permit Center Operations
- Entitle and Develop Future Growth Area
- Plan for and engage a safe, secure, well-managed City infrastructure
- Continue collaboration with the County and social service providers to address the needs of the homeless
- Continued advocacy, collaboration and support for health, and social service program, recreation, arts, libraries, entertainment, volunteer opportunities, playgrounds, sports culture
- Secure funding and implementation of the Recreation, Parks and Libraries master plan
- Continue to work with the County on potential for shared services

# CITY COUNCIL DEPARTMENT

## Summary

<b>Expenditures by Program</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 City Council	254,733	281,174	235,586	282,823
<b>Total</b>	<b>254,733</b>	<b>281,174</b>	<b>235,586</b>	<b>282,823</b>
<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	227,960	260,575	208,076	255,313
62 - Supplies & Materials	1,740	1,030	900	1,200
63 - Outside Services	12,002	11,197	10,000	10,000
64 - Other Charges	9,399	8,372	15,849	16,310
66 - Capital Outlays	3,633		761	
<b>Total</b>	<b>254,733</b>	<b>281,174</b>	<b>235,586</b>	<b>282,823</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	254,733	281,174	235,586	282,823
<b>Total</b>	<b>254,733</b>	<b>281,174</b>	<b>235,586</b>	<b>282,823</b>
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
1000 City Council	7.000	7.000	7.000	7.000
<b>Total</b>	<b>7.000</b>	<b>7.000</b>	<b>7.000</b>	<b>7.000</b>

**City Council Goals, Strategies, and Objectives for FY 2021-22**

The City Council continues to review and take action on the goals identified during their 2020 strategic planning session.

The City Council Goals include the following:

- Investment Strategies/Risk Management - close the City's structural deficit and ensure adequate investment in Salinas's future by addressing the City's housing challenges and investing in existing facilities and infrastructure.
- New Revenue - dedicate savings to capital investment and to establish a housing trust fund as a vehicle to capture future Federal and State funding opportunities.
- Operational Efficiencies - improve the City's operational efficiency, reduce expenditures, and make necessary investments in order to have long-term savings.
- Public Safety - maintain existing community policing policies and to provide emergency medical services in a cost effective and responsive manner.

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

**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. Participate in appropriate advocacy associations, including the League of California Cities and the National League of Cities.
4. Represent the City's interests in regional and intergovernmental processes.
5. Continue outreach to City residents, neighborhoods and community groups.

**Major Budget Changes**

No Change

# CITY COUNCIL DEPARTMENT

## 1000 City Council Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	227,960	260,575	208,076	255,313
62 - Supplies & Materials	1,740	1,030	900	1,200
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64 - Other Charges	9,399	8,372	15,849	16,310
66 - Capital Outlays	3,633		761	
<b>Total</b>	<b>254,733</b>	<b>281,174</b>	<b>235,586</b>	<b>282,823</b>

<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	254,733	281,174	235,586	282,823
<b>Total</b>	<b>254,733</b>	<b>281,174</b>	<b>235,586</b>	<b>282,823</b>

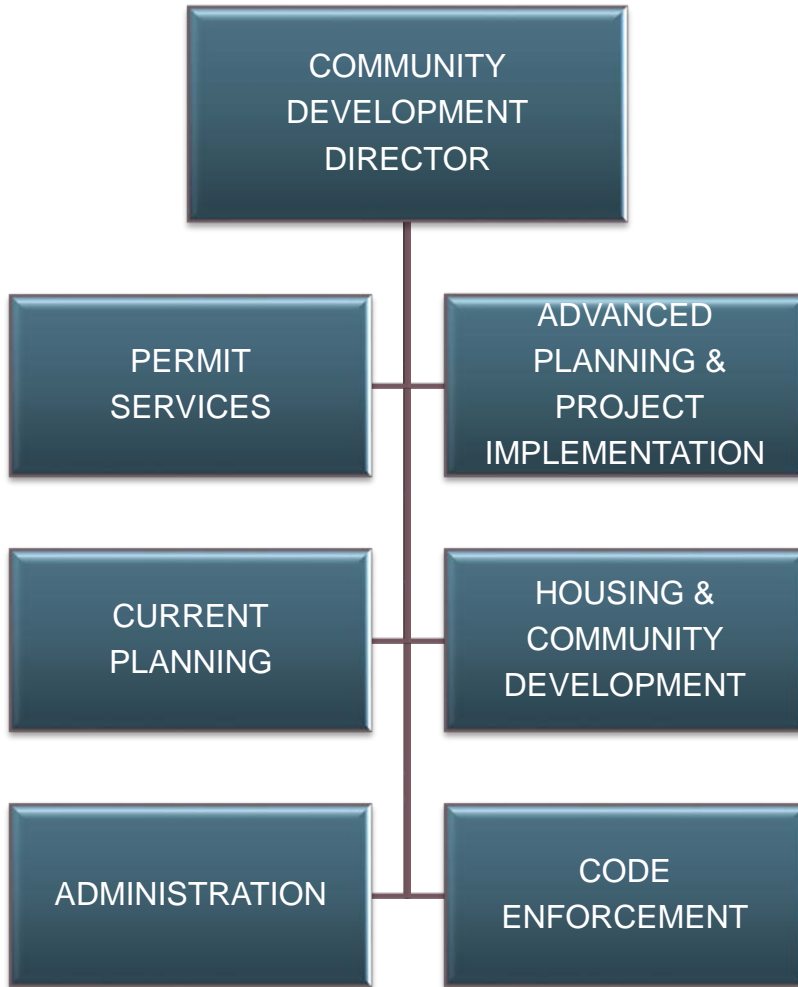
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
1000 City Council	7.000	7.000	7.000	7.000
<b>Total</b>	<b>7.000</b>	<b>7.000</b>	<b>7.000</b>	<b>7.000</b>

# CITY COUNCIL DEPARTMENT Work Force

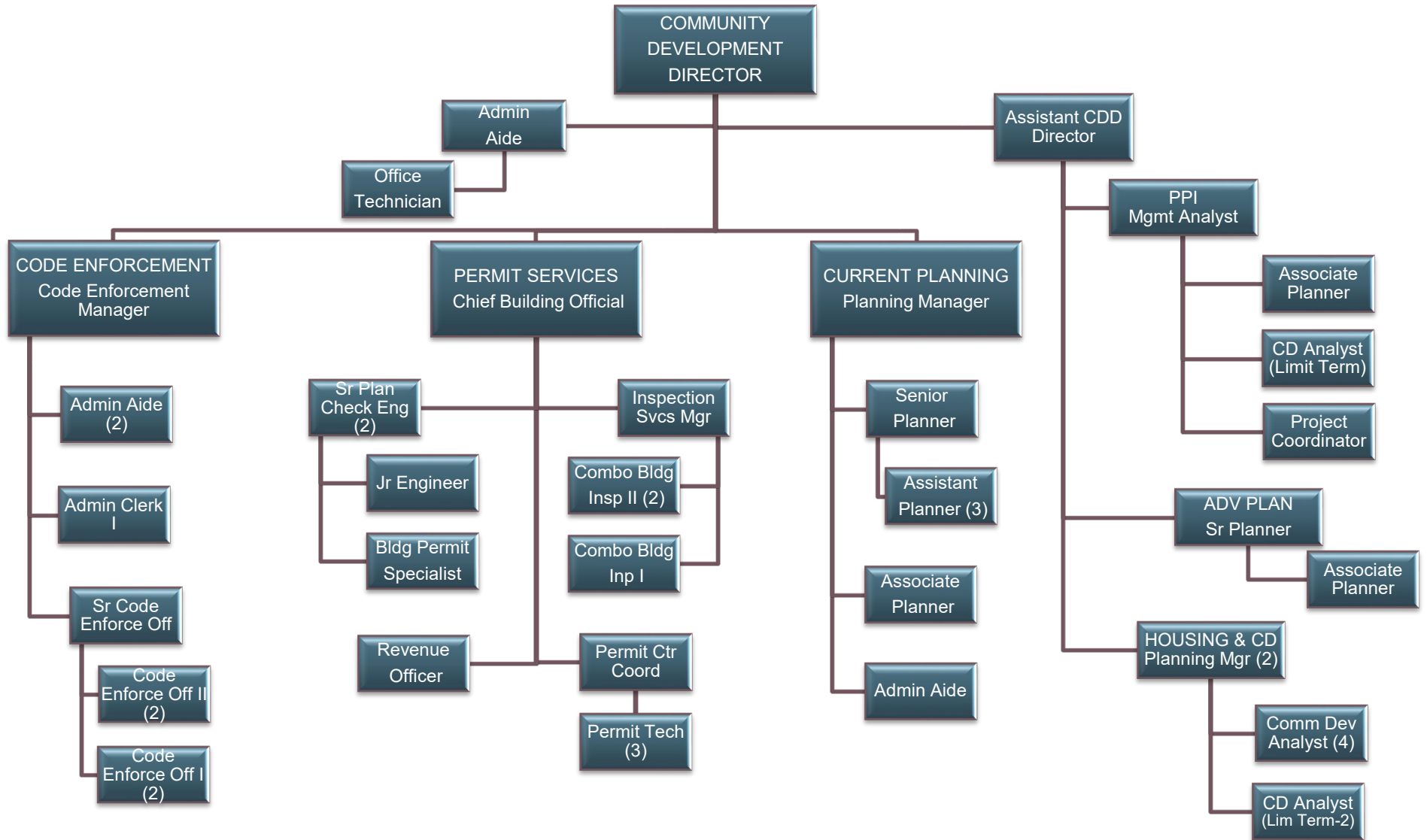
Workforce by Program	18-19 Authorized	19-20 Authorized	20-21 Authorized	21-22 Proposed
<b>1000 City Council</b>				
City Council	6.000	6.000	6.000	6.000
City Mayor	1.000	1.000	1.000	1.000
<b>1000 City Council Total</b>	<b>7.000</b>	<b>7.000</b>	<b>7.000</b>	<b>7.000</b>
<b>Total</b>	<b>7.000</b>	<b>7.000</b>	<b>7.000</b>	<b>7.000</b>



# COMMUNITY DEVELOPMENT DEPARTMENT Organizational Chart



# COMMUNITY DEVELOPMENT DEPARTMENT Organizational Chart



# COMMUNITY DEVELOPMENT DEPT.

## Summary

### Purpose

With ongoing community collaboration, the Community Development Department is committed to creating a safe, healthy, and prosperous Salinas through targeted revitalization and sustainable, well-designed land use and development. Department functions include planning, permitting, management of federal funding, housing facilitation, code enforcement, and business development. There are six divisions in the Department: Administration, Advanced Planning & Project Implementation, Current Planning, Permit Services, Code Enforcement, and Housing & Community Development. The Department was the recipient of the 2020 Planning Agency Excellence Award from the California Chapter of the American Planning Association.

### Top Accomplishments for FY 2020-21

#### Investment Strategies/Risk Management

- Entitled the **Central Area Specific Plan** and certified the Final Environmental Impact Report to allow approximately **4,000** units and **200,000** square feet of mixed-use commercial, as well as schools, parks and open space in the North of Boronda Future Growth Area.
- Completed construction of the **Sprung** structure at the Chinatown Navigation Center to expand availability of emergency shelter beds under a “housing first” best practices model.
- Successfully partnered with Step Up and Shangri-La to secure **Homekey** funding to purchase the former Good Nite Inn and provide **101 permanent supportive housing units** at 545 Work Street.
- Partnered and collaborated with the County of Monterey and Coalition of Homeless Services Providers to complete construction and fund operations of the new **SHARE Center** at 845 E. Laurel Drive.
- Added **107** new affordable housing units, surpassing the FY 20-21 projected goal (20) by 535%.
- Facilitated processing of new housing development applications: **37** single family dwellings (SFD) at 11 Hill Circle and **67** SFD at Monte Bella, and **18** units of multi-family housing at 229 Pajaro Street.
- Adopted the **Interim Vehicle Miles Traveled Policy** as the basis in determining transportation impacts.
- Launched the **General Plan Update** – Visión Salinas 2040, including development of a community engagement framework, internal and external advisory committees, and selection of key consultants.
- Established a **Small Business Economic Taskforce** to assist businesses impacted by the pandemic, hired a **Small Business Navigator**, and launched a **small business website and hotline** number to help businesses access technical assistance resources and grants and loans.
- Secured a fourth year **AmeriCorps VISTA** grant and successfully filled all five VISTA positions.
- Conducted **homeless outreach** and provided **food assistance, sanitation, hygiene items, and housing resources**; Assisted the Salinas Police and Public Works Departments during clean-up efforts.
- **Facilitated Accessory Dwelling Units (ADU)** by establishing ADU hotline (**123 inquiries**), webpage, and creating a process for delay of enforcement and proof of construction for garage conversions.

#### New Revenue

- Secured **\$4,950,000** grant to provide State and Federal Emergency Rental Assistance Funding to City residents negatively impacted by COVID-19.
- Received **\$12,814,428** in additional State and Federal funding to prevent, prepare and respond to the COVID-19 pandemic.
- Obtained **\$1,006,847** in new funding from State Permanent Local Housing Allocation to fund additional affordable senior housing units.
- Secured **\$1,280,000 in state grants** to fund environmental and technical studies to prepare the General Plan Update including the Climate Action Plan, Environmental Impact Report, and Traffic and Transportation Analysis.
- Facilitated permitting of cannabis businesses that provided **\$1.8 million** in tax revenue last year.
- Responded to **607 hotline calls** and connected businesses and entrepreneurs to COVID response and recovery resources.
- Awarded **\$600,000** to **44** businesses through the Grow Salinas Small Business Support Program; Assisted **41** businesses in applying for the CA Relief Grant with 19 awards totaling **\$90,000** to date.

# COMMUNITY DEVELOPMENT DEPT.

## Summary (Continued)

- Conducted **30 Census outreach events** (a total of 110 through the entire Census process) and coordinated the monthly meetings of the Census Salinas Action Team.
- Opened **117 weed abatement** cases, but through proactive communication, notices and citations, only one (1) property was abated and **\$5,855** in citations collected.

### Operational Efficiencies

- Shifted permitting to digital platform and managed to maintain output despite staffing losses due to the pandemic:
  - Issued **2,464** permits with a valuation nearly **\$51,000,000**.
  - Completed **855** planning reviews, 93% on time, and **1,864** building plan reviews with an average review time of **12 days**.
  - Completed **13,837** building inspections, of which approximately **95%** were conducted on time.
  - Responded to **4,459 calls** for planning and **15,255 calls** for permitting.
- Offered **virtual customer meetings** through the Development Review Committee to facilitate continued economic development and promote enhanced communication.
- Created a dedicated email for planning inquiries resulting in **1,620** responses.
- Established a fast track permitting process to facilitate **69** legal outdoor business operations in accordance with state and local guidelines and dedicated one full-time staff to ensure expediency.
- Piloted a **virtual inspection** process for building inspections.
- **Coordinated compliance inspections** between Code Enforcement and Fire Prevention to provide the best customer service possible and limit the number of onsite inspections.
- Increased **weekend and evening COVID-19 enforcement** in 2021, resulting in **\$7,750** in citations.
- Funded the **expansion of Downtown Streets Team** to a second team focused on encampment cleanups and homeless services in Cesar Chavez and Natividad Creek Parks.
- Hired an additional Limited Term Community Development Analyst to support and expand **Fair Housing and Homeless Preservation** initiatives and services.
- Processed a **400% increase** in grant applications through the RFP process and a **1,000% increase** in the processing of payments and reports from subcontracted service providers.
- Hired two **Management Analysts** to provide administrative, financial and grant management and compliance support in September 2020 in an effort to improve organizational efficiency.

### Public Safety

- Promoted mask guidelines, business education and safe operation protocols through focused outreach.
- Initiated **4 receivership** cases to correct issues deemed hazardous and allow for cost recovery.

### City Council Goals, Strategies, and Objectives for FY 2020-21

#### Investment Strategies/Risk Management

1. Create a plan to produce 4,000 housing units in 10 years in conjunction with City stakeholders.
2. Continue to coordinate with various stakeholders and funders to implement and invest in the Downtown Vibrancy, Alisal Vibrancy, and Chinatown Revitalization Plans including:
  - a community-based cleanliness and beautification program for the Alisal; and
  - the establishment of a shared security agreement in Chinatown.
3. Continue implementation of the Farmworker Housing Action Plan.
4. Approve the Salinas Travel Center and mixed-use development at Abbott and John Street including up to 252 dwelling units.
5. Continue streamlining Accessory Dwelling Units through creation of plans for expedited review.
6. Collaborate with local stakeholders to develop a Rental Registration Program tailored to Salinas.
7. Evaluate and develop regulations for informal subletting of rooms to protect tenants and landlords.
8. Identify and secure public/private partnerships to pursue second round State Homekey funding.
9. Implement an inclusive community engagement process including advisory committees, topic working groups, community workshops, and a variety of other tools to develop General Plan Update content; Complete a draft Existing Conditions Report and a draft Climate Action Plan.
10. Complete environmental and technical studies to support the rezoning of identified opportunity sites in the Downtown and East and North Salinas to mixed-use to increase housing production.

# COMMUNITY DEVELOPMENT DEPT.

## Summary (Continued)

### New Revenue

1. Facilitate the preparation of tentative maps for the West and Central Area Specific Plans.
2. Complete a zoning code amendment to increase the number of Home Occupation Permits.
3. Continue to apply for state funding to establish a local or regional housing trust fund.
4. Leverage new state and local housing funds to facilitate additional affordable housing.
5. Partner with community organizations, small business support providers, business associations, and financial institutions to develop and coordinate small business COVID-19 recovery strategy including shop local and online marketing campaigns.
6. Re-capitalize the Grow Salinas Fund and issue 20 micro-grants city-wide to assist business to increase their online presence.
7. Apply for grants to fund implementation of the Alisal Vibrancy and Chinatown Revitalization Plans.
8. Apply for the Older Americans Home Modification Grant to expand residential rehab assistance.

### Operational Efficiencies

1. Continue to implement the Permit Center Improvements to foster efficiency and expand digital permitting and plan review capacity.
2. Create a one stop process for permit intake.
3. Launch a simplified online payment portal for permits through TRAKIT.
4. Simplify signage permitting by combining planning and building review.
5. Hire a full-time Community Development Analyst to coordinate the Salinas Outreach and Response Team (SORT).
6. Merge Advance Planning and Plan and Project Implementation Divisions.
7. Move Housing Street Outreach and Response Team operations to Moongate Plaza location in support of Chinatown Revitalization Plan efforts.
8. Support the update to Lead Me Home, the 10-year plan to end homelessness, with a focus on using data to target funding and implement strategies.

### Public Safety

1. Continue to coordinate with Fire Prevention to collaboratively address violations at dangerous commercial and residential properties and improve overall operational efficiency.
2. Continue to coordinate with the Police Department to address code violations and effectively respond to challenges related to homelessness.
3. Continue to work with the Legal Department to address dangerous and blighted properties.

### Key Performance Metrics

- Increase the number of Accessory Dwelling Units constructed by 20%.
- Increase the number of new affordable housing units by 10%.
- Establish a baseline for Permit Center customer satisfaction in FY 21/22 and maintain an overall satisfaction rating of at least 80%.
- Facilitate small business loans, increasing referrals by 25%.
- Engage 1,000 community members in the General Plan Update Process.
- Increase Code Enforcement Officer inspections by 10%.

### Major Budget Changes

Because many of CDD's functions are supported by revenue or grants, the Department represents a small portion of General Fund and Measures G and E. To further reduce the impact on these funds, the Department had \$1,025,930 in salary savings and secured additional revenue of \$881,000 to date (4/7/2021), resulting in an overall savings of \$1,906,390. The net contribution to the General Fund is nearly **\$1,051,510**. Most of the proposed increases in the budget will not impact the General Fund. The largest General Fund increase is for \$200,000 for the operation of the SHARE Center. In previous years, funding for the Warming Shelter was reflected in the CIP budget. Therefore, this change is not so much an increase as a shift from the CIP to the Operation Budget.

# COMMUNITY DEVELOPMENT DEPARTMENT

## Summary

<b>Expenditures by Program</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
3111 Adv Planning & Project Implementation	954,230	1,097,356	1,751,374	1,362,313
3353 Code Enforcement	1,008,356	1,104,566	1,181,267	1,208,853
3461 Community Dev Administration	553,339	557,440	718,181	369,221
3462 Current Planning	867,867	1,004,580	1,271,120	1,369,509
Housing and Community Development	2,936,063	3,944,976	17,643,726	6,726,032
<b>Total</b>	<b>6,319,855</b>	<b>7,708,918</b>	<b>22,565,669</b>	<b>11,035,928</b>
<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	3,891,404	4,241,589	6,742,835	5,139,960
62 - Supplies & Materials	55,309	56,963	238,783	70,154
63 - Outside Services	445,306	744,313	4,075,739	2,203,129
64 - Other Charges	66,690	64,868	182,590	170,630
66 - Capital Outlays	34,025	11,777	680,078	1,260,344
69 - Financial Assistance	1,827,121	2,589,408	10,645,645	2,191,711
<b>Total</b>	<b>6,319,855</b>	<b>7,708,918</b>	<b>22,565,669</b>	<b>11,035,928</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	2,976,998	3,258,340	3,801,822	3,676,102
1100 Measure E	281,217	381,092	409,766	463,661
1200 Measure G	491,022	497,800	532,409	540,853
2602 HSA - Affordable Housing	23,939	177	47,080	72,086
2910 Community Development	1,152,573	1,067,007	3,095,072	2,117,100
2911 CDBG - COVID-19		23,682	2,336,475	436,907
2930 Home Investment Partnership	402,540	1,849,551	1,272,296	1,139,476
2940 Emergency Shelter Grant	312,114	126,612	369,859	180,521
2941 Emergency Solutions Grant	679,451	129,136	860,595	243,238
2942 CA Emergency Solutions & Housing		218,722	1,116,587	169,910
2943 ESG-CV HUD		32,938	6,599,233	968,007
2944 ESG-CV HCD			857,100	28,456
2945 Housing - Other Agency Match		123,837	945,361	
2951 SB2		25	310,015	987,611
2957 Inclusionary Housing			12,000	12,000
<b>Total</b>	<b>6,319,855</b>	<b>7,708,918</b>	<b>22,565,669</b>	<b>11,035,928</b>

# COMMUNITY DEVELOPMENT DEPARTMENT

## Summary

<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
3111 Adv Planning & Project Implementation	6.000	6.250	5.853	7.850
3353 Code Enforcement	9.000	9.000	9.000	9.000
3461 Community Dev Administration	3.000	3.000	4.000	1.853
3462 Current Planning	5.000	5.600	5.600	7.000
Housing and Community Development	6.000	6.000	6.558	8.797
<b>Total</b>	<b>29.000</b>	<b>29.850</b>	<b>31.011</b>	<b>34.500</b>

Permit Services has moved to a separate Enterprise Operation fund effective FY 17/18.

# COMMUNITY DEVELOPMENT

## Advanced Planning & Project Implementation

3111

### Purpose

The Advanced Planning and Project Implementation Division (APPI) provides comprehensive and responsive long-range planning services that address the needs of the community and promote economic and social well-being. Core services include update, implementation and maintenance of the General Plan and other long-range planning documents (e.g., Zoning Code, Subdivision Ordinance, and Special Studies), coordination with local, regional, state, and federal agencies on land use, housing, environmental and long-range planning initiatives, and processing complex planning projects and/or initiatives. APPI also supports, coordinates and monitors city and department initiatives to implement the General Plan, Economic Development Element (EDE) and Salinas Downtown Vibrancy, Alisal Vibrancy, and Chinatown Revitalization Plans' goals, policies and actions. This Division leads the City's small business support efforts including COVID-19 response and recovery, entitlement and permit processing navigation and connection to education, technical assistance and capital resources.

### Division Operations

1. Lead long-range planning efforts (e.g., General Plan Update -Visión Salinas 2040) that are guided by a comprehensive and inclusive community engagement process.
2. Facilitate future development by processing specific plans, annexations, and other plan amendments.
3. Coordinate land use with County, regional public agencies and school districts.
4. Maintain engaging and relevant department and program websites and social media presence to ensure the community is informed about planning initiative, implementation activities and available services.
5. Lead the implementation of the City's Economic Development Element and 5-Year Action Plan.
6. Provide small business support with navigating city entitlement and permitting processes and connecting small business and entrepreneurs to education, technical assistance and access to capital.
7. Develop, implement and manage Grow Salinas Fund programs to provide grants and loans to support small business recovery.
8. Continue to lead implementation of Alisal Vibrancy Plan and Chinatown Revitalization Plans. Increase implementation capacity using five VISTA Members awarded through AmeriCorps VISTA program.
9. Prepare and/or assist with the preparation and implementation of various grants to further community plan initiatives.

### Performance Measures

Performance Measure / Goal	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Adoption of West Area Specific Plan by 2nd Quarter of 2019	80%		NA		
Undertake General Plan Update by 4th quarter of 2020	20%		100%	100%	
Adoption of Central Area Specific Plan by 3rd quarter of 2020	50%		100%	100%	
Complete 2020 Census Outreach Efforts by 3rd quarter of 2020	N/A		100%	100%	
Small Business Support - formalize Permit Center navigation process, launch resource website, develop educational materials and videos.			100%	100%	100%
Complete a draft Climate Action Plan by 2 <sup>nd</sup> Quarter of 2022	N/A	N/A	N/A	N/A	100%
Engage 1,000 Salinas residents through the General Plan Update	N/A	N/A	N/A	10%	100%
Partner with community organizations, small business support providers, business associations, and financial institutions to develop and coordinate small business COVID-19 recovery strategy including shop local and online marketing campaigns.			100%	70%	100%
Recapitalize the Grow Salinas Fund and issue 20 micro-grants city-wide to assist business to increase their online presence.			100%	modified	100%
Identify and apply for 5 grants to fund implementation of land use, housing, health and safety, economic development, and youth leadership policies and actions identified of Alisal Vibrancy and Chinatown Revitalization Plans.			100%	80%	100%
Complete environmental and technical studies to support the rezoning of identified opportunity sites in the Downtown, East and North Salinas to mixed-use to increase housing production and sales revenue.			100%	40%	100%
Alisal Vibrancy Plan Implementation: Create and adopt a community-based cleanliness and beautification program and draft commercial corridor design guidelines.					100%



**COMMUNITY DEVELOPMENT (Continued)**  
**Advanced Planning & Project Implementation**

**3111**

**Major Budget Changes**

The merger of Advanced Planning and Plan and Project Implementation Divisions is an organizational change that will result in salary savings through underfilling the Management Analyst position. The new Assistant Director position will oversee the merged APPI division. In addition, federal, state and local grants awarded for the General Plan Update, proposed rezoning and CDBG economic development activities will fully, or partially fund multiple full-time and temporary staff positions resulting in a \$300,000 reduction to the General Fund. The Division will explore how to fund a vacant Project Coordinator at mid-year to support AVP implementation.

# COMMUNITY DEVELOPMENT DEPARTMENT

## 3111 Adv Planning & Project Imp Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	814,538	898,936	1,260,185	1,136,263
62 - Supplies & Materials	20,652	17,887	17,329	20,200
63 - Outside Services	82,655	164,528	433,920	167,800
64 - Other Charges	14,128	14,155	22,150	29,050
66 - Capital Outlays	22,259	1,850	17,790	9,000
<b>Total</b>	<b>954,230</b>	<b>1,097,356</b>	<b>1,751,374</b>	<b>1,362,313</b>

<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	854,313	995,382	1,041,315	1,141,710
1200 Measure G	99,918	101,974	99,641	106,564
2951 SB2			260,418	
2911 CDBG - COVID-19			350,000	114,039
<b>Total</b>	<b>954,230</b>	<b>1,097,356</b>	<b>1,751,374</b>	<b>1,362,313</b>

<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
3111 Plan & Project Implementation	6.000	6.250	5.853	
3111 Adv Planning & Project Implementation				7.850
<b>Total</b>	<b>6.000</b>	<b>6.250</b>	<b>5.853</b>	<b>7.850</b>



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# COMMUNITY DEVELOPMENT Code Enforcement Division

3353

## Purpose

The Code Enforcement Division promotes a safe and blight-free community by addressing substandard housing, dangerous buildings, unauthorized land and building uses, zoning violations, unpermitted work, and other Health and Safety code violations. Code Enforcement is responsible for ensuring compliance with the Zoning Code, Property Maintenance Code, and other city and state regulations by performing inspections and whenever necessary issuing citations or coordinating with the Legal Department on other legal remedies. Code Enforcement is often an essential tool for crime prevention.

## 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 oversee and streamline the Weed Abatement Program.
5. Maintain a framework to prioritize and measure code enforcement activities.
6. Continue outreach efforts that foster citizen participation in related code enforcement efforts to stabilize and improve neighborhoods.
7. Evaluate potential policy or ordinance changes to improve code enforcement, such as the establishment of a Residential Rental Registration and Inspection Program.

## Performance Measures

Performance Measure / Goal	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Number of cases opened	1406	663	1000	1000	1250
Number of cases closed	1765	683	1250	750	1000
Number of active cases	587	776	300	500	250
Average time to resolve a code enforcement case	3.5 months	5 months	3.5 months	3 months	3 months
Number of educational or outreach events held	4	1	3	3	6
Number of inspections completed	4,550	1,477	3,000	3,500	6,000
Number of receivership actions initiated	4	4	5	4	4

## Major Budget Changes

Due to the COVID-19 pandemic, Code Enforcement shifted focus to educating the public about COVID restrictions and providing assistance to our homeless population. Despite the pandemic response, the Division continued to enforce city ordinances and assessed over \$143,000 in citations and fines. During the Shelter in Place Order, most code enforcement work related to blight was temporarily suspended as staff focused on immediate life and safety violations. This greatly impacted performance metrics in FY 2020/21. Due to exponential growth in complex code enforcement responsibilities including H2A inspections, creation of a rental registration program, receivership cases, and property abatements, the department is recommending the reclassification of a Code Enforcement Officer vacancy due to retirement to a Senior Code Enforcement Officer position. The position is critical to maintaining an adequate staff to supervisor ratio in the Division as the Code Enforcement Manager currently supervises eight employees. One Administrative Analyst I position was vacated in August, and an Administrative Aide was underfilled in January 2021 resulting in minor budget savings.

# COMMUNITY DEVELOPMENT DEPARTMENT

## 3353 Code Enforcement Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	968,993	1,068,983	1,122,917	1,150,503
62 - Supplies & Materials	7,185	11,849	27,050	21,900
63 - Outside Services	11,573	11,436	12,700	14,850
64 - Other Charges	15,242	12,134	12,600	15,600
66 - Capital Outlays	5,363	164	6,000	6,000
<b>Total</b>	<b>1,008,356</b>	<b>1,104,566</b>	<b>1,181,267</b>	<b>1,208,853</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	336,036	327,648	338,733	310,903
1100 Measure E	281,217	381,092	409,766	463,661
1200 Measure G	391,104	395,826	432,768	434,289
<b>Total</b>	<b>1,008,356</b>	<b>1,104,566</b>	<b>1,181,267</b>	<b>1,208,853</b>
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
3353 Code Enforcement	9.000	9.000	9.000	9.000
<b>Total</b>	<b>9.000</b>	<b>9.000</b>	<b>9.000</b>	<b>9.000</b>



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# COMMUNITY DEVELOPMENT DEPARTMENT

## 3461 Community Dev Administration Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	431,483	501,830	544,683	273,571
62 - Supplies & Materials	15,511	17,780	13,200	6,050
63 - Outside Services	97,165	28,907	129,330	72,900
64 - Other Charges	5,395	3,434	12,940	9,200
66 - Capital Outlays	3,785	5,489	18,028	7,500
<b>Total</b>	<b>553,339</b>	<b>557,440</b>	<b>718,181</b>	<b>369,221</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	553,339	557,440	718,181	369,221
<b>Total</b>	<b>553,339</b>	<b>557,440</b>	<b>718,181</b>	<b>369,221</b>
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
3461 Advanced Planning	3.000	3.000	4.000	
3461 Community Dev Administration				1.853
<b>Total</b>	<b>3.000</b>	<b>3.000</b>	<b>4.000</b>	<b>1.853</b>

# COMMUNITY DEVELOPMENT

## Current Planning Division

3462

### Purpose

The Current Planning Division ensures that development projects and proposals conform to the General Plan and Zoning Code regulations or any other applicable regulations and standards. The Division is responsible for diligently and expeditiously processing 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, Planned Unit Development Permits, Tentative Maps, and Conditional Use Permits in order to facilitate economic development. Staff also prepare/coordinate environmental evaluations (CEQA) for all development projects. Current Planning received responsibility for administering the City's Cannabis regulations on December 1, 2018.

### Division Operations

1. Review development proposals for consistency with local and state requirements.
2. Process administrative and discretionary development applications.
3. Assist the public with development and subdivision of land.
4. Provide planning guidance to potential development projects at the public counter, over the phone, or to other departments and agencies in order to facilitate economic growth.
5. Swiftly review building permit plans within established timeframes to facilitate development.
6. Support the Planning Commission in its role as a decision-making body on planning entitlements.
7. Assist the Historic Resources Board in promoting historic preservation and reviewing work to historic resources.
8. Work in collaboration with the Business Development Committee and other community stakeholders to continually improve the development review process.
9. Administer the City's Cannabis regulations.

### Performance Measures

Performance Measure / Goal	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Number of discretionary and administrative permits processed	594	475	500	549	550
Number of counter customers served	4,033	n/a	3,800	n/a	n/a
Number of building permit reviews conducted	1,040	975	850	1,159	1,160
Percent of building permit reviews processed within prescribed timeframes	91%	87%	90%	92%	90%
Average # days to Approval from Completeness for Site Plan Reviews	n/a	n/a	n/a	25	14

### Major Budget Changes

The vacant Assistant Planner position from the last budget year has been filled with a re-classified Planning Technician. In this budget, an Assistant Planner position will be transferred from Advanced Planning to Current Planning. As expected with the COVID-19/Shelter-In-Place restrictions and staff vacancy, projected revenue and performance metrics have been impacted.



# COMMUNITY DEVELOPMENT DEPARTMENT

## 3462 Current Planning Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	806,137	860,170	948,464	1,136,309
62 - Supplies & Materials	8,905	5,583	13,500	11,200
63 - Outside Services	39,613	126,856	291,456	203,300
64 - Other Charges	11,273	11,972	16,600	18,100
66 - Capital Outlays	1,937		1,100	600
<b>Total</b>	<b>867,867</b>	<b>1,004,580</b>	<b>1,271,120</b>	<b>1,369,509</b>

<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	867,867	1,004,580	1,271,120	1,369,509
<b>Total</b>	<b>867,867</b>	<b>1,004,580</b>	<b>1,271,120</b>	<b>1,369,509</b>

<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
3462 Current Planning	5.000	5.600	5.600	7.000
<b>Total</b>	<b>5.000</b>	<b>5.600</b>	<b>5.600</b>	<b>7.000</b>

# COMMUNITY DEVELOPMENT

## Housing & Community Development Division

### Purpose

The Housing and Community Development Division (Housing Division) enhances the Salinas community by assisting with the provision of safe, decent and affordable housing to low and moderate-income households. The Division effectively manages housing-related activities, programs and projects through the City's Inclusionary Housing Program, United States Department of Housing and Urban Development (HUD) Community Development Block Grant (CDBG) Program, HOME Investment Partnerships Program (HOME) and Emergency Solutions Grants (ESG) Program. The Housing Division is also responsible for the administration of the California Department of Housing and Community Development (HCD) ESG Program, HCD California Emergency and Solutions and Housing (CESH) Program, and United Way Emergency Rental Assistance Funding (ERAP). The Housing Division actively fosters housing development by implementing policies, regulations, and incentives that help preserve existing affordable housing, provide rehabilitation assistance, fund the development of new affordable housing, and assist individuals and families into permanent housing and other services related to homelessness.

### Division Operations

1. Provide grants and loans to help facilitate housing, economic development and capital improvement projects through HUD CDBG, HUD HOME and HCD Permanent Local Housing Allocation (PLHA).
2. Provide public services grants through HUD CDBG, HUD ESG, HCD ESG, HCD CESH and ERAP to facilitate a variety of activities including homeless related programs (e.g., rapid re-housing, street outreach, emergency shelter, homeless prevention and HMIS), and rental assistance that will benefit residents within Monterey and San Benito counties.
3. Prepare HUD required documents such as the Consolidated Plan (Con Plan), Alisal Neighborhood Revitalization Strategy Area (ANRSA), Analysis of Impediments to Fair Housing Choice (AI), Citizen Participation Plan (CPP), Annual Action Plan (AAP) and Consolidated Annual Performance and Evaluation Report (CAPER).
4. Conduct annual monitoring compliance, loan servicing and technical assistance functions for the City's grant, loan and deed restricted property portfolio (900+ units).
5. Implement the City's Inclusionary Housing Program.
6. Continue to partner and collaborate with various departments and agencies including the County of Monterey and the local Continuum of Care (CoC) in addressing homelessness.

### Performance Measures

Performance Measure / Goal	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Number of grant applications processed through annual RFP process	22	18	15	58	20
Number of payments and reports processed for grantees	88	116	60	612	160
Number of affordable housing funding agreements processed	8	2	4	4	4
Number of new affordable housing units developed with City funding	90	51	20	107	80
Number of applications approved for rehabilitation loans or grants	14	2	4	0	0

### Major Budget Changes

The Housing Division does not anticipate any significant budget changes and expects to receive a sustained level of grant revenue for FY 21-22 through CDBG, CDBG-CV, HOME, ESG, ESG-CV, HCD ESG, HCD ESG-CV, PLHA and UW ERAP funding. Through the use of FY 21-22 HUD grant funds, the Division will offset the General Fund for the Community Development Department by \$85,000 from other divisions salaries and benefits. The most significant budget change is a request for \$200,000 from the General Fund to support the SHARE Center. In the past, funding for shelter operations was requested through the CIP Budget. This year, the Finance Department requested that funding for the shelter be incorporated into the Division's operating budget.

# HOUSING AND COMMUNITY DEVELOPMENT

## Summary

<b>Expenditures by Program</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
3220 Housing & Community Development	996,904	1,034,410	2,427,937	1,553,871
3221 Rehabilitation	120,128	137,077	132,504	5,380
3240 Special Programs	1,819,031	2,649,652	14,008,697	5,166,781
3310 County of Monterey		123,837	945,361	
3114 PPI Activity Delivery			39,227	
3115 PPI ED Technical Assistance			50,000	
3241 City of Salinas Fair Housing			40,000	
<b>Total</b>	<b>2,936,063</b>	<b>3,944,976</b>	<b>17,643,726</b>	<b>6,726,032</b>
<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	870,253	911,671	2,866,586	1,443,314
62 - Supplies & Materials	3,056	3,864	167,704	10,804
63 - Outside Services	214,300	412,587	3,208,332	1,744,279
64 - Other Charges	20,652	23,174	118,300	98,680
66 - Capital Outlays	681	4,274	637,160	1,237,244
69 - Financial Assistance	1,827,121	2,589,408	10,645,645	2,191,711
<b>Total</b>	<b>2,936,063</b>	<b>3,944,976</b>	<b>17,643,726</b>	<b>6,726,032</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	365,445	373,290	432,472	484,759
2602 HSA - Affordable Housing	23,939	177	47,080	72,086
2910 Community Development	1,152,573	1,067,007	3,095,072	2,117,100
2930 Home Investment Partnership	402,540	1,849,551	1,272,296	1,139,476
2940 Emergency Shelter Grant	312,114	126,612	369,859	180,521
2941 Emergency Solutions Grant	679,451	129,136	860,595	243,238
2942 CA Emergency Solutions & Housing		218,722	1,116,587	169,910
2945 Housing - Other Agency Match		123,837	945,361	
2951 SB2		25	49,597	987,611
2957 Inclusionary Housing			12,000	12,000
2911 CDBG - COVID-19		23,682	1,986,475	322,868
2943 ESG-CV HUD		32,938	6,599,233	968,007
2944 ESG-CV HCD			857,100	28,456
<b>Total</b>	<b>2,936,063</b>	<b>3,944,976</b>	<b>17,643,726</b>	<b>6,726,032</b>

# HOUSING AND COMMUNITY DEVELOPMENT

## Summary

<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
3220 Housing & Community Development	5.074	4.365	5.350	6.185
3221 Rehabilitation	0.177	0.166	0.035	0.035
3240 Special Programs	0.749	1.469	1.173	2.577
<b>Total</b>	<b>6.000</b>	<b>6.000</b>	<b>6.558</b>	<b>8.797</b>

**COMMUNITY DEVELOPMENT DEPARTMENT**  
**Housing & Community Development Division**  
**3220 Housing & Community Development**

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	742,240	753,202	1,872,727	1,028,078
62 - Supplies & Materials	3,056	3,864	14,304	10,804
63 - Outside Services	208,550	250,147	429,087	405,309
64 - Other Charges	20,652	23,174	95,820	98,680
66 - Capital Outlays	181	4,024	16,000	11,000
69 - Financial Assistance	22,225			
<b>Total</b>	<b>996,904</b>	<b>1,034,410</b>	<b>2,427,937</b>	<b>1,553,871</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	365,445	373,290	432,472	484,759
2602 HSA - Affordable Housing	23,939	177	47,080	72,086
2910 Community Development	441,654	423,875	601,641	453,004
2930 Home Investment Partnership	121,714	135,908	184,015	120,981
2940 Emergency Shelter Grant	23,362	10,405	14,216	14,945
2941 Emergency Solutions Grant	20,791	9,558	14,920	7,815
2942 CA Emergency Solutions & Housing		46,398	33,080	
2951 SB2		25	40	31,106
2957 Inclusionary Housing			12,000	12,000
2911 CDBG - COVID-19		23,636	456,395	254,235
2943 ESG-CV HUD		11,138	632,078	102,940
<b>Total</b>	<b>996,904</b>	<b>1,034,410</b>	<b>2,427,937</b>	<b>1,553,871</b>
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
3220 Housing & Community Development	5.074	4.365	5.350	6.185
<b>Total</b>	<b>5.074</b>	<b>4.365</b>	<b>5.350</b>	<b>6.185</b>

**COMMUNITY DEVELOPMENT DEPARTMENT**  
**Housing & Community Development Division**  
**3221 Rehabilitation**

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	33,020	29,281	6,564	5,380
63 - Outside Services	5,750	3,750		
66 - Capital Outlays	500	250		
69 - Financial Assistance	80,858	103,797	125,940	
<b>Total</b>	<b>120,128</b>	<b>137,077</b>	<b>132,504</b>	<b>5,380</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
2910 Community Development	114,378	133,327	132,504	5,380
2930 Home Investment Partnership	5,750	3,750		
<b>Total</b>	<b>120,128</b>	<b>137,077</b>	<b>132,504</b>	<b>5,380</b>
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
3221 Rehabilitation	0.177	0.166	0.035	0.035
<b>Total</b>	<b>0.177</b>	<b>0.166</b>	<b>0.035</b>	<b>0.035</b>

**COMMUNITY DEVELOPMENT DEPARTMENT**  
**Housing & Community Development Division**  
**3240 Special Programs**

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	94,993	129,188	858,069	409,856
62 - Supplies & Materials			111,000	
63 - Outside Services		71,800	2,732,772	1,338,970
64 - Other Charges			22,480	
66 - Capital Outlays			621,160	1,226,244
69 - Financial Assistance	1,724,039	2,448,665	9,663,217	2,191,711
<b>Total</b>	<b>1,819,031</b>	<b>2,649,652</b>	<b>14,008,697</b>	<b>5,166,781</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
2910 Community Development	596,542	509,805	2,340,665	1,658,716
2930 Home Investment Partnership	275,077	1,709,893	1,088,281	1,018,495
2940 Emergency Shelter Grant	288,753	116,207	355,643	165,576
2941 Emergency Solutions Grant	658,660	119,578	845,675	235,423
2942 CA Emergency Solutions & Housing		172,324	1,083,507	169,910
2951 SB2			49,557	956,505
2911 CDBG - COVID-19		46	1,421,115	68,633
2943 ESG-CV HUD		21,800	5,967,156	865,067
2944 ESG-CV HCD			857,100	28,456
<b>Total</b>	<b>1,819,031</b>	<b>2,649,652</b>	<b>14,008,697</b>	<b>5,166,781</b>
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
3240 Special Programs	0.749	1.469	1.173	2.577
<b>Total</b>	<b>0.749</b>	<b>1.469</b>	<b>1.173</b>	<b>2.577</b>

# COMMUNITY DEVELOPMENT DEPARTMENT

## Work Force

Workforce by Program	18-19 Authorized	19-20 Authorized	20-21 Authorized	21-22 Proposed
<b>3111 Adv Planning &amp; Project Implementation</b>				
Administrative Aide	0.750	1.000	1.000	
Assistant Development Director Management Analyst				0.881 1.000
Comm Dev Analyst - Limited Term				1.000
Associate Planner	1.000	1.000	0.869	1.869
Asst Redevelopment Project Mgr			0.853	
Community Development Dir	1.000	1.000	1.000	
Office Technician	1.000	1.000	0.881	1.000
Planning Manager	1.000	1.000	1.000	
Project Coordinator	1.000	1.000	0.250	1.000
Revenue Officer	0.250	0.250		0.100
Senior Planner				1.000
<b>3111 Adv Planning &amp; Project Imp Total</b>	<b>6.000</b>	<b>6.250</b>	<b>5.853</b>	<b>7.850</b>
<b>3353 Code Enforcement</b>				
Administrative Aide	1.000	1.000	1.000	2.000
Administrative Clerk I	1.000	1.000	1.000	1.000
Administrative Analyst I	1.000	1.000	1.000	
Code Enforcement Officer I	4.000	4.000	3.000	2.000
Code Enforcement Officer II	1.000	1.000	2.000	2.000
Senior Code Enforcement Officer				1.000
Code Enforcement Manager	1.000	1.000	1.000	1.000
<b>3353 Code Enforcement Total</b>	<b>9.000</b>	<b>9.000</b>	<b>9.000</b>	<b>9.000</b>
<b>3461 Community Dev Administration</b>				
Assistant Planner	1.000	1.000	1.000	
Associate Planner			1.000	
Administrative Aide				1.000
Community Development Dir				0.853
Planning Manager	1.000	1.000	1.000	
Senior Planner	1.000	1.000	1.000	
<b>3461 Community Dev Administration Total</b>	<b>3.000</b>	<b>3.000</b>	<b>4.000</b>	<b>1.853</b>



# COMMUNITY DEVELOPMENT DEPARTMENT

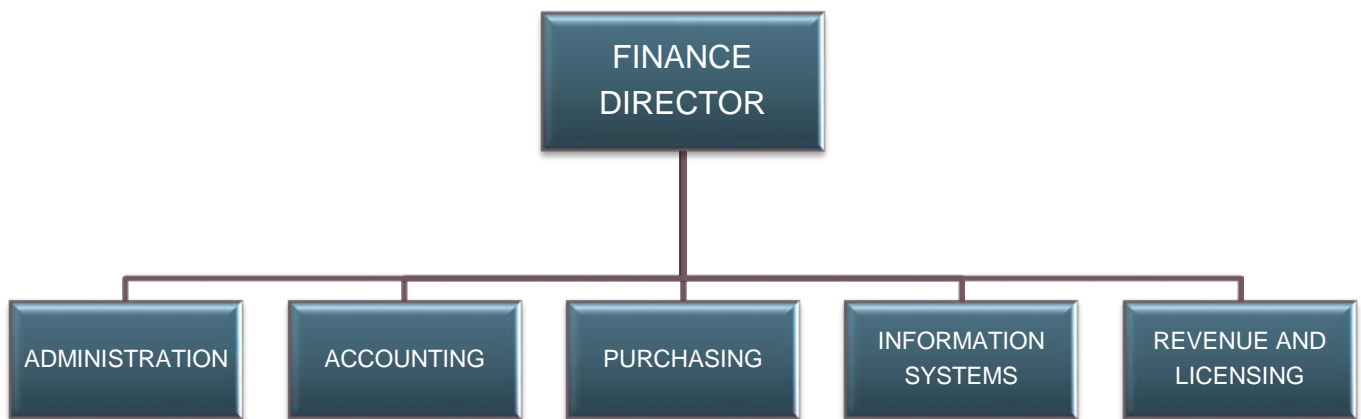
## Work Force

Workforce by Program	18-19 Authorized	19-20 Authorized	20-21 Authorized	21-22 Proposed
<b>3462 Current Planning</b>				
Administrative Aide		0.600	0.600	1.000
Assistant Planner	1.000	1.000	1.000	3.000
Associate Planner	1.000	1.000	1.000	1.000
Planning Manager	1.000	1.000	1.000	1.000
Planning Technician	1.000	1.000	1.000	
Senior Planner	1.000	1.000	1.000	1.000
<b>3462 Current Planning Total</b>	<b>5.000</b>	<b>5.600</b>	<b>5.600</b>	<b>7.000</b>
<b>Housing &amp; Community Development</b>				
Associate Planner			0.131	0.131
Community Development Dir			0.147	0.147
Assistant Development Director				0.119
Comm Improve Asst	1.000	1.000	1.000	
Community Dev Analyst	2.000	2.000	2.000	4.000
Comm Dev Analyst - Limited Term				2.000
Housing Services Supv	1.000	1.000	1.000	
Management Analyst			1.000	
Planning Manager	1.000	1.000	1.119	2.000
Revenue Officer			0.161	0.400
Senior Community Dev Analyst	1.000	1.000		
<b>Housing &amp; Community Development Total</b>	<b>6.000</b>	<b>6.000</b>	<b>6.558</b>	<b>8.797</b>
<b>Total</b>	<b>29.000</b>	<b>29.850</b>	<b>31.011</b>	<b>34.500</b>

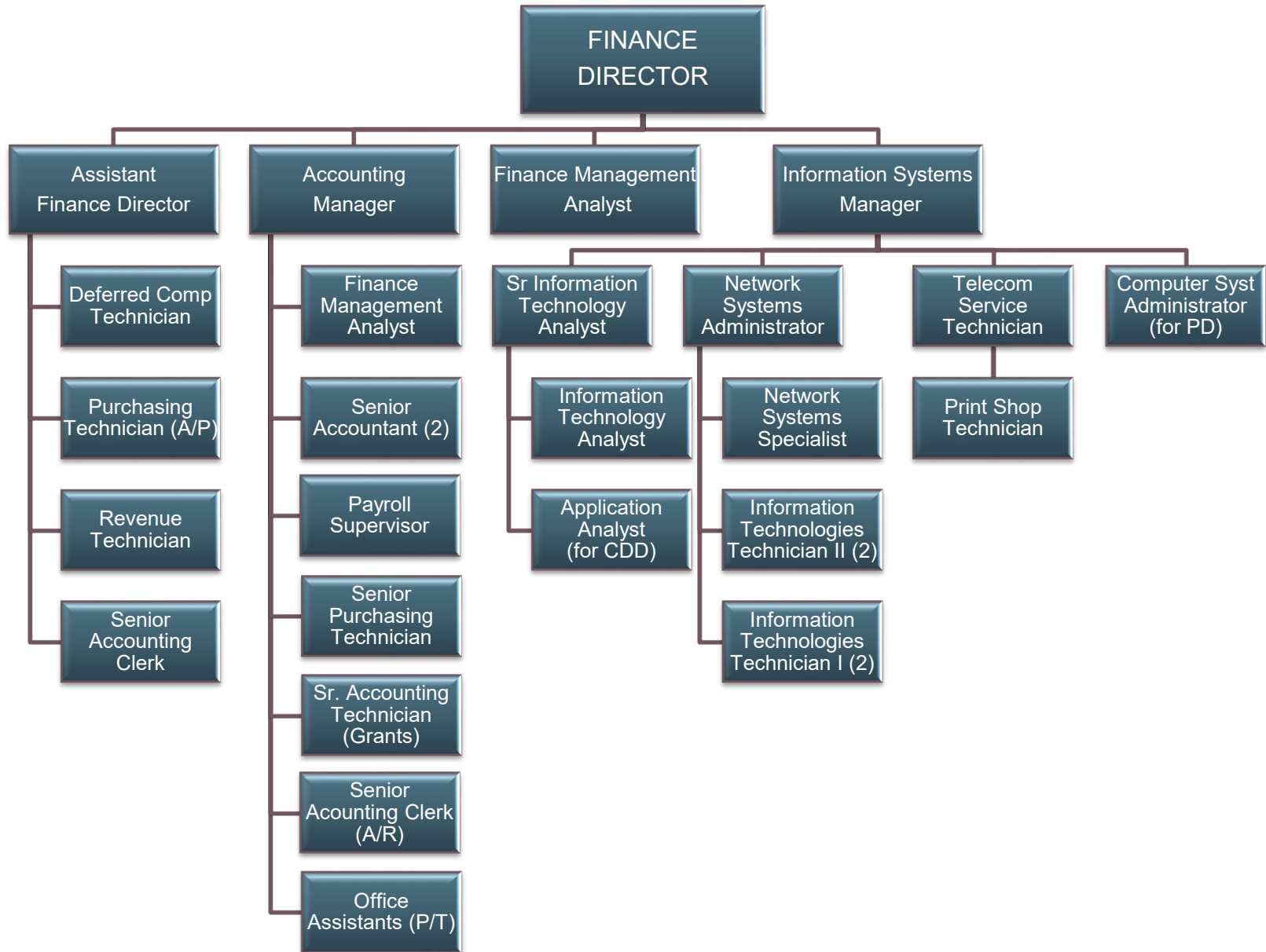


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# FINANCE DEPARTMENT Organizational Chart



# FINANCE DEPARTMENT Organizational Chart





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# 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, centralized reprographic and mail services, and assessment district administration.

### Top Accomplishments for FY 2020-21

#### Operational Efficiencies

1. Strategically and collaboratively worked with departments and City Manager to balance the FY 2020-21-year budget.
2. Coordinated Monte Bella CFD Financing for Phase III.
3. Refinanced \$14.6 million of Sewer Revenue Bonds achieving a reduced interest rate from 4.15% to 2.92% and \$2 million in total savings.
4. Issued \$31.3 million in 2020A-1, A-2, and B-1 Series bonds to refund the remaining bonds that needed refinancing, achieving 1.75% all-in true interest cost, affirmed rating of AA- and total savings of \$1.5 million.
5. Supported SPOA labor negotiations with financial costing and fiscal updates.
6. Upgraded Wi-Fi across City locations.
7. Improved internal training and educational opportunities for all IT staff while beginning the Technology Master Plan.
8. Migrate from Citrix VDI to Horizon VDI and improve data center technology for a better, more reliable Windows 10 experiences for users - began to develop refined training strategies for Windows 10 and Cybersecurity education.
9. Continue to manage, facilitate and support the Measure E and G Committee and the Finance Committee
10. Completed the annual financial statements and audit with a clean audit opinion.

### City Council Goals, Strategies, and Objectives for FY 2021-22

#### Operational Efficiencies

1. Technology Upgrades:
  - a. Refining rollout of new Horizon VDI and Windows 10 Technology - continue to improve training strategies for City staff.
  - b. Completion of master plan and review and implementation of relevant recommendations City-wide.
  - c. Develop training and educational plans to improve help desk "first call" resolution and improve support services across the City.
2. Hire new Finance Director, Assistant Finance Director, and Accounting Manager.
3. Continue to manage, facilitate and support the Measure E and G Committee.
4. Continue to implement and improve financial systems.
  - a. Special Assessment Management.
  - b. Deferred Compensation Administration.
  - c. Travel Reimbursements.
  - d. Business Licenses including better online payment services.

### Major Budget Changes

Savings from attrition and lower pension costs from retiree.

# FINANCE DEPARTMENT

## Summary

<b>Expenditures by Program</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
2030 Finance Administration	570,906	622,181	542,368	579,821
2031 Accounting	1,334,391	1,321,216	1,492,778	1,490,621
2032 Purchasing	337,730	257,063	188,079	165,960
2033 Information Technology	1,812,422	1,872,497	1,976,185	2,339,581
2034 Revenue & Licensing	250,620	326,523	299,113	374,616
<b>Total</b>	<b>4,306,069</b>	<b>4,399,480</b>	<b>4,498,523</b>	<b>4,950,599</b>

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	3,809,940	3,845,800	3,813,214	4,261,099
62 - Supplies & Materials	(64)	22,191	29,665	57,800
63 - Outside Services	153,810	289,958	400,244	376,800
64 - Other Charges	31,927	21,939	35,700	36,700
66 - Capital Outlays	312,164	221,845	219,700	218,200
67 - Store Inventory	(1,707)	(2,253)	-	-
<b>Total</b>	<b>4,306,069</b>	<b>4,399,480</b>	<b>4,498,523</b>	<b>4,950,599</b>

<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	3,753,114	3,806,596	3,875,672	4,324,460
1100 Measure E	57,882	51,712	64,500	62,000
1200 Measure G	495,073	541,171	558,351	564,139
<b>Total</b>	<b>4,306,069</b>	<b>4,399,480</b>	<b>4,498,523</b>	<b>4,950,599</b>

<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
2030 Finance Administration	2.000	2.000	2.000	2.000
2031 Accounting	10.000	10.000	9.000	10.000
2032 Purchasing	2.000	2.000	1.000	1.000
2033 Information Technology	10.000	10.667	11.000	13.000
2034 Revenue & Licensing	2.000	2.000	2.000	2.000
<b>Total</b>	<b>26.000</b>	<b>26.667</b>	<b>25.000</b>	<b>28.000</b>

**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, Measure E Committee, and Measure G 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**

<b>Performance Measure / Goal</b>	<b>FY 2018-19 Actual</b>	<b>FY 2019-20 Actual</b>	<b>FY 2020-21 Goal</b>	<b>FY 2020-21 Projected</b>	<b>FY 2021-22 Goal</b>
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	All	All	All	All	All
Value of favorable sales tax audit misallocation findings	All	All	All	All	All
Cost of Finance Department total per capita	\$ 30.18	\$ 30.28	\$ 30.00	\$ 30.20	\$ 30.00

**Major Budget Changes**

None



# FINANCE DEPARTMENT

## 2030 Finance Administration Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	544,269	579,021	427,665	519,171
62 - Supplies & Materials	3,852	54	3,000	3,000
63 - Outside Services	19,084	34,664	101,153	47,100
64 - Other Charges	3,701	8,443	10,550	10,550
<b>Total</b>	<b>570,906</b>	<b>622,181</b>	<b>542,368</b>	<b>579,821</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	570,906	622,181	542,368	579,821
<b>Total</b>	<b>570,906</b>	<b>622,181</b>	<b>542,368</b>	<b>579,821</b>
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
2030 Finance Administration	2.000	2.000	2.000	2.000
<b>Total</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>

# 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, administration of the employee payroll and management of all grants and debt service. 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.
4. Manage the financial aspect of all grants awarded to the city.

### Performance Measures

Performance Measure / Goal	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Number of Accounts Payable Checks processed	10,171	10,000	10,000	10,200	10,200
Number of journal entries processed	7,016	7,100	7,100	7,000	7,100
Complete annual audit by December	1	1	1	1	1
Number of paychecks/ACH processed	19,704	19,800	19,800	19,750	19,800
Number of Deferred Comp paychecks processed	318	400	400	261	260
Number of deferred compensation changes processed (Wintegrate & NWS)	650	650	650	450	450
Number of accounts receivable invoices billed	3,208	3,400	3,400	3,695	3,500
Number of Miscellaneous Billing sent to collections	397	400	400	200	300
Publish quarterly financial reports to Council within 60 days	100%	100%	100%	100%	100%

### Major Budget Changes

None

# FINANCE DEPARTMENT

## 2031 Accounting Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	1,258,927	1,265,990	1,413,078	1,409,921
62 - Supplies & Materials	24,766	19,555	29,300	29,300
63 - Outside Services	24,685	24,794	36,900	37,900
64 - Other Charges	13,119	8,280	9,300	10,300
66 - Capital Outlays	12,893	2,597	4,200	3,200
<b>Total</b>	<b>1,334,391</b>	<b>1,321,216</b>	<b>1,492,778</b>	<b>1,490,621</b>

<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	1,213,879	1,185,428	1,356,179	1,340,281
1100 Measure E			6,000	7,000
1200 Measure G	120,512	135,788	130,599	143,340
<b>Total</b>	<b>1,334,391</b>	<b>1,321,216</b>	<b>1,492,778</b>	<b>1,490,621</b>

<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
2031 Accounting	10.000	10.000	9.000	10.000
<b>Total</b>	<b>10.000</b>	<b>10.000</b>	<b>9.000</b>	<b>10.000</b>

# 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 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Number of purchase orders issued	6,861	6,800	6,800	6,850	6,800
New purchasing card holder training (# of trainees)	0	0	0	0	0
Number of purchases facilitated	2,900	3,000	3,000	3,010	3,000
Number of bids facilitated	4	5	5	5	5
Number buy local purchases	4	5	5	10	5
Number of receipt and inspection of goods delivered	1,450	1,500	1,500	1,550	1,500
Number of online auctions of surplus properties	5	5	5	6	5

### Major Budget Changes

None

# FINANCE DEPARTMENT

## 2032 Purchasing Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	333,474	254,601	182,979	160,860
62 - Supplies & Materials	1,772	911	1,800	2,000
63 - Outside Services	1,941	2,970	3,000	2,800
64 - Other Charges	2,250	250	300	300
66 - Capital Outlays		583		
67 - Store Inventory	(1,707)	(2,253)	-	-
<b>Total</b>	<b>337,730</b>	<b>257,063</b>	<b>188,079</b>	<b>165,960</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	337,730	257,063	188,079	165,960
<b>Total</b>	<b>337,730</b>	<b>257,063</b>	<b>188,079</b>	<b>165,960</b>
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
2032 Purchasing	2.000	2.000	1.000	1.000
<b>Total</b>	<b>2.000</b>	<b>2.000</b>	<b>1.000</b>	<b>1.000</b>

**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; 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 the migration to Windows 10 from Windows 7.
4. Continue support and maintenance of the telephone system, the City's wide area and local area networks and network connectivity with other public agencies.
5. Oversee all technical support and maintenance of City IT infrastructure.
6. Lead IT Steering Committee.

**Performance Measures**

<b>Performance Measure / Goal</b>	<b>FY 2018-19 Actual</b>	<b>FY 2019-20 Actual</b>	<b>FY 2020-21 Goal</b>	<b>FY 2020-21 Projected</b>	<b>FY 2021-22 Goal</b>
Cost of Information Systems per capita					
Number of help desk tickets handled	4,000	4,500	4,500	4,500	4,500
Number of special projects started	38	40	40	45	45
Number of special projects completed	38	40	35	30	

**Major Budget Changes**

None

# FINANCE DEPARTMENT

## 2033 Information Technology Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	1,471,954	1,530,088	1,559,835	1,932,431
62 - Supplies & Materials	(34,194)	(2,341)	(8,050)	18,200
63 - Outside Services	62,781	132,273	193,650	198,700
64 - Other Charges	12,609	4,966	15,250	15,250
66 - Capital Outlays	299,271	207,512	215,500	175,000
<b>Total</b>	<b>1,812,422</b>	<b>1,872,497</b>	<b>1,976,185</b>	<b>2,339,581</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	1,469,334	1,514,606	1,604,053	1,968,920
1100 Measure E	55,382	51,712	55,000	55,000
1200 Measure G	287,706	306,179	317,132	315,661
<b>Total</b>	<b>1,812,422</b>	<b>1,872,497</b>	<b>1,976,185</b>	<b>2,339,581</b>
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
2033 Information Technology	10.000	10.667	11.000	13.000
<b>Total</b>	<b>10.000</b>	<b>10.667</b>	<b>11.000</b>	<b>13.000</b>

# 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 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Number of receipts receipted	44,263	45,000	45,000	40,000	45,000
Annual update of City-wide fee schedule	1	1	1	1	1
Number of hotel/motel TOT audits	0	0	0	0	0
Number of business license audits	0	0	0	0	0
Number of new business licenses recovered from audit	0	0	0	0	0
Value of business license audit findings	\$ -	\$ -	\$ -	\$ -	\$ -

### Major Budget Changes

None



# FINANCE DEPARTMENT

## 2034 Revenue & Licensing Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	201,315	216,100	229,657	238,716
62 - Supplies & Materials	3,739	4,013	3,615	5,300
63 - Outside Services	45,319	95,258	65,541	90,300
64 - Other Charges	247		300	300
66 - Capital Outlays		11,152		40,000
<b>Total</b>	<b>250,620</b>	<b>326,523</b>	<b>299,113</b>	<b>374,616</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	161,265	227,318	184,993	269,478
1100 Measure E	2,500		3,500	
1200 Measure G	86,855	99,205	110,620	105,138
<b>Total</b>	<b>250,620</b>	<b>326,523</b>	<b>299,113</b>	<b>374,616</b>
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
2034 Revenue & Licensing	2.000	2.000	2.000	2.000
<b>Total</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>

# FINANCE DEPARTMENT

## Work Force

Workforce by Program	18-19 Authorized	19-20 Authorized	20-21 Authorized	21-22 Proposed
<b>2030 Finance Administration</b>				
Assistant Finance Director	1.000	1.000	1.000	1.000
Finance Director	1.000	1.000	1.000	1.000
<b>2030 Finance Administration Total</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>
<b>2031 Accounting</b>				
Accounting Manager	1.000	1.000	1.000	1.000
Deferred Compensation Technician	1.000	1.000	1.000	1.000
Payroll Supervisor	1.000	1.000	1.000	1.000
Payroll Technician	1.000	1.000		
Purchasing Technician	1.000	1.000	1.000	1.000
Senior Accountant	3.000	3.000	3.000	2.000
Sr Accounting Clerk	1.000	1.000	1.000	1.000
Sr Accounting Technician	1.000	1.000	1.000	1.000
Finance Management Analyst				2.000
<b>2031 Accounting Total</b>	<b>10.000</b>	<b>10.000</b>	<b>9.000</b>	<b>10.000</b>
<b>2032 Purchasing</b>				
Senior Buyer	1.000	1.000		
Sr Purchasing Tech	1.000	1.000	1.000	1.000
<b>2032 Purchasing Total</b>	<b>2.000</b>	<b>2.000</b>	<b>1.000</b>	<b>1.000</b>
<b>2033 Information Technology</b>				
Central Services Tech	1.000	1.000	1.000	
Computer Operator	3.000			
Computer Systems Administrator	1.000	1.000	1.000	1.000
Information Systems Mgr	1.000	1.000	1.000	1.000
Integration/Appl Admin	1.000	1.000	1.000	
Network System Specialist	1.000	1.000	1.000	1.000
Network/Sys Administrator	1.000	1.000	1.000	1.000
Telecom Service Tech	1.000	1.000	1.000	1.000
Information Technologies Tech I		1.667	2.000	2.000
Information Technologies Tech II		2.000	2.000	2.000
Application Analyst				1.000

# FINANCE DEPARTMENT

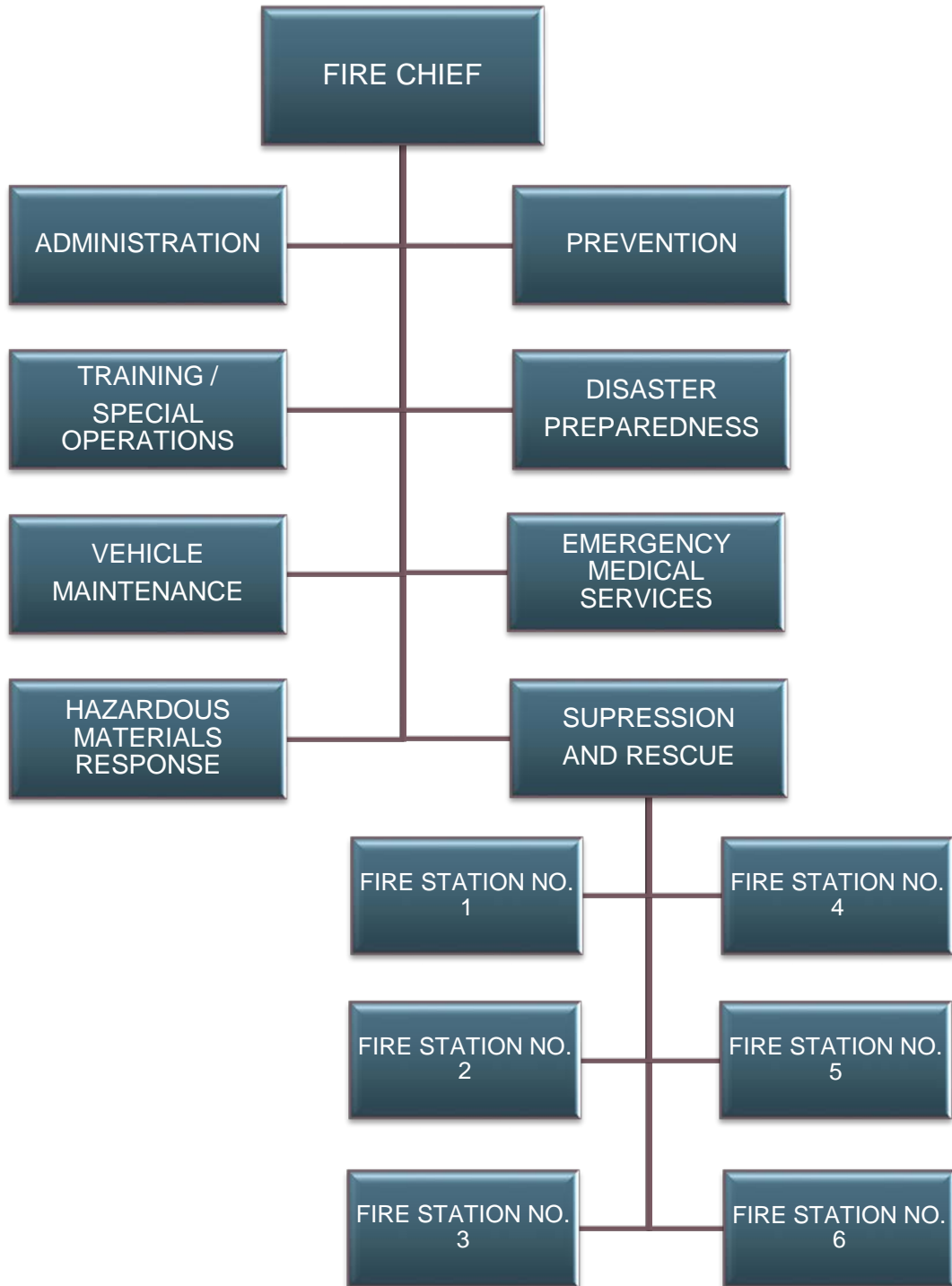
## Work Force

Workforce by Program	18-19 Authorized	19-20 Authorized	20-21 Authorized	21-22 Proposed
Information Technology Analyst				1.000
Sr. Info Technology Analyst				1.000
Print Shop Technician				1.000
<b>2033 Information Technology Total</b>	<b>10.000</b>	<b>10.667</b>	<b>11.000</b>	<b>13.000</b>
<b>2034 Revenue &amp; Licensing</b>				
Sr Accounting Clerk	1.000	1.000	1.000	1.000
Revenue Technician	1.000	1.000	1.000	1.000
<b>2034 Revenue &amp; Licensing Total</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>
<b>Total</b>	<b>26.000</b>	<b>26.667</b>	<b>25.000</b>	<b>28.000</b>

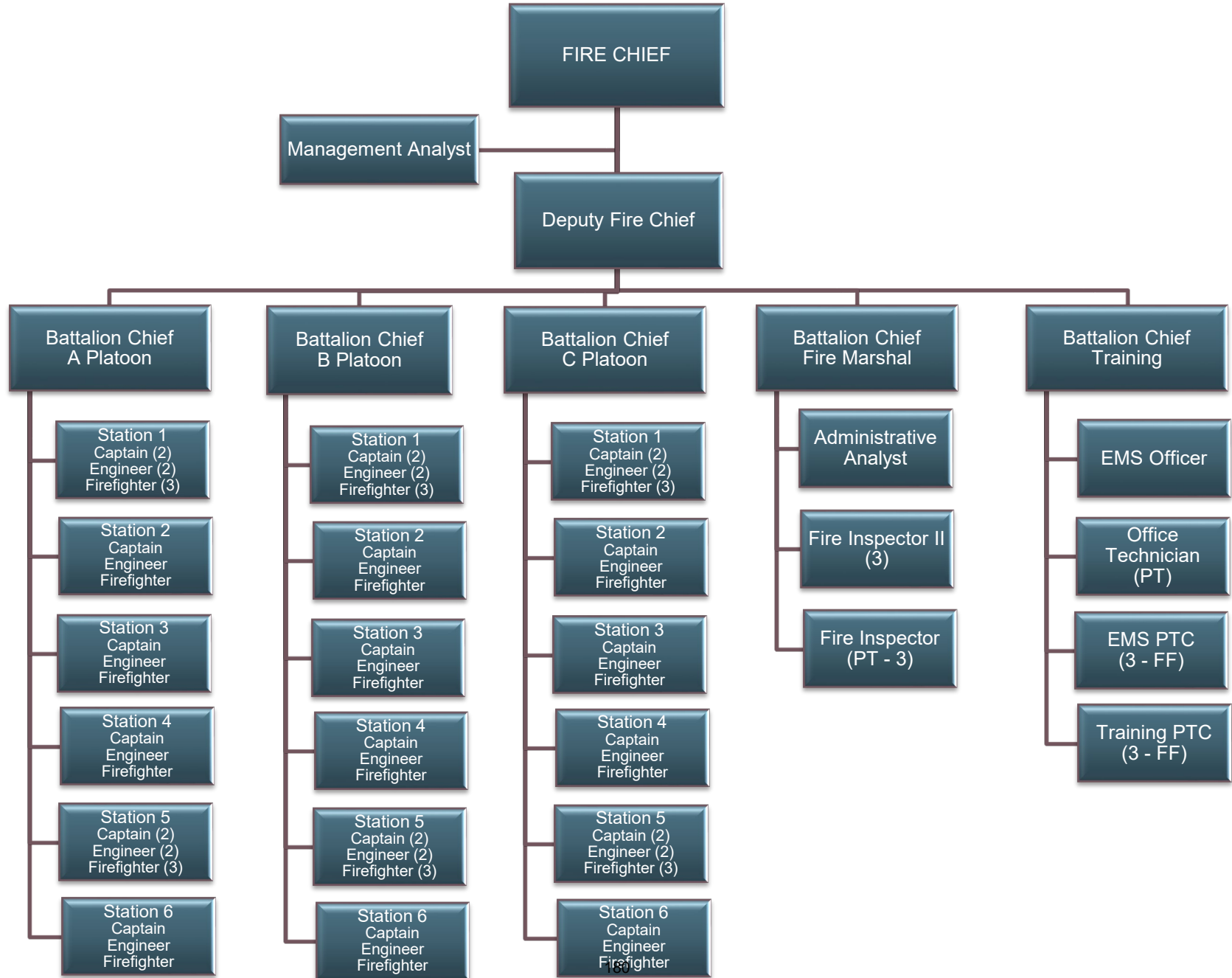


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# FIRE DEPARTMENT Organizational Chart



# FIRE DEPARTMENT Organizational Chart



# FIRE DEPARTMENT

## Summary

### Purpose

The Fire Department provides 24-hour prevention, response, mitigation, and recovery efforts for fires, hazardous materials, emergency medical services, traffic collisions and aircraft emergencies, and all other emergency and non-emergency service requests within the City of Salinas corporate limits. 95% of the fire department staff comprises emergency response personnel assigned to fire apparatus. The primary goal of the fire department is the protection of life, property, and the environment for those that live, work, and visit the City of Salinas. All divisions of the fire department; Administration, Suppression and Rescue, Emergency Medical Services, Prevention, Disaster Preparedness, Training, Vehicle Maintenance, and Hazardous Materials work in conjunction to support this goal.

### Top Accomplishments for FY 2020-21

1. **Grants-** The City completed and closed the Staffing for Adequate Fire and Emergency Response (SAFER) grant with a total value of \$1,399,409. This grant funded six firefighter positions for three years starting February 2018 and ending in February 2021. Personnel savings to the city after matching funds are contributed is \$1,066,918. The six firefighters funded by the grant continue to be part of daily staffing. The department has submitted for additional funding for Fiscal Year 2021-2022.

Assistance to Firefighters Grant (AFG) - The fire department's 3 AFG funded paramedics are now working on the streets of Salinas and are credited with six (6) field saves since becoming accredited. The three firefighters recognized by the Federal Emergency Management Agency (FEMA) as a highlight to this new nationwide program. Based on the success of this endeavor the department submitted for additional funding for Fiscal Year 2021-2022.

2. **Recruitment and Hiring** - The Fire Department successfully hired and completed an academy of lateral firefighter transfers from neighboring fire departments. This effort prevented layoffs of local firefighters from neighboring agencies and resulted in a streamlined recruitment and training process. Based on the success of this endeavor we are currently hiring additional personnel using this process.

We are forging partnerships with the South Bay Regional Training Consortium, Hartnell College, and the Mission Trails Regional Occupational Program (ROP) to attract and train local youth for a career of service with the City of Salinas. This will also reduce fiscal impacts as highlighted in the Salinas Plan.

3. **Emergency Medical Services** – Amidst the global pandemic Salinas firefighters responded to several thousand COVID-19 related emergency responses without drastic impacts to continuity of services. The division took a lead role in establishing city-wide COVID guidelines and best practices for all City departments, and participated in local and State efforts to provide vaccinations and education. The division engaged the services of a local physician medical director to provide overall program guidance and quality assurance.
4. **Promotional Exams** –The Fire Department has completed numerous internal promotions to fill vacancies in various ranks, including Fire Chief, Deputy Fire Chief, Battalion Chief, Fire Captain, and Fire Engineer. Additionally, the Fire Department's Administrative Division successfully hired a Management Analyst.
5. **Fire Prevention Division** – The division was able to maintain 2 of 3 full-time Fire Inspector positions and is currently recruiting to fill vacancies. The division successfully reclassified an Office Technician to Administrative Analyst with an internal promotion and is moving forward with re-classification/re-organization plans for inspection personnel to further improve the efficiency and accountability of inspections and help with recruitment and retention of staff. The division successfully deployed a software solution to streamline the inspection process to help assure ongoing compliance and improve customer service.
6. **Wellness/Safety** – The Department begun addressing significant issues of deferred maintenance at various City fire stations and has taken several measures to reduce COVID related exposures to staff and the public.

# FIRE DEPARTMENT Summary (Continued)

Fire department fitness equipment that had surpassed its useable lifespan was replaced in all fire stations to promote the health and wellness of our firefighters.

## City Council Goals, Strategies, and Objectives for FY 2021-22

### Investment Strategies/Risk Management:

1. Using the 2019 Standards of Cover and Community Risk Assessment report as a framework, the fire department continues to make adjustments in all divisions to better address specific risks to public safety within the community.

### New Revenue:

1. The fire prevention division has recently resurrected the Commercial Occupancy Inspection Program and will begin to realize increased revenue from the program as staffing is bolstered to address the increased workload. This program has been suspended pending relaxation of COVID restrictions and to avoid further burden on the business community at this time.
2. Pursue grant opportunities for all divisions where possible.

### Operational Efficiencies:

1. **The Salinas Plan:**
  - a. The department continued temporary operational changes in daily staffing of its two ladder trucks in order to reduce overtime until vacancies are permanently filled.
  - b. New technology was deployed to increase the efficiency of fire inspections, attain timely compliance of violations, and ultimately enhance revenue.
2. Make operational decisions based upon analysis to achieve maximum effectiveness and efficiencies of resources, using the recently completed Standards of Cover and Community Risk Assessment.
  - a. Implement best business practices to increase organizational effectiveness, accountability and communications.
  - b. Maintain and update Auto Aid and Mutual Aid agreements with neighboring jurisdictions.
  - c. Fire Administration staff will have concluded negotiations with Monterey County Regional Fire District to increase revenue related to contract area responses.
3. For the first time, the department has conducted a lateral recruitment of firefighters. Hiring personnel with previous experience allows for an abbreviated training process and decreases costs related to the recruit academy. This is another facet of an overall overtime reduction strategy.
4. Partnered with local community colleges to increase training opportunities for youth in the fields of fire protection as well as promote hiring local firefighter candidates that reflect the diversity of our community.

### Public Safety:

1. **Seek Community Input:**
  - a. Infrastructure needs identified for future enhancements to the Fire Department.
2. **Categorize needs based on low medium and high priority:**
  - a. Infrastructure, apparatus and equipment costs have been established and prioritized.



# FIRE DEPARTMENT Summary (Continued)

- 3. Define and agree on an approach that addresses the priority infrastructure needs:**
  - a. Work with City staff to ensure Fire Department facilities meet essential services building standards.
  
- 4. Safety & Training:**
  - a. Train fire personnel to the latest fire service techniques and best practices.
  - b. Ensure compliance with State/Federal training mandates.
  - c. Provide fire personnel the appropriate level of safety gear, equipment and apparatus necessary to perform their duties in a safe and effective manner.
  - d. Continue to address deferred maintenance and repairs at all city fire stations to assure safe and healthy living conditions for employees.
  
- 5. Maximize Fire Prevention/Community Outreach:**
  - a. Continue to improve fire prevention and public safety awareness through social media and fire prevention week initiatives. This includes illegal fireworks enforcement.
  - b. Continue Career Day partnerships with local junior high schools, high schools and colleges.
  - c. Pursue grant opportunities for fire prevention and community safety.
  
- 6. Enhance Emergency Medical Services**
  - a. Utilize CSA 74 funding to minimize fiscal impacts to the general fund.
  - b. Maintain established contract with Dr. David Ramos as the Prescribing Physician and Medical Director for the department in compliance with Paramedic Provider Agreement.
  - c. Enhance Infectious Disease Control Program polices and PPE in response to COVID-19.
  - d. Continue to implement electronic tracking systems for supplies, equipment, and controlled substances
  - e. Collaborate with other EMS system stakeholder improving efficiencies and possible reimbursements or cost sharing.
  - f. Endeavor to create a pilot program for the utilization of Quick Response Vehicles (QRVs) associated with a community based health program.

# FIRE DEPARTMENT

## Summary

<b>Expenditures by Program</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
4505 Fire Administration	402,421	389,399	589,699	690,240
4510 Suppression	19,573,224	20,465,938	21,423,970	22,317,310
4520 Emergency Medical Services	1,085,729	1,161,684	1,143,521	1,267,246
4530 Prevention	1,015,356	977,692	1,045,699	840,078
4540 Training	551,114	525,256	614,762	459,350
4560 Vehicle Maintenance	392,591	507,703	458,190	449,160
4570 Hazardous Material Control	263,602	268,207	273,797	284,856
<b>Total</b>	<b>23,284,037</b>	<b>24,295,879</b>	<b>25,549,638</b>	<b>26,308,240</b>

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	21,528,731	22,579,260	23,280,903	24,162,090
62 - Supplies & Materials	538,648	652,533	655,112	649,500
63 - Outside Services	794,370	865,587	1,337,621	1,327,600
64 - Other Charges	277,620	54,166	154,373	82,050
66 - Capital Outlays	144,667	144,333	121,628	87,000
<b>Total</b>	<b>23,284,037</b>	<b>24,295,879</b>	<b>25,549,638</b>	<b>26,308,240</b>

<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	19,637,037	20,615,750	21,661,680	23,050,807
1100 Measure E	165,174	129,014	139,851	75,888
1200 Measure G	1,953,222	2,111,736	2,511,680	1,949,349
2501 Emergency Medical Service Fund	1,065,929	1,141,939	1,105,013	1,232,196
3111 SAFER 2013	462,674	297,439	106,314	
2508 Contributions & Donations			25,100	
<b>Total</b>	<b>23,284,037</b>	<b>24,295,879</b>	<b>25,549,638</b>	<b>26,308,240</b>

<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
4505 Fire Administration	2.000	2.000	2.000	2.000
4510 Suppression	89.000	89.000	89.000	89.000
4520 Emergency Medical Services	1.000	1.000	1.000	1.000
4530 Prevention	5.000	5.000	5.000	5.000
4540 Training	1.000	1.000	1.000	1.000
<b>Total</b>	<b>98.000</b>	<b>98.000</b>	<b>98.000</b>	<b>98.000</b>



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### 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 are in 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. Improved Fire Department staffing within acceptable levels to minimize overtime costs.
3. Provided cost effective fire and emergency medical services to the community.
4. Pursued grant funding to minimize fiscal impacts to the General Fund.
5. Maintain a safe working environment for firefighters with new apparatus and equipment purchases.
6. Track firefighter injuries and trends.
7. Represent the Fire Department and the City on multiple regional committees to collaborate in providing public safety services throughout the county and the region.

### Performance Measures

Performance Measure / Goal	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Firefighters Per Capita	0.6	0.6	0.7	0.6	0.7
Authorized Staffing	95	98	100	98	103
Overtime Costs-Reg/Hol/FLSA/HO/Min Staff/EC	\$2,269,000	\$ 1,859,300	\$1,500,000	\$1,900,000	\$1,200,000
Dollar Value of Grant Applications	\$ 1,100,000	\$ 1,000,000	\$ 500,000	\$6,080,000	\$1,000,000
Dollar Value of Grants Awarded	\$1,000,000	\$ 650,000	TBD	\$ 5,000	\$6,080,000

### Major Budget Changes

There are no major budget changes.

# FIRE DEPARTMENT

## 4505 Fire Administration Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	346,143	351,909	494,899	633,740
62 - Supplies & Materials	3,006	7,616	4,430	5,400
63 - Outside Services	35,461	23,471	37,295	39,300
64 - Other Charges	17,810	6,403	41,650	11,800
66 - Capital Outlays			11,425	
<b>Total</b>	<b>402,421</b>	<b>389,399</b>	<b>589,699</b>	<b>690,240</b>

<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	391,427	378,716	539,799	673,940
1100 Measure E	7,653			
1200 Measure G	3,341	10,683	24,800	16,300
2508 Contributions & Donations			25,100	
<b>Total</b>	<b>402,421</b>	<b>389,399</b>	<b>589,699</b>	<b>690,240</b>

<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
4505 Fire Administration	2.000	2.000	2.000	2.000
<b>Total</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>

# FIRE DEPARTMENT

## Suppression and Rescue Division

4510

### Purpose

The Suppression and Rescue Division is responsible for protecting life, property and the environment from the hazards of fire, explosions and hazardous materials incidents and for providing ALS emergency paramedic services. These services are provided 24-hours a day through one (1) Deputy Fire Chief and three (3) Battalion Chiefs who command three (3) platoons of Captains, Engineers, Firefighters, and Firefighter/Paramedics. These personnel are the initial responders to all incidents for emergency service and comprise the majority of funded positions within the organization. These teams responded to over 14,500 incidents last year with a daily minimum staffing of 24 personnel assigned to six (6) fire engines, two (2) ladder trucks, and a hazardous materials incident response unit. Additional emergency response equipment includes a Command Vehicle, Type III (wildland) Engine, Aircraft Rescue Firefighting (ARFF) engine, and numerous command and staff vehicles.

### Division Operations

1. Respond, within response time goals, to all emergency and non-emergency requests for service with the appropriate number of personnel for the incident reported.
2. Eliminate the threats to life, property, and the environment following the arrival of fire companies at an emergency or non-emergency incident.
3. Maximize property saved values from fire threat after the arrival of fire companies.
4. Continually update policies, procedures and staffing as new techniques and technologies become available and funding allows.
5. Develop fire personnel through career track development, education, and training.
6. Administer, update, and maintain emergency communications agreements, equipment, and systems to ensure effective and efficient delivery of emergency services to the City of Salinas.
7. Provide management and operational oversight to all divisions of the department.
8. Ensure the timely maintenance, testing, and repair of facilities, tools, equipment, hoses, and appliances.
9. Provide for fire stations supplies and materials.
10. Maintain communication and coordination with mutual aid and automatic aid agencies to ensure efficient resource availability for efficient emergency response.

### Performance Measures

Performance Measure / Goal	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
4 Minute Response - NFPA Standard	76.00%	84.80%	90%	88%	90%
4-6 Minute Response - General Plan Service Standard	41.20%	45.70%	90%	45%	70%
17 Firefighters at structure fires within 8 minutes - NFPA Standard	83.30%	57.60%	90%	83%	95%
Total Structure Fires	90	130	0	150	0
Total Other Type Fires	467	522	0	880	0

**FIRE DEPARTMENT**  
**Suppression and Rescue Division (cont.)**

**4510**

**Major Budget Changes**

1. Increases funding for repairs/renovations at all fire stations.
2. Increases funding to cover data connectivity costs at each fire station.
3. Provides funding for equipping new personnel.
4. Provides funding for filling current and anticipated vacancies.

# FIRE DEPARTMENT

## 4510 Suppression Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	18,442,220	19,357,096	19,930,607	20,909,110
62 - Supplies & Materials	258,397	383,565	338,259	297,400
63 - Outside Services	645,861	687,950	1,090,011	1,050,800
64 - Other Charges	163,500	28	450	
66 - Capital Outlays	63,246	37,299	64,643	60,000
<b>Total</b>	<b>19,573,224</b>	<b>20,465,938</b>	<b>21,423,970</b>	<b>22,317,310</b>

<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	17,389,931	18,265,819	19,051,221	20,643,210
1200 Measure G	1,720,619	1,902,680	2,266,435	1,674,100
3111 SAFER 2013	462,674	297,439	106,314	
<b>Total</b>	<b>19,573,224</b>	<b>20,465,938</b>	<b>21,423,970</b>	<b>22,317,310</b>

<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
4510 Suppression	89.000	89.000	89.000	89.000
<b>Total</b>	<b>89.000</b>	<b>89.000</b>	<b>89.000</b>	<b>89.000</b>





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# FIRE DEPARTMENT Emergency Medical Services Division

4520

## Purpose

The EMS Division provides 24-hour Advanced Life Support medical care at the paramedic first responder level through oversight provided by one (1) EMS Officer, and three (3) EMS Platoon Training Coordinators positions that are currently vacant, and one part time administrative assistant the is currently vacant. Advance Life Support care is provided twenty-seven (27) by crossed trained firefighter/paramedics. The mission is to respond to Emergency Medical (EMS) incidents to begin early potentially lifesaving treatment and care to the ill and injured in collaboration with the contracted ambulance transport provider. The EMS Division is an active participant and leader in the Monterey County Emergency Medical Services System. Fire Department paramedics will continue care of major and critical patients during transport to local hospitals.

## Division Operations

1. Respond to all 911 request to provide Advanced Life Support and/or Basic Life Support rendering lifesaving critical care to enhance the community's quality of life.
2. Provide training and continuing education that meets or exceeds State of California and Monterey County policies, procedures, and standards to all Fire Department personnel.
3. Provide and train Tactical Paramedics (Tac-Med) for law enforcement SWAT operations.
4. Provide paramedics for City of Salinas sponsored special events.
5. Administer the Critical Incident Stress Management Program for the department.
6. Primary infectious disease control point for the City of Salinas.
7. Ensure that department and all EMS personnel are compliant with Quality Assurance/Quality Improvement policies.
8. Continue to implement an electronic narcotics storage and distribution system integration of multiple formats
9. Work to improve Emergency Medical Dispatch/Priority system to help enhance efficiency of response models.
10. Actively work with Monterey County on the strategic plan for emergency medical services and the development of the request for proposal for ambulance transportation to maximize the benefit to the residents of Salinas.

## Performance Measures

Performance Measure / Goal	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Number of Paramedics	25	27	30	30	33
Number of EMT's	56	56	56	56	58
EMS Training Hours	1,102	1,000	1,100	1,200	1,300
Total EMS Responses	11,548	10,855	12,000	11,000	11,800

## Major Budget Changes

There are no major budget changes.

# FIRE DEPARTMENT

## 4520 Emergency Medical Services Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	973,698	1,063,762	963,812	1,092,246
62 - Supplies & Materials	53,902	61,345	51,359	65,700
63 - Outside Services	6,970	19,648	52,327	57,400
64 - Other Charges	22,634	11,174	61,023	36,900
66 - Capital Outlays	28,525	5,755	15,000	15,000
<b>Total</b>	<b>1,085,729</b>	<b>1,161,684</b>	<b>1,143,521</b>	<b>1,267,246</b>

<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	19,800	19,745	38,508	35,050
2501 Emergency Medical Service Fund	1,065,929	1,141,939	1,105,013	1,232,196
<b>Total</b>	<b>1,085,729</b>	<b>1,161,684</b>	<b>1,143,521</b>	<b>1,267,246</b>

<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
4520 Emergency Medical Services	1.000	1.000	1.000	1.000
<b>Total</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>

### 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;
5. Matters related to Fire Department access and water supply to State regulated facilities; and
6. Conditions affecting the safety of firefighters and emergency responders during emergency operations.

### Division Operations

1. To provide programs and inspections that enhance the safety and welfare of Salinas' residents and businesses.
2. Conduct annual State mandated inspections of multi-family (R-2) dwellings, detention facilities and schools.
3. Conduct annual inspections of high hazard, commercial and assembly occupancies.
4. Conduct inspections for special operational and building permits.
5. Conduct plan review and approval for fire sprinkler systems, fire alarm systems, and other projects requiring permits/approvals from the Agency Having Jurisdiction (AHJ).
6. Conduct joint inspections and follow-up with the Code Enforcement Division and City Attorney's Office in collaborative enforcement efforts related to substandard housing, dangerous and blighted properties.
7. Oversee water purveyors' repair/replacement of damaged fire hydrants.
8. Administer the "safe-n-sane" fireworks lottery process and coordinate illegal fireworks enforcement efforts.
9. Coordinate investigations of major fire incidents.
10. Collaborate with the Monterey County Office of Emergency Services to update local and regional emergency plans.

### Performance Measures

Performance Measure / Goal	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Fire & Life Safety Education	44	12	50	8	15
Public Safety Demonstrations	21	10	35	5	10
Total Number of Fire Code/State Mandated Inspections	1,930	1,966	1,750	1,800	2,000
Total Number of Commercial/Fire Permit Inspections	1,663	1,246	1,900	900	1,500
Number of Fire Plan Checks	518	468	350	550	600

**Major Budget Changes**

1. Re-classify current staff to allow more flexibility and accountability for inspection case loads, improve recruitment and retention of staff, and maintain consistency with similar divisions.
2. Transfer contract fire plan-check personnel to Community Development Department.
3. Provides partial funding for office technician.

# FIRE DEPARTMENT

## 4530 Prevention Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	936,044	930,258	939,898	762,328
62 - Supplies & Materials	27,052	15,341	57,351	53,900
63 - Outside Services	37,182	28,164	41,770	18,500
64 - Other Charges	15,078	3,930	6,350	5,350
66 - Capital Outlays			330	
<b>Total</b>	<b>1,015,356</b>	<b>977,692</b>	<b>1,045,699</b>	<b>840,078</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	768,247	757,752	814,265	649,241
1100 Measure E	157,522	129,014	139,851	75,888
1200 Measure G	89,588	90,927	91,583	114,949
<b>Total</b>	<b>1,015,356</b>	<b>977,692</b>	<b>1,045,699</b>	<b>840,078</b>
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
4530 Prevention	5.000	5.000	5.000	5.000
<b>Total</b>	<b>5.000</b>	<b>5.000</b>	<b>5.000</b>	<b>5.000</b>



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# 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, implement required training, special operations and promotion of safe practices. The division is administered by one (1) Battalion Chief and three fire captain/platoon training coordinators, one assigned to each platoon at Fire Station 3.

### Division Operations

1. 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. Ensure firefighter safety through the provision of structured training programs, physical, and mental health and wellness.
3. Adjust training delivery and verification methods to comply with COVID-19 restrictions and CDC guidelines.
4. Provide all firefighters a minimum of 120 training hours under the supervision of qualified trainers in a controlled environment.
5. Acquire and maintain training props and equipment for the safe administration of training programs.
6. Provide tractor drawn (tiller) training to 100% of fire suppression personnel.
7. Coordinate training with mutual aid and automatic aid agencies in accordance with state, regional, and local agreements and contracts.
8. Manage the Peer Fitness Program to include initial and ongoing evaluation of personnel and the maintenance and replacement of physical fitness equipment.
9. Coordinate the department-wide training calendar.
10. Have all Fire Engineer candidates attend OSFM Company Officer courses for succession planning.

### Performance Measures

Performance Measure / Goal	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Total Number of Training Hours (Department)	20,520	26,500	30,000	22,000	35,000
Mandated Training Compliance (Department) - %	68%	70%	100%	100%	100%
Number of Firefighters Trained - Class A Burn Trailers	30	0	45	20	40

### Major Budget Changes

There are no major budget changes.



# FIRE DEPARTMENT

## 4540 Training Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	430,946	440,495	506,700	366,150
62 - Supplies & Materials	19,077	13,128	31,254	24,100
63 - Outside Services	1,570	20,530	9,578	44,100
64 - Other Charges	46,624	30,745	37,000	13,000
66 - Capital Outlays	52,896	20,358	30,230	12,000
<b>Total</b>	<b>551,114</b>	<b>525,256</b>	<b>614,762</b>	<b>459,350</b>

<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	453,537	465,038	532,900	392,350
1200 Measure G	97,577	60,218	81,862	67,000
<b>Total</b>	<b>551,114</b>	<b>525,256</b>	<b>614,762</b>	<b>459,350</b>

<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
4540 Training	1.000	1.000	1.000	1.000
<b>Total</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>

# FIRE DEPARTMENT 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. The division is administered by a battalion chief, a senior fire captain/mechanic, and five (5) fire personnel who are cross trained as mechanics.

## Division Operations

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

## Performance Measures

Performance Measure / Goal	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Scheduled Maintenance Compliance - %	100%	100%	100%	100%	100%
Aerial & Ground Ladder Testing Compliance - %	100%	100%	100%	100%	100%

## Major Budget Changes

1. Continue collaboration with City's Fleet division for apparatus care and maintenance to ensure a more consistent approach throughout the organization by all personnel (Salinas Plan).
2. Provide additional funding for vehicle repair/maintenance due to aging equipment.
3. Provides funding for reorganizing maintenance shop to increase efficiency in inventory control and costs.

# FIRE DEPARTMENT

## 4560 Vehicle Maintenance Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	155,183	178,202	185,190	135,160
62 - Supplies & Materials	168,206	166,798	159,860	189,000
63 - Outside Services	67,326	85,080	105,240	115,000
64 - Other Charges	1,876	1,000	7,900	10,000
66 - Capital Outlays		76,623		
<b>Total</b>	<b>392,591</b>	<b>507,703</b>	<b>458,190</b>	<b>449,160</b>

<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	352,595	460,475	418,190	379,160
1200 Measure G	39,995	47,228	40,000	70,000
<b>Total</b>	<b>392,591</b>	<b>507,703</b>	<b>458,190</b>	<b>449,160</b>

# FIRE DEPARTMENT

## Hazardous Materials Response Division

4570

### Purpose

The Hazardous Material Response 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 Monterey County Hazardous Materials Response Plan, the City's Haz Mat Team provides emergency responses to the Salinas community and the County of Monterey through a contractual partnership consisting of the City of Salinas, City of Seaside and County of Monterey Department of Environmental Health. New developments for this Division include the necessary response to Chemical, Biological, Nuclear, Radiological and Explosive (CBRNE) and Weapons of Mass Destruction (WMD) training, equipment and capabilities. The division also now provides emergency response and training to San Benito County. The division is supervised by one (1) battalion chief (special operations) and six (6) HazMat Team leaders, deployed two per platoon.

### 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. Provide annual mandated training in hazardous material first responder operations (FRO) level.
6. Ensure Hazardous Materials team members receive annual medical assessments.
7. Prepare and submit quarterly CUPA reimbursement reports.
8. Maintain State of California OES standards for Type I emergency operations response.

### Performance Measures

Performance Measure / Goal	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Total Training Hours	1,402	1,215	1,500	1,000	1,500
Annual CUPA Reimbursement	\$ 424,000	\$ 210,530	\$ 125,000	\$ 200,000	\$ 140,000

### Major Budget Changes

There are no major budget changes.

# FIRE DEPARTMENT

## 4570 Hazardous Material Control Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	244,497	257,538	259,797	263,356
62 - Supplies & Materials	9,008	4,740	12,600	14,000
63 - Outside Services		745	1,400	2,500
64 - Other Charges	10,097	886		5,000
66 - Capital Outlays		4,298		
<b>Total</b>	<b>263,602</b>	<b>268,207</b>	<b>273,797</b>	<b>284,856</b>

<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	261,500	268,207	266,797	277,856
1200 Measure G	2,102		7,000	7,000
<b>Total</b>	<b>263,602</b>	<b>268,207</b>	<b>273,797</b>	<b>284,856</b>

# FIRE DEPARTMENT

## Work Force

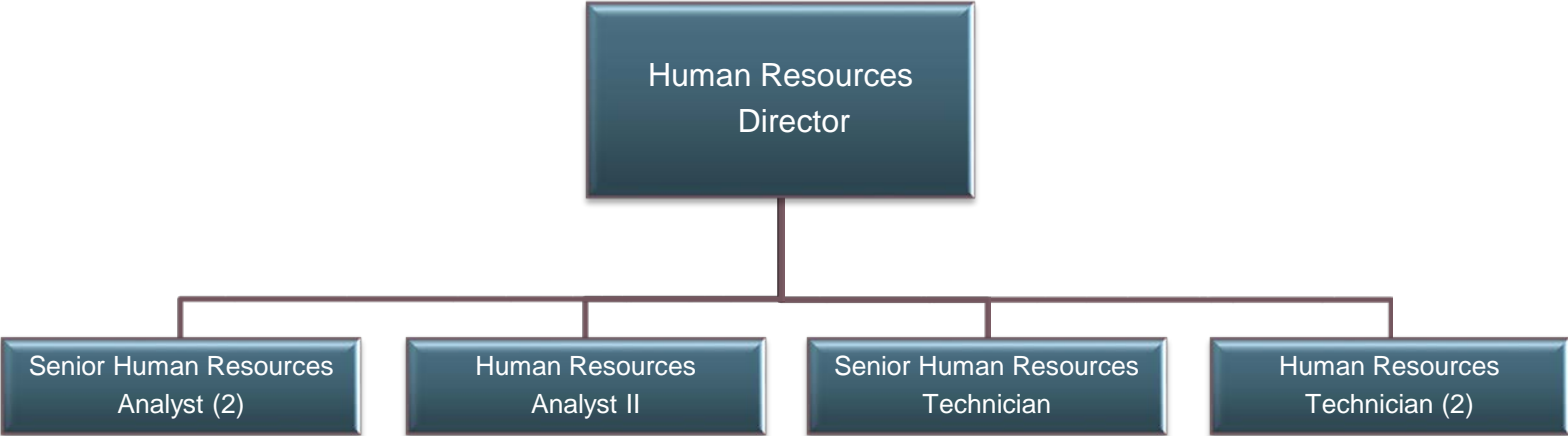
Workforce by Program	18-19 Authorized	19-20 Authorized	20-21 Authorized	21-22 Proposed
<b>4505 Fire Administration</b>				
Administrative Secretary	1.000	1.000		
Fire Chief	1.000	1.000	1.000	1.000
Management Analyst			1.000	1.000
<b>4505 Fire Administration Total</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>
<b>4510 Suppression</b>				
Battalion Chief	3.000	3.000	3.000	3.000
Deputy Fire Chief	1.000	1.000		1.000
Fire Captain	24.000	24.000	24.000	24.000
Fire Engineer	24.000	24.000	24.000	24.000
Fire Recruit	10.000	8.000	2.000	2.000
Firefighter	27.000	29.000	35.000	35.000
Assistant Fire Chief			1.000	
<b>4510 Suppression Total</b>	<b>89.000</b>	<b>89.000</b>	<b>89.000</b>	<b>89.000</b>
<b>4520 Emergency Medical Services</b>				
Emergency Med Svcs Offcr	1.000	1.000	1.000	1.000
<b>4520 Emergency Medical Services Total</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>
<b>4530 Prevention</b>				
Administrative Analyst I				1.000
BC/Fire Marshal	1.000	1.000	1.000	1.000
Fire Inspector	3.000	3.000	3.000	
Office Technician	1.000	1.000	1.000	
Fire Inspector II				3.000
<b>4530 Prevention Total</b>	<b>5.000</b>	<b>5.000</b>	<b>5.000</b>	<b>5.000</b>
<b>4540 Training</b>				
Battalion Chief EMS/Trng	1.000	1.000	1.000	
Battalion Chief Trng				1.000
<b>4540 Training Total</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>
<b>Total</b>	<b>98.000</b>	<b>98.000</b>	<b>98.000</b>	<b>98.000</b>

# HUMAN RESOURCES DEPARTMENT

## Organizational Chart



**HUMAN RESOURCES DEPARTMENT  
Organizational Chart**







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# HUMAN RESOURCES DEPARTMENT

## Summary

### Purpose

Human Resources provides centralized human resources and employee relations services in support of the delivery of municipal services to Salinas' residents. Specifically, Human Resources staff provides services to all City Departments in managing human resource functions for approximately 525 full-time regular employees and 200 temporary employees. Services provided include: Recruitment and Classification, Employee Benefits, (Medical, Dental, Vision, Life, LTD, Wellness, and Unemployment Insurance, Employee Leaves (Family Medical Leave Act, California Family Rights Act, Pregnancy Disability Leave, and Military Leave), Employee Relations and Employee Development.

### Top Accomplishments for FY 2020-2021

1. Human Resources Division conducted approximately 60 recruitments and processed over 1300 applications. Staff conducted over 60 new employee intakes for regular and temporary hires.
2. Human Resources continues to meet biweekly with the Police Department to discuss/implement recruitment strategies and processing of sworn and non-sworn public safety positions.
3. Human Resources issued City Guidelines related to COVID-19 in accordance with County, State, and CDC guidelines. Administered Families First Coronavirus Response Act leave benefits; Coordinated COVID-19 testing; Procured PPE for Departments Citywide.
4. Human Resources assumed payroll administration for Police Service, approximately 200 positions, to include preparation of Personnel Action Forms, Certification Reimbursements, and Performance Evaluation Tracking. Processed employee payroll time entry for approximately 300 positions to include Police, Fire, and Administration.
5. Human Resources actively participated in labor negotiations with various bargaining units and participated in monthly labor managements meetings with various units.
6. Participated and coordinated interactive process meetings/accommodation for personnel.
7. Worked directly with Directors, Managers, Supervisors to address personnel performance.
8. Coordinated job protected leave to include implementation of the federal Families First Coronavirus Response Act which included processing of 152 leave requests
9. Coordinated SB1343 Sexual Harassment Prevention Training for all non-supervisory staff.
10. Coordinated Mandated Reporter training for all mandated reporter classifications.
11. Completed Department of Justice Live Scan site approval in order to allow Human Resources to Live Scan City employment candidates and City volunteers.
12. Human Resources continues to participate on the Blue Zones Project Worksite Committee in order to achieve "approved" Blue Zone Project Worksite designation. This remains work in progress.

### Major Budget Changes

None.

# HUMAN RESOURCES DEPARTMENT

## Summary

<b>Expenditures by Program</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1140 Human Resources		5,862	1,494,288	1,493,540
<b>Total</b>		<b>5,862</b>	<b>1,494,288</b>	<b>1,493,540</b>
<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits		5,862	1,193,155	1,223,240
62 - Supplies & Materials			24,291	27,500
63 - Outside Services			235,800	202,800
64 - Other Charges			20,000	20,000
66 - Capital Outlays			21,042	20,000
<b>Total</b>		<b>5,862</b>	<b>1,494,288</b>	<b>1,493,540</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund		4,997	1,325,732	1,322,109
1200 Measure G		865	168,556	171,431
<b>Total</b>		<b>5,862</b>	<b>1,494,288</b>	<b>1,493,540</b>
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
1140 Human Resources	6.500	6.500	7.000	7.000
<b>Total</b>	<b>6.500</b>	<b>6.500</b>	<b>7.000</b>	<b>7.000</b>

# HUMAN RESOURCES DEPARTMENT

## Human Resources

1140

### Purpose

Human Resources provides centralized human resources and employee relations services in support of the delivery of municipal services to Salinas' residents. Specifically, Human Resources staff provides services to all City Departments in managing human resource functions for approximately 525 full-time regular employees and 200 temporary employees. Services provided include: Recruitment and Classification, Employee Benefits, (Medical, Dental, Vision, Life, LTD, Wellness, and Unemployment Insurance, Employee Leaves (Family Medical Leave Act, California Family Rights Act, Pregnancy Disability Leave, and Military Leave), Employee Relations and Employee Development.

### Division Operations

1. Provide effective and timely personnel recruitments for all departments
2. Conduct classification studies and job description updates
3. Conduct and oversee employee onboarding, new employee intake, new employee orientation, to include live scan services for employment candidates and volunteers.
4. Administer employee health benefits, COBRA and employee leaves, and reporting requirements under the Affordable Care Act.
5. Ensure compliance with Federal and State regulations pertaining to posting, notification, and training requirements and compliance with Federal and State regulations pertaining to DOT, EEOC, Affordable Care Act, Americans with Disabilities Act.
6. 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.
7. Support the City's labor relations' activities and collective bargaining process.
8. Develop and coordinate employee training and development initiatives.

### Performance Measures

Performance Measure / Goal	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Recruitments	70	58	75	60	60
Applications Processed/Screened	300	1,691	1,300	1,500	1,000
New Hire Processing	90	79	55	62	85
New Employee Orientation		6	8	2	6
Trainings	25		20	7	25
Job Description Development & Review	100	11	14	60	25
Grievances & Discipline	7	11	8	4	5
Personnel Action Forms	1000		1400	1000	1,000
FMLA	50	69	90	90	60
COBRA	100	101	100	76	100
Health Enrollments/Changes	100	130	100	115	115

### Major Budget Changes

None

# HUMAN RESOURCES DEPARTMENT

## 1140 Human Resources Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	1,069,666	1,205,072	1,193,155	1,223,240
62 - Supplies & Materials	12,785	15,716	24,291	27,500
63 - Outside Services	84,141	89,106	235,800	202,800
64 - Other Charges	44,331	24,321	20,000	20,000
66 - Capital Outlays	10,024	5,941	21,042	20,000
<b>Total</b>	<b>1,220,947</b>	<b>1,340,156</b>	<b>1,494,288</b>	<b>1,493,540</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	1,071,097	1,175,230	1,325,732	1,322,109
1200 Measure G	149,850	164,927	168,556	171,431
<b>Total</b>	<b>1,220,947</b>	<b>1,340,156</b>	<b>1,494,288</b>	<b>1,493,540</b>
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
1140 Human Resources	6.500	6.500	7.000	7.000
<b>Total</b>	<b>6.500</b>	<b>6.500</b>	<b>7.000</b>	<b>7.000</b>

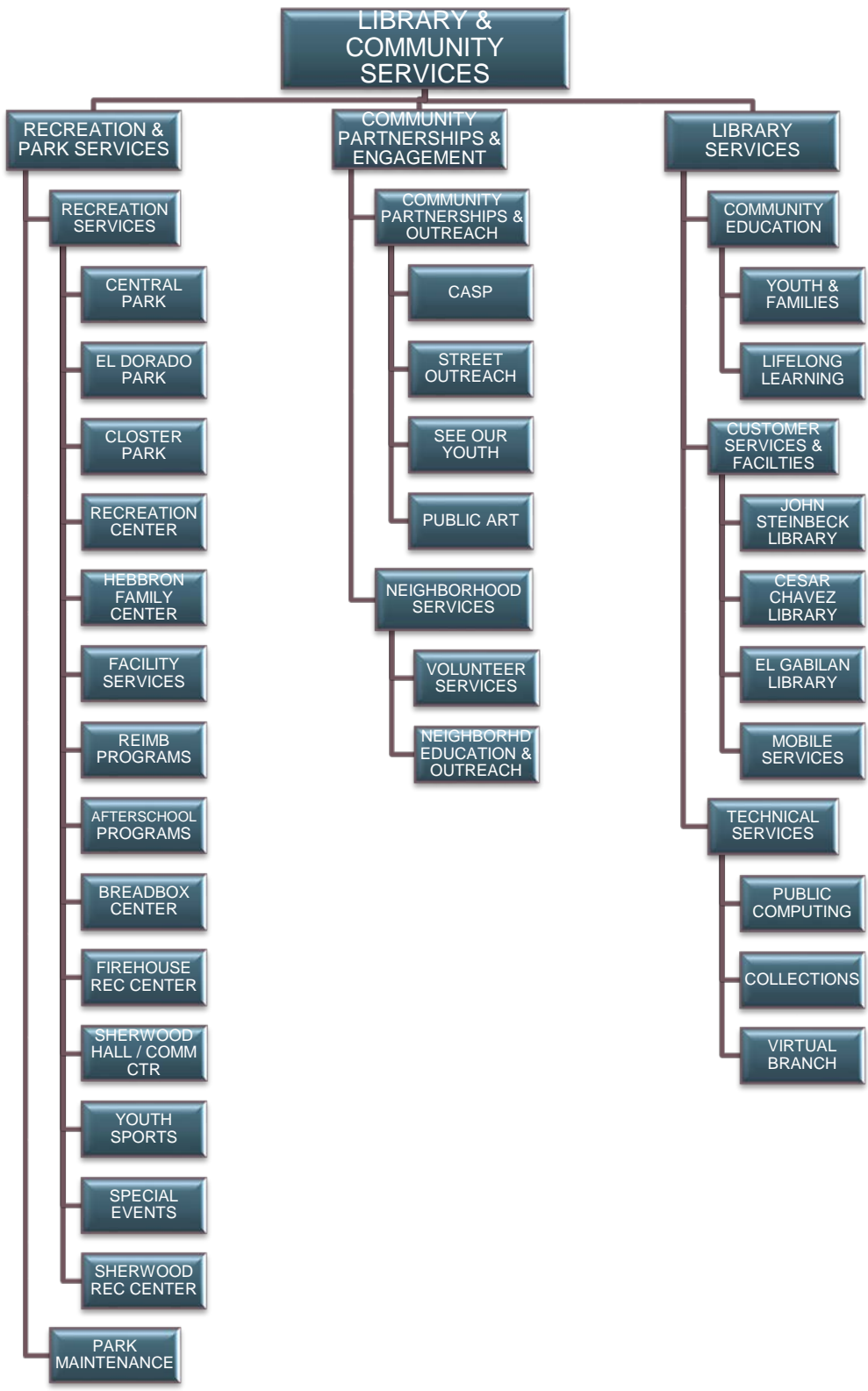
# HUMAN RESOURCES DEPARTMENT

## Work Force

Workforce by Program	18-19 Authorized	19-20 Authorized	20-21 Authorized	21-22 Proposed
<b>1140 Human Resources</b>				
Assistant City Manager	0.500	0.500		
Human Resource Analyst I	1.000	1.000	1.000	
Human Resource Analyst II	2.000	2.000		1.000
Human Resources Technician	2.000	2.000	3.000	2.000
Human Resources Director	1.000	1.000	1.000	1.000
Sr Human Resource Analyst			2.000	2.000
Sr Human Resources Technician				1.000
<b>1140 Human Resources Total</b>	<b>6.500</b>	<b>6.500</b>	<b>7.000</b>	<b>7.000</b>
<b>Total</b>	<b>6.500</b>	<b>6.500</b>	<b>7.000</b>	<b>7.000</b>

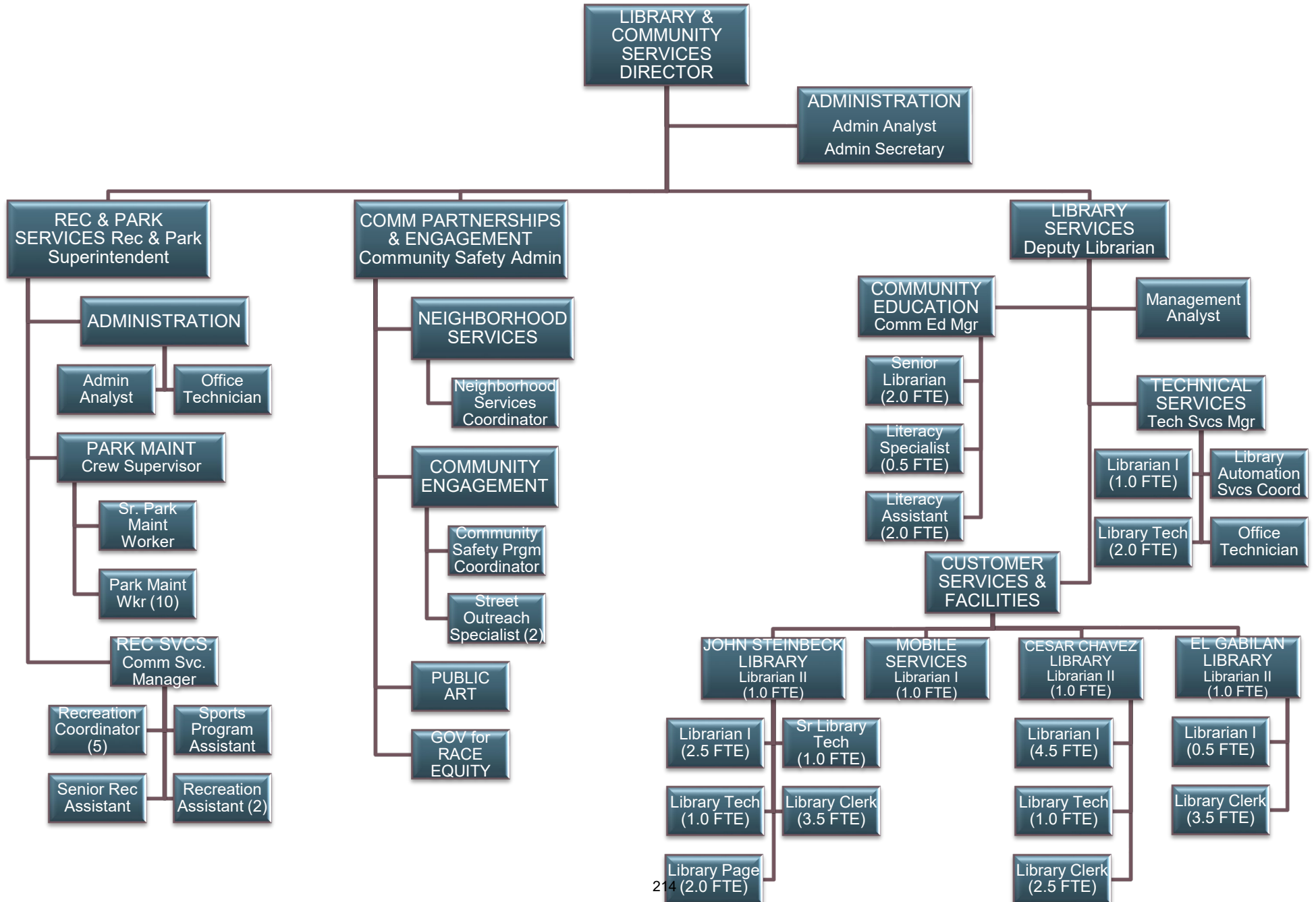
# LIBRARY AND COMMUNITY SERVICES DEPARTMENT

## Organizational Chart



# LIBRARY AND COMMUNITY SERVICES DEPARTMENT

## Organizational Chart





# LIBRARY AND COMMUNITY SERVICES DEPARTMENT

## Summary

### Purpose

The Library and Community Services Department provides a wealth of resources and opportunities to enrich the lives of those who live, work, play, and learn in our community. The Department consists of three Divisions: Recreation & Park Services, Community Outreach & Engagement and Library Services with the following goals: 1) To transform lives and contribute to the health and wellness of our community by providing a comprehensive array of recreational, cultural, educational, and neighborhood services for youth, families and seniors; and 2) To improve the quality of life in Salinas through collaborative problem-solving and the provision of information and resources that are relevant, accessible and responsive to the community's needs.

### Top Accomplishments for FY 2020-21

#### Investment Strategies/Risk Management

- Develop and maintain reopening/ongoing operating standards for our libraries and recreation centers that mitigate the risk posed by the ongoing COVID-19 pandemic.
- Monitor and implement guidance outlined in the State of California Blueprint for a Safer Economy.
- Acquired a new, state-of-the-art, and grant-funded bookmobile to improve library outreach and remote programming. This includes further augmenting the Kinder mobile program which reaches every kindergarten classroom in Salinas.

#### New Revenue

- Submitted two applications for Prop 68 funding. One for \$8 Million Dollars to build a new Hebron Family Center and one for \$6.8 Million Dollars to renovate Closter Park.
- Awarded a \$1.5 Million Dollar California Violence Prevention grant to fund job training and mentorship programs for violence and systems impacted youth in Salinas.
- Earned an additional \$60,000 grant from the California Endowment to further the advancement of Governing for Race Equity work over three years for the City of Salinas. This is an addition to the \$120,000 awarded in FY 19-20 for a total of \$180,000

#### Operational Efficiencies

- Provided community service opportunities for youth and adults to strengthen skill development and workforce readiness. Residents performed nearly 1,500 volunteer service hours.
- Conducted 4 community clean ups at the Madison Lane Transfer Station adapting to COVID-19 restrictions.
- Improved virtual communication with residents by launching Recreation & Park social media channels on Facebook, YouTube, and Instagram, resulting in a combined 1,500 followers and subscribers, and have made hundreds of engaging posts.
- Created and published over 150 videos of virtual recreation programs on YouTube to continue to engage residents and youth.
- Created and distributed 4,900 take home recreation kits (5 different activities per kit) with a total of 24,000 activities for youth ages 4-12.
- Provided virtual and remote adult learner instruction to 440 students and over 12,000 hours of attendance (including computer literacy, basic literacy, or high school equivalency).

# LIBRARY AND COMMUNITY SERVICES DEPARTMENT

## Summary (Continued)

- Distributed over 1,200 preschool take-home activity kits aimed at increasing Kindergarten readiness. These kits were complimented with over 200 minutes of follow-along video instruction for parents and youth. Additionally, other ongoing story time and early literacy virtual programs reached nearly 130 parents and children on a weekly basis.
- Distributed over 7,000 fun, interactive, and engaging STEAM take-home activity kits to children, teens, and adults. A majority of the kits were complimented with on-demand or live video instruction created by library staff and/or community partners.
- Partnered with small business and workforce development organizations such as Small Business Development Center to offer a series of workshops and information sessions for Salinas small business owners, entrepreneurs, and residents impacted by COVID-19 closures.
- Expanded SMART Card program to all Salinas City Elementary School District students, which allow instant access to library digital resources to more than 8000 students, using their student identification.
- The library expanded its digital library services to include virtual programming and more accessible digital resources such as adding Encyclopedia Britannica, ProQuest Research Databases, and Teaching Books to the digital library to support students and teachers in virtual classrooms, as well as Job Now & Vet Now digital platform to assist job seekers and veterans in the community.
- Completed a Department re-organization that realigned recreation services and incorporated the park maintenance function into the Recreation-Park Division.
- Innovated implementation of digital library and curbside services for continued library services to the community, including issuing more than 2000 digital library cards and providing more than 3000 additional digital books, during COVID-19 closure.
- Expanded self-service options, which includes self-check-out, e-commerce payment system, and self-service holds pickup at all locations. Implementation of new self-return system for the new El Gabilan Library. Virtual and curbside services to continue services to the community.
- Collaborated with the Monterey County Elections to allow library book return box to serve as secure election ballot return boxes in East Salinas area. This effort resulted in the increase of civic participation and more than 2900 ballots returned through the library.
- Increased community engagement through various social media platforms (YouTube, Facebook, Instagram) by an average of 25% across platforms, including creating more than 180 recorded videos with more than 42,000 total views.

### Public Safety

- Continue to convene the Community Alliance for Safety and Peace virtually, improving meeting attendance to an average of 50 participants.
- Provided over 7,400 meals to youth and seniors at four locations through the Summer Lunch/Snack Program and the Firehouse Senior Program.
- Provided over 9,000 households with Emergency Food Assistance at three recreation centers.
- Partnered with Monterey County to allow Sherwood Hall to be used as an alternative housing site for patients who needed to isolate/quarantine as a result of COVID-19.
- The partnership with Monterey County was further expanded to house evacuees who were displaced by the Salinas River Fire and provided a location for a drive thru COVID-19 testing site at Sherwood Hall.
- Partnered with Monterey County to allow the Cesar Chavez Library to be used as a COVID-19 testing site to help support community health and safety measures.

# LIBRARY AND COMMUNITY SERVICES DEPARTMENT

## Summary (Continued)

- Adapted the Healthy Living Series for Spanish speaking adults at the Bread Box Recreation Center to a weekly virtual format serving 14 residents. Topics included yoga, healthy cooking and dance instruction.
- Started hotspot lending program with 50 loanable devices to alleviate digital divide in the community. This program also addressed community safety due to unsafe situations that were being created for students looking for broadband connection in public spaces for their online learning.
- Engaged over 550 children and adults who took part in the Summer Reading Challenge and hosted over 700 participants through live, virtual Summer Learning programs. Additionally, over 800 take-home activity kits were distributed during the summer months.

### **City Council Goals, Strategies and Objectives for FY 2021-22**

#### **Investment Strategies/Risk Management**

1. Continue to develop and maintain reopening/ongoing operating standards for our libraries and recreation centers that mitigate the risk posed by the ongoing COVID-19 pandemic.
2. Assess and prioritize maintenance of Department facilities to ensure a safe and welcoming environment that meets the needs of the community.
3. Continue to identify opportunities that support implementation of the Parks, Recreation & Libraries Master Plan.
4. Continue to coordinate with a variety of stakeholders and funders to implement the Public Art Master Plan.
5. Continue to expand hotspot lending program with an additional 50 devices to further alleviate digital divide in the community by broadening the lending access for general public.

#### **New Revenue**

1. Apply for and leverage multiple funding sources and partnerships to offer better programs and services with improved organizational outcomes.
2. Apply for grants to support infrastructure priorities identified in the Parks, Recreation & Libraries Master Plan.

#### **Operational Efficiencies**

1. Review the library structure and finalize recommendations for a re-organization to identify a clear structure that improves service delivery.
2. Update the special event permit process to improve efficiencies, mitigate risk and create a positive customer service experience for the event organizer.
3. Develop a Park Maintenance Standard Manual that will identify standards of work to support a higher standard for upkeep and maintenance of the park system.
4. Seek and implement new technologies and digital resources to increase the efficiency, convenience, and level of service to the community.

# LIBRARY AND COMMUNITY SERVICES DEPARTMENT

## Summary (Continued)

### Public Safety

1. Continue to work with other City Departments to provide support services for people experiencing homelessness to ensure safety and accessibility of all community members using Department facilities and programs.
2. Complete and Publish the Community Alliance for Safety and Peace Strategic Plan on Violence Reduction for 2021-2023 and present to the City Council and Monterey County Board of Supervisors.
3. Continue to offer prevention and intervention programs and services for at-risk youth and member of other vulnerable populations.
4. Utilize Crime Prevention Through Environmental Design (CPTED) principles to improve safety in parks and around facilities.
5. Identify new collaborations with school districts to increase access to facilities through Joint Use Agreements and student support systems like on-site after school programs.
6. Increase city-wide volunteer efforts to support a clean and safe community.

# LIBRARY AND COMMUNITY SERVICES DEPARTMENT

## Summary

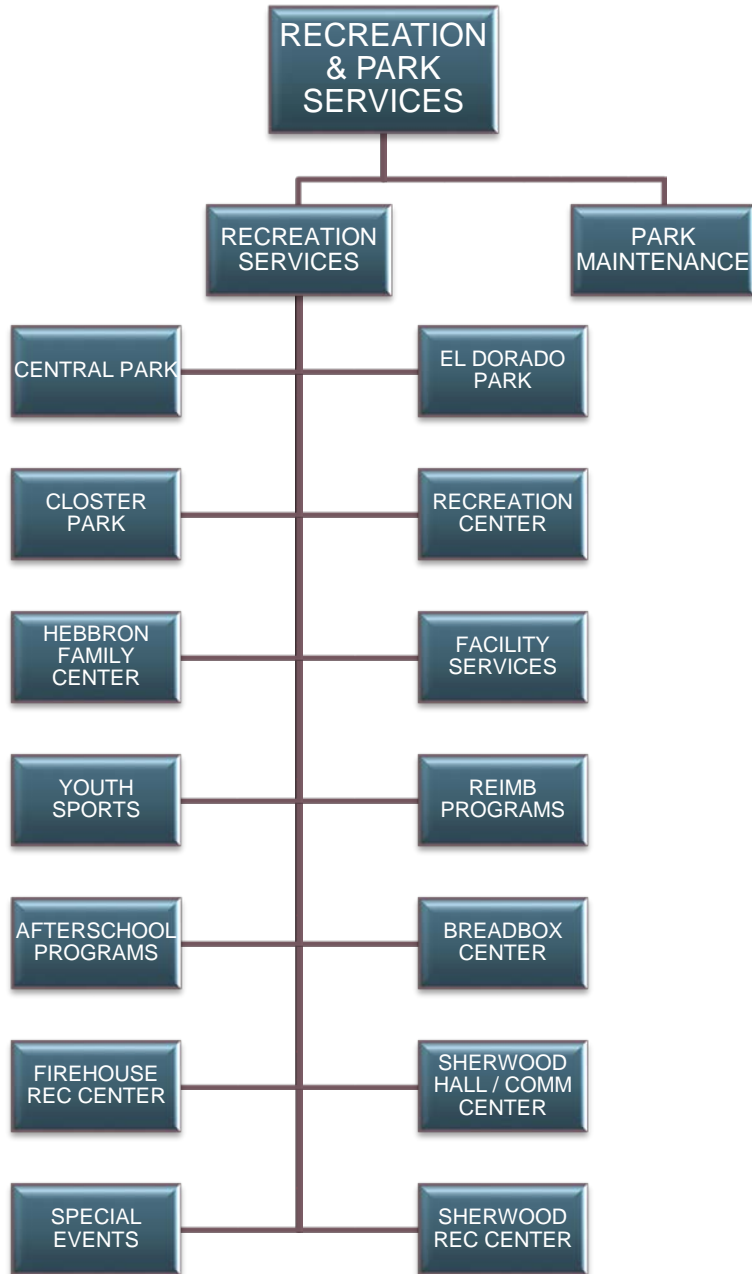
<b>Expenditures by Program</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
Recreation & Community Services	3,855,643	3,262,304	4,245,977	7,065,882
Library	4,768,358	4,373,726	5,248,650	5,464,947
<b>Total</b>	<b>8,624,001</b>	<b>7,636,029</b>	<b>9,494,627</b>	<b>12,530,829</b>
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
Recreation & Community Services	19.000	19.000	19.000	31.000
Library	41.000	41.500	41.500	41.500
<b>Total</b>	<b>60.000</b>	<b>60.500</b>	<b>60.500</b>	<b>72.500</b>



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# RECREATION AND PARK SERVICES

## Organizational Chart



# RECREATION AND COMMUNITY SERVICES

## Summary

<b>Expenditures by Program</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
5238 Parks and Community Services				2,850,474
6231 Recreation Admin	721,138	550,734	789,450	756,233
6232 Neighborhood Services	148,035	145,393	164,694	118,038
6233 Closter Park	8,089	6,304	17,850	17,850
6234 El Dorado Park	48,242	55,141	60,720	63,160
6235 Central Park	33,633	23,430	32,344	32,702
6236 Facility Services	515		9,200	9,200
6237 Reimbursable Rec Activities	62,448	75,413	163,900	163,900
6238 Youth Sports	444,840	173,142	206,425	215,300
6239 Recreation Center	69,888	69,195	98,960	93,275
6240 Firehouse Rec Center	106,474	102,629	141,954	106,910
6241 Hebbbron Heights Rec Center	94,009	84,278	111,889	113,802
6242 Afterschool Programs	701,305	595,324	809,924	801,566
6243 Community Center	473,055	389,930	419,600	424,600
6244 Breadbox Rec Center	115,463	89,039	141,317	141,458
6246 Hebbbron Family Center	147,007	155,350	160,203	158,330
6247 Sherwood Rec Center	2,730	8,713	51,900	51,900
6248 Youth Services & Comm Engagement	538,708	533,021	635,247	702,784
6249 Aquatic Center	140,065	205,267	230,400	244,400
<b>Total</b>	<b>3,855,643</b>	<b>3,262,304</b>	<b>4,245,977</b>	<b>7,065,882</b>
<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	2,545,126	2,267,754	2,779,174	4,146,180
62 - Supplies & Materials	202,910	160,253	249,920	432,500
63 - Outside Services	784,588	788,747	1,044,002	2,389,502
64 - Other Charges	50,611	26,938	89,679	71,400
66 - Capital Outlays	22,408	18,612	83,202	26,300
69 - Financial Assistance	250,000			
<b>Total</b>	<b>3,855,643</b>	<b>3,262,304</b>	<b>4,245,977</b>	<b>7,065,882</b>



# RECREATION AND COMMUNITY SERVICES

## Summary

<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	952,292	1,086,074	1,518,529	3,397,726
1100 Measure E	1,432,923	1,164,665	1,459,388	2,240,785
1200 Measure G	1,444,731	983,952	1,180,831	1,403,971
2505 Recreation Parks	22,182	15,741	23,400	23,400
2508 Contributions & Donations		446	28,829	
2509 KDF Los Padres	3,515	11,427	35,000	
<b>Total</b>	<b>3,855,643</b>	<b>3,262,304</b>	<b>4,245,977</b>	<b>7,065,882</b>

<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
5238 Parks and Community Services				12.000
6231 Recreation Admin	5.000	5.000	5.000	5.000
6232 Neighborhood Services	1.000	1.000	1.000	1.000
6238 Youth Sports	1.000	1.000	1.000	1.000
6242 Afterschool Programs	5.670	5.670	5.670	5.670
6244 Breadbox Rec Center	0.330	0.330	0.330	0.330
6246 Hebbroon Family Center	1.000	1.000	1.000	1.000
6248 Youth Services & Comm Engagement	5.000	5.000	5.000	5.000
<b>Total</b>	<b>19.000</b>	<b>19.000</b>	<b>19.000</b>	<b>31.000</b>



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# ENVIRONMENTAL AND MAINTENANCE SERVICES

## 5238 Parks and Community Services Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	996,572	784,416	1,119,994	1,284,948
62 - Supplies & Materials	77,307	109,047	202,920	202,100
63 - Outside Services	824,399	1,413,382	1,454,400	1,337,726
64 - Other Charges	6,513	1,366	5,700	5,700
66 - Capital Outlays				20,000
<b>Total</b>	<b>1,904,790</b>	<b>2,308,211</b>	<b>2,783,014</b>	<b>2,850,474</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	1,077,060	1,619,567	1,805,750	1,784,036
1100 Measure E	498,835	477,169	697,389	782,820
1200 Measure G	328,896	211,474	279,875	283,618
<b>Total</b>	<b>1,904,790</b>	<b>2,308,211</b>	<b>2,783,014</b>	<b>2,850,474</b>
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
5238 Parks and Community Services	12.000	12.000	12.000	12.000
<b>Total</b>	<b>12.000</b>	<b>12.000</b>	<b>12.000</b>	<b>12.000</b>

# PARKS AND RECREATION SERVICES Administration

6231

## Purpose

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

## Division Operations

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

## Performance Measures

Performance Measure / Goal	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Number of Attendees at Recreation Centers	286,640	261,403	240,000	64,263*	220,000
Number of Special Event Permits Issued	74	39*	70	0*	45
Number of Annual Hours Spent in Support of CASP	220	N/A	NA	NA	NA
Number of Recreation Newsletter signups		486	1,600	8	350
*Facility closed due to COVID-19.					

## Major Budget Changes

None

## Purpose

# RECREATION AND COMMUNITY SERVICES

## 6231 Recreation Admin Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	647,621	503,697	697,121	692,733
62 - Supplies & Materials	6,107	12,062	7,500	7,500
63 - Outside Services	34,169	18,252	28,000	28,200
64 - Other Charges	24,268	12,031	56,629	27,800
66 - Capital Outlays	8,972	4,692	200	
<b>Total</b>	<b>721,138</b>	<b>550,734</b>	<b>789,450</b>	<b>756,233</b>

<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	214,403	103,316	216,115	223,431
1100 Measure E	272,958	235,225	290,854	286,708
1200 Measure G	233,777	211,747	253,652	246,094
2508 Contributions & Donations		446	28,829	
<b>Total</b>	<b>721,138</b>	<b>550,734</b>	<b>789,450</b>	<b>756,233</b>

<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
6231 Recreation Admin	5.000	5.000	5.000	5.000
<b>Total</b>	<b>5.000</b>	<b>5.000</b>	<b>5.000</b>	<b>5.000</b>

# PARKS AND COMMUNITY SERVICES

## Neighborhood Services

6232

### 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. Support community engagement efforts by providing council district meetings, budget information meetings, town hall meetings and connect residents to City resources through the Building Strong Neighborhood meeting series.
2. Coordinate a city-wide volunteer services program in collaboration with city departments by providing a structure for recruiting and training volunteers, recognizing their work and compiling statistics and reports regarding the contributions of volunteers.
3. Support neighborhood efforts by assisting with clean-ups, block parties, and with information on community resources and beautification.
4. Administer the City's Neighborhood Beautification Grant program
5. Plan and implement the Youth and Government Institute (YAGI)
6. Provide excellent customer service.
7. Work with the Salinas Police Department to build Neighborhood Watch capacity throughout Salinas

### Performance Measures

Performance Measure / Goal	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Council District Cleanups	8	4	8	3	5
Community Meetings Supported	40	22	25	7	20
City-wide Volunteer Hours Performed	29,493	20,613	31,000	1,800	5,000

### Major Budget Changes

None

# RECREATION AND COMMUNITY SERVICES

## 6232 Neighborhood Services Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	132,274	135,665	145,694	99,038
62 - Supplies & Materials	9,818	2,038	10,900	9,900
63 - Outside Services	4,939	6,002	6,100	7,100
64 - Other Charges	581	1,687	2,000	2,000
66 - Capital Outlays	424			
<b>Total</b>	<b>148,035</b>	<b>145,393</b>	<b>164,694</b>	<b>118,038</b>

<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1100 Measure E	24,393	12,625	21,900	22,200
1200 Measure G	123,642	132,768	142,794	95,838
<b>Total</b>	<b>148,035</b>	<b>145,393</b>	<b>164,694</b>	<b>118,038</b>

<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
6232 Neighborhood Services	1.000	1.000	1.000	1.000
<b>Total</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>

# PARKS AND COMMUNITY SERVICES

## Closter Park

6233

### 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.
4. Offer a diverse recreation prevention program for youth of all ages during the summer.

### Performance Measures

Performance Measure / Goal	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
*Unavailable. Facility leased to Salinas Boxing Club. In FY14-15 the Summer Recreation Program was restored.	2,018	3,318*	3,500	0*	2,000
* Facility closed due to COVID-19. Only open for Summer.					

### Major Budget Changes

None



# RECREATION AND COMMUNITY SERVICES

## 6233 Closter Park Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	3,979	2,679	10,500	10,500
62 - Supplies & Materials	1,584	1,424	2,500	2,500
63 - Outside Services	2,526	2,201	4,850	4,850
<b>Total</b>	<b>8,089</b>	<b>6,304</b>	<b>17,850</b>	<b>17,850</b>

<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	1,907	1,529	2,500	2,500
1100 Measure E	619	1,339	3,050	3,050
1200 Measure G	5,563	3,436	12,300	12,300
<b>Total</b>	<b>8,089</b>	<b>6,304</b>	<b>17,850</b>	<b>17,850</b>

# PARKS AND COMMUNITY SERVICES

## El Dorado Park

6234

### Purpose

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

### Division Operations

1. Offer diverse recreation prevention program for youth of all ages.
2. Offer fee-based community classes and cultural programs.
3. Continue to practice excellent customer service.
4. Keep the park and Recreation Center in good condition.
5. Provide Saturday Night Teen activities.

### Performance Measures

Performance Measure / Goal	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Number of Program Attendees	84,220	92,927*	90,000	3943*	80,000
*Facility closed due to COVID-19: Kit Distribution and Lunch Program.					

### Major Budget Changes

None

# RECREATION AND COMMUNITY SERVICES

## 6234 El Dorado Park Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	37,237	37,422	38,000	41,800
62 - Supplies & Materials	6,942	5,644	7,800	7,800
63 - Outside Services	4,064	12,075	14,920	13,560
<b>Total</b>	<b>48,242</b>	<b>55,141</b>	<b>60,720</b>	<b>63,160</b>

<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	3,716	11,587	13,420	12,060
1100 Measure E	44,526	43,508	47,100	50,900
1200 Measure G		46	200	200
<b>Total</b>	<b>48,242</b>	<b>55,141</b>	<b>60,720</b>	<b>63,160</b>

# PARKS AND COMMUNITY SERVICES

## Central Park

6235

### 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 youth of all ages.
2. Continue to practice excellent customer service.
3. Keep the park and Recreation Center in good condition.
4. Offer fee-based community classes and cultural programs.

### Performance Measures

Performance Measure / Goal	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Program Attendees	36,120	17,920*	20,000	1,048*	10,000
*Facility closed due to COVID-19: Kit Distribution and Lunch Program.					

### Major Budget Changes

None

# RECREATION AND COMMUNITY SERVICES

## 6235 Central Park Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	14,614	13,179	14,500	15,950
62 - Supplies & Materials	4,139	1,999	4,100	4,700
63 - Outside Services	14,880	8,252	13,744	12,052
<b>Total</b>	<b>33,633</b>	<b>23,430</b>	<b>32,344</b>	<b>32,702</b>

<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	1,183	3,864	9,244	8,152
1100 Measure E	32,254	19,565	22,900	24,350
1200 Measure G	196		200	200
<b>Total</b>	<b>33,633</b>	<b>23,430</b>	<b>32,344</b>	<b>32,702</b>

# PARKS AND COMMUNITY SERVICES

## Facility Services

6236

### Purpose

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

### Division Operations

1. Manage the rental/reservation process for various athletic fields when available using the approved fee schedule.
2. Provide opportunities for renting recreation facilities including the Community Park buildings, Breadbox, Hebron Family Center, Firehouse Recreation Center and Recreation Center when available at the approved fee schedule.
3. Continue to practice excellent customer service.
4. Collaborate with school districts on shared use opportunities.
5. Continue to administer bounce – house reservations at three park sites.

### Performance Measures

Performance Measure / Goal	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Revenue Collected	\$ 2,756.00	\$1,132.00	\$ 1,500.00	\$25.00	\$ 1,000.00
Bounce House Permits Issued	16	19*	5	0*	5
*Facility closed due to COVID-19.					

### Major Budget Changes

None

# RECREATION AND COMMUNITY SERVICES

## 6236 Facility Services Division

Expenditures by Character	18-19 Actual	19-20 Actual	20-21 Amended	21-22 Proposed
61 - Salaries & Benefits	515		7,500	7,500
62 - Supplies & Materials			500	500
64 - Other Charges			1,200	1,200
<b>Total</b>	<b>515</b>		<b>9,200</b>	<b>9,200</b>
Expenditures by Fund	18-19 Actual	19-20 Actual	20-21 Amended	21-22 Proposed
1000 General Fund	515		9,200	9,200
<b>Total</b>	<b>515</b>		<b>9,200</b>	<b>9,200</b>

# PARKS AND COMMUNITY SERVICES

## Reimbursable Recreation Activities

6237

### 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.
3. Provide early literacy Tiny Tot programs for ages 3-5 at El Dorado Park and Hebbron Family Center.
4. Offer fee-based community classes and cultural programs for ages 5-18 at El Dorado Park, Hebbron Family Center, Firehouse Recreation Center and Central Park.
5. Explore new opportunities to expand fee-based programs for all ages in all facilities.

### Performance Measures

Performance Measure / Goal	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Revenue Collected	\$58,344.25	\$42,947.00	\$40,000.00	\$126	\$30,000.00
*Facility closed due to COVID-19.					

### Major Budget Changes

None



# RECREATION AND COMMUNITY SERVICES

## 6237 Reimbursable Rec Activities Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	36,477	35,254	35,600	35,600
62 - Supplies & Materials	2,079	774	17,900	17,900
63 - Outside Services	23,892	38,255	109,600	109,600
64 - Other Charges		1,130	800	800
<b>Total</b>	<b>62,448</b>	<b>75,413</b>	<b>163,900</b>	<b>163,900</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	62,448	75,413	163,900	163,900
<b>Total</b>	<b>62,448</b>	<b>75,413</b>	<b>163,900</b>	<b>163,900</b>

# PARKS AND COMMUNITY SERVICES

## Youth Sports

6238

### 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 work with outside organizations to provide sports clinics or camps.
4. Continue to practice excellent customer service.

### Performance Measures

Performance Measure / Goal	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Number of Registered Participants	3,354	2,923*	3,500	56*	3,000
Volunteer Coaches Hours Performed	12,026	9,674*	11,000	0*	9,000
Revenue Collected	\$119,217.00	\$86,013.50	\$80,000.00	\$2,454.00	\$50,000.00

\*Facility closed due to COVID-19.

### Major Budget Changes

None

# RECREATION AND COMMUNITY SERVICES

## 6238 Youth Sports Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	155,059	143,328	163,825	172,700
62 - Supplies & Materials	31,536	18,725	33,500	33,500
63 - Outside Services	6,148	10,770	7,700	7,700
64 - Other Charges	2,096	320	1,400	1,400
69 - Financial Assistance	250,000			
<b>Total</b>	<b>444,840</b>	<b>173,142</b>	<b>206,425</b>	<b>215,300</b>

<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	189,718	167,642	200,225	209,100
1200 Measure G	255,121	5,500	6,200	6,200
<b>Total</b>	<b>444,840</b>	<b>173,142</b>	<b>206,425</b>	<b>215,300</b>

<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
6238 Youth Sports	1.000	1.000	1.000	1.000
<b>Total</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>

# PARKS AND COMMUNITY SERVICES

## Recreation Center

6239

### 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

Performance Measure / Goal	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Number of Registrations Taken	3,740	2,923*	3,500	56*	3,000
Number of Program Attendees	57,717	46,916*	55,000	1,587**	30,000
*Facility closed due to COVID-19.					
**Kit distributions only.					

### Major Budget Changes

None

# RECREATION AND COMMUNITY SERVICES

## 6239 Recreation Center Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	27,841	25,305	26,450	29,095
62 - Supplies & Materials	13,192	11,442	15,900	15,900
63 - Outside Services	23,891	28,949	51,810	43,480
64 - Other Charges	662	199	1,500	1,500
66 - Capital Outlays	4,302	3,300	3,300	3,300
<b>Total</b>	<b>69,888</b>	<b>69,195</b>	<b>98,960</b>	<b>93,275</b>

<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	18,013	27,328	39,610	36,280
1100 Measure E	37,103	32,783	37,550	40,195
1200 Measure G	14,772	9,084	21,800	16,800
<b>Total</b>	<b>69,888</b>	<b>69,195</b>	<b>98,960</b>	<b>93,275</b>

# PARKS AND COMMUNITY SERVICES

## Firehouse Recreation Center

6240

### Purpose

Provide a variety of recreational activities for youth and seniors.

### Division Operations

1. Provide a variety of activities for seniors including daily socialization, meals, enrichment opportunities and monthly special events.
2. Offer a program for year-round after-school activities for youth.
3. Continue to practice excellent customer service.
4. Explore opportunities for fee-based classes and private party rentals.
5. Continue to offer Saturday Night teen programs.

### Performance Measures

Performance Measure / Goal	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Number of Program Attendees	24,799	34,661*	27,000	16,863*	20,000
Senior Volunteer Hours Performed	4,869	3,232*	3,000	0*	2,000
Number of Senior Meals Served	4,808	3607*	4,500	2234*	2,900
*Facility closed due to COVID-19. Kit Distribution, Food Bank Program, & Senior Lunches.					

### Major Budget Changes

None

# RECREATION AND COMMUNITY SERVICES

## 6240 Firehouse Rec Center Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	45,355	43,720	49,350	36,678
62 - Supplies & Materials	21,141	21,142	30,000	25,300
63 - Outside Services	39,322	37,767	57,104	44,432
64 - Other Charges	656		5,500	500
<b>Total</b>	<b>106,474</b>	<b>102,629</b>	<b>141,954</b>	<b>106,910</b>

<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	29,625	33,398	44,004	40,632
1100 Measure E	11,403	12,702	12,075	13,282
1200 Measure G	61,931	45,102	50,875	52,996
2509 KDF Los Padres	3,515	11,427	35,000	
<b>Total</b>	<b>106,474</b>	<b>102,629</b>	<b>141,954</b>	<b>106,910</b>

# PARKS AND COMMUNITY SERVICES

## Hebbron Heights Recreation Center

6241

### 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. Continue to practice excellent customer service.
4. Keep the facility in good condition and monitor user groups.
5. Provide Saturday Night Teen activities.

### Performance Measures

Performance Measure / Goal	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Number of Program Attendees	46,461	32,346*	40,000	22,930*	25,000
Number of Programs	1,207	660*	1,100	112*	1,000
Teen Volunteer Hours Performed	570	592.5*	400	0*	200
*Facility closed due to COVID-19. Kit Distribution, Food Bank Program, & Summer Lunch Program.					

### Major Budget Changes

None



# RECREATION AND COMMUNITY SERVICES

## 6241 Hebbroon Heights Rec Center Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	58,789	50,304	59,175	63,740
62 - Supplies & Materials	11,928	8,682	12,500	12,500
63 - Outside Services	23,292	25,291	40,214	37,562
<b>Total</b>	<b>94,009</b>	<b>84,278</b>	<b>111,889</b>	<b>113,802</b>

<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	17,572	20,665	34,414	31,762
1100 Measure E	49,977	41,462	51,155	55,720
1200 Measure G	26,460	22,152	26,320	26,320
<b>Total</b>	<b>94,009</b>	<b>84,278</b>	<b>111,889</b>	<b>113,802</b>

# PARKS AND COMMUNITY SERVICES

## Afterschool Programs

6242

### Purpose

Provide a variety of recreational activities for youth and seniors.

### Division Operations

1. Provide a variety of activities for seniors including daily socialization, meals, enrichment opportunities and monthly special events.
2. Offer a program for year-round after-school activities for youth.
3. Continue to practice excellent customer service.
4. Explore opportunities for fee-based classes and private party rentals.
5. Continue to offer Saturday Night teen programs.

### Performance Measures

Performance Measure / Goal	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Number of Free Lunches Served (Summer)	8,355	1,010	10,000	6,782*	7,500
Number of Youth Field Trip Participants	756	571*	400	0*	300
Number of Summer Camp Participants	498	194*	250	0*	150
*Facility closed due to COVID-19. Kit Distribution, Food Bank Program, & Summer Lunch Program					

### Major Budget Changes

None

# RECREATION AND COMMUNITY SERVICES

## 6242 Afterschool Programs Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	622,492	548,120	666,922	718,566
62 - Supplies & Materials	32,515	9,274	31,000	25,000
63 - Outside Services	32,124	26,703	21,000	41,000
64 - Other Charges	11,509	1,935	14,000	14,000
66 - Capital Outlays	2,665	9,292	77,002	3,000
<b>Total</b>	<b>701,305</b>	<b>595,324</b>	<b>809,924</b>	<b>801,566</b>

<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	27,699	14,931	50,000	50,000
1100 Measure E	458,829	401,615	519,706	509,306
1200 Measure G	214,776	178,778	240,218	242,260
<b>Total</b>	<b>701,305</b>	<b>595,324</b>	<b>809,924</b>	<b>801,566</b>

<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
6242 Afterschool Programs	5.670	5.670	5.670	5.670
<b>Total</b>	<b>5.670</b>	<b>5.670</b>	<b>5.670</b>	<b>5.670</b>

# PARKS AND COMMUNITY SERVICES

## Community Center

6243

### Purpose

To operate the Sherwood Hall side of the Salinas Community Center Complex. Manage the lease of the Gabilan Rooms, Santa Lucia Room, Fremont Room and Office area of the Community Center complex with the Millennium Charter School.

### Division Operations

1. Operate the Community Center and Sherwood Hall- provide rental opportunities to community groups, City functions and outside promoters for commercial, provide and community programs and events.
2. Continue to practice excellent customer service.

### Performance Measures

Performance Measure / Goal	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Facility was leased from May 2020 thru October 2020 by the Monterey County as an alternative housing site for patients who needed to isolate/quarantine for COVID-19. Facility was also used to house evacuees who were displaced from the Salinas River Fire.					
Number of uses	51	33*	50	0*	45
Number of Facility Attendees	34,501	21708*	36,000	0*	30,000
*Facility closed due to COVID-19.					

### Major Budget Changes

The budget includes temporary salaries to support the operation and management of the facility.

# RECREATION AND COMMUNITY SERVICES

## 6243 Community Center Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	60,480	29,601	60,000	65,000
62 - Supplies & Materials	8,472	14,430	6,400	1,400
63 - Outside Services	404,103	345,899	351,800	358,200
66 - Capital Outlays			1,400	
<b>Total</b>	<b>473,055</b>	<b>389,930</b>	<b>419,600</b>	<b>424,600</b>

<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	321,834	288,603	297,200	297,200
1100 Measure E	57,224	29,601	55,000	60,000
1200 Measure G	93,996	71,726	67,400	67,400
<b>Total</b>	<b>473,055</b>	<b>389,930</b>	<b>419,600</b>	<b>424,600</b>

# BLOCK GRANT

## Breadbox Recreation Center Division

6244

### Purpose

Operate a recreation facility to provide a wide range of activities for all ages, creating wholesome experiences for the community's physical and mental well-being.

### Division Operations

1. Continue working with school districts and other organizations on collaborative recreation programs and joint usage of facility.
2. Provide Year-round recreation activities.
3. Continue to offer diversity of recreation programs for all ages with an emphasis on "At Risk" youth.
4. Vigorously market our recreation programs to the community.
5. Provide youth with opportunities to use computers and other learning opportunities.
6. Provide community service opportunities for youth participants.
7. Provide opportunities for field trips to places in surrounding counties, such as Great America, nearby college campuses, and others.
8. Continue to offer Saturday night teen programs
9. Continue to coordinate with the Alisal Center for the Fine Arts around use of the facility.

### Performance Measures

Performance Measure / Goal	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Number of Program Attendees	35,305	33,315*	35,000	15,021	20,000
*Facility closed due to COVID-19. Kit Distribution & Food Bank Program					

### Major Budget Changes

None

# RECREATION AND COMMUNITY SERVICES

## 6244 Breadbox Rec Center Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	83,643	52,283	85,637	87,768
62 - Supplies & Materials	11,117	12,616	14,120	10,700
63 - Outside Services	18,650	24,140	41,560	42,990
66 - Capital Outlays	2,053			
<b>Total</b>	<b>115,463</b>	<b>89,039</b>	<b>141,317</b>	<b>141,458</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	18,481	23,709	37,530	35,940
1100 Measure E	74,884	39,496	76,392	76,708
1200 Measure G	22,098	25,834	27,395	28,810
<b>Total</b>	<b>115,463</b>	<b>89,039</b>	<b>141,317</b>	<b>141,458</b>
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
6244 Breadbox Rec Center	0.330	0.330	0.330	0.330
<b>Total</b>	<b>0.330</b>	<b>0.330</b>	<b>0.330</b>	<b>0.330</b>

# BLOCK GRANT Hebbron Family Center Division

6246

## Purpose

Operate the Hebbron Family Center and provide a wide range of activities for all ages to create a wholesome experience for physical and mental well-being.

## Division Operations

1. Provide opportunities for field trips and specialized contract classes.
2. 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.
3. Help to reduce gang participation and keep kids in school.
4. Collaborate with organizations such as CASP, Neighbors United, Harmony at Home, and others to increase the knowledge and awareness of the residents in the Hebbron neighborhood.

## Performance Measures

Performance Measure / Goal	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Number of program attendees	46,461	32,346*	40,000	22,930*	2,500
Number of programs	1,207	660*	1,100	112*	1,000
Teen Volunteer Hours Performed	570	592.5*	400	0*	200
*Facility closed due to COVID-19. Kit Distribution, Food Bank Program, & Summer Lunch Program.					

## Major Budget Changes

None



# RECREATION AND COMMUNITY SERVICES

## 6246 Hebbroon Family Center Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	139,901	150,674	152,203	150,330
62 - Supplies & Materials	6,521	4,242	8,000	8,000
66 - Capital Outlays	585	435		
<b>Total</b>	<b>147,007</b>	<b>155,350</b>	<b>160,203</b>	<b>158,330</b>

<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1100 Measure E	7,106	4,677	8,000	8,000
1200 Measure G	139,901	150,674	152,203	150,330
<b>Total</b>	<b>147,007</b>	<b>155,350</b>	<b>160,203</b>	<b>158,330</b>

<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
6246 Hebbroon Family Center	1.000	1.000	1.000	1.000
<b>Total</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>

**Purpose**

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

**Division Operations**

1. Continue to monitor facility renovations and project expenses.
2. Explore opportunities for partnership with outside organizations to expand program offerings for youth, adults and seniors.
3. Continue to practice excellent customer service.

**Major Budget Changes**

None

# RECREATION AND COMMUNITY SERVICES

## 6247 Sherwood Rec Center Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits			18,250	18,250
62 - Supplies & Materials		5,148	11,500	11,500
63 - Outside Services		3,565	22,150	22,150
66 - Capital Outlays	2,730			
<b>Total</b>	<b>2,730</b>	<b>8,713</b>	<b>51,900</b>	<b>51,900</b>

<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1200 Measure G	2,730	8,713	51,900	51,900
<b>Total</b>	<b>2,730</b>	<b>8,713</b>	<b>51,900</b>	<b>51,900</b>

**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.

**Major Budget Changes**

A new Operation & Management Agreement with the YMCA was approved in September 2018. The budget reflects the annual fee as outlined in the Agreement as well as limited funding for facility repairs and/or improvements.

# RECREATION AND COMMUNITY SERVICES

## 6249 Aquatic Center Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
62 - Supplies & Materials		20,351	500	
63 - Outside Services	140,065	184,916	229,900	244,400
<b>Total</b>	<b>140,065</b>	<b>205,267</b>	<b>230,400</b>	<b>244,400</b>

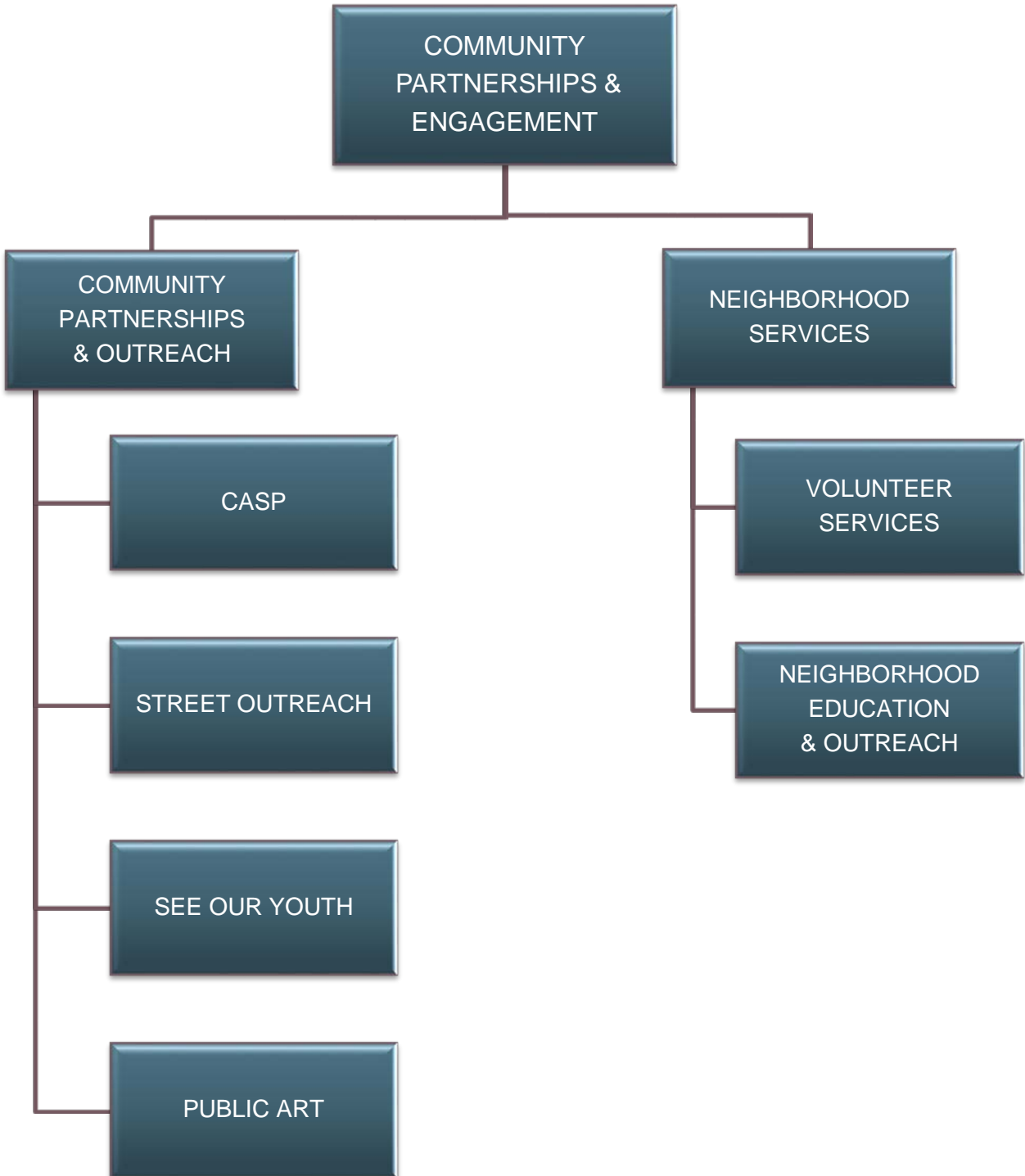
  

<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund		205,267	230,400	244,400
1200 Measure G	140,065			
<b>Total</b>	<b>140,065</b>	<b>205,267</b>	<b>230,400</b>	<b>244,400</b>



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# COMMUNITY PARTNERSHIPS AND ENGAGEMENT Organizational Chart



**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 violence.
3. Conduct Community Engagement Presentations on public safety, two per month in the coming year.
4. Conduct 1 adult community leadership academy programs each resulting in a community impact project.
5. Conduct 1 youth academy resulting in 20 youth summer internships.
6. Conduct and participate in multiple community engagement events promoting best practices in violence prevention.
7. Provide Spanish and English language media interviews and articles on the status of violence reduction efforts in Salinas.
8. Continue to represent the City of Salinas on over 10 local initiatives and 2 statewide collaboratives.
9. Continue to apply for grants that support our strategic plan on violence.
10. Continue to offer prevention and intervention programs and services for violence and gang impacted youth and members of other vulnerable populations.
11. Lead the City's Governing for Race Equity training program and represent the City on the Towards a Racially Equitable Monterey County collaborate.



# PARKS AND COMMUNITY SERVICES

## Youth Services & Comm Engagement (Continued)

6248

### Performance Measures

Performance Measure / Goal	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Grants: Lead agency and management of State and Federal grants to include record keeping, program review, progress reports and communications with funder and agencies as needed. Includes preparation and submittal of any requested modifications (budget and/or program). Communicate and coordinate funder site visits as requested including but not limited to coordinating with subgrantees. Numbers listed are grants being managed	4	4	3	3	4
Salinas Night Walks: Manage and maintain 3-5 walking routes Prepare, manage and lead bi-monthly meetings. Maintain all volunteer registration forms and waivers. Coordinate all volunteer events and site visit from Faith consultants.	N/A	N/A	N/A	N/A	3
CCVFN - California Cities Violence Prevention Network: Participate as an active member of the network in monthly member calls	10	10	12	10	10
CASP General Assembly (Bi-Monthly): Direct and maintain a cross sector network working together to prevent violence in Salinas and Monterey County. Prepare, attend and facilitate meetings, multiple sub-committees and membership.	22	22	20	19	20
School Climate Leadership Team: Prepare for and participate in monthly meetings with cross collaborative county wide group to implement strategy on improving school climate	10	10	10	6	8
Community Leadership Academy Programs: Conduct 2 adult Leadership Academy's every year. One in English one in Spanish. Conduct 1 Youth Academy annually. Each academy can serve up to 25 persons.	2	1	3	0	1
Community Leadership Academy Alumni Committee	6	6	6	0	3
Hire and put 2 street Outreach Specialist to work to reduce and prevent street violence	1	1	1	1	1
Street Outreach Program: Enroll and serve at least 15 clients per FTE annually	17	16	15	8	15

### Major Budget Changes

None

# RECREATION AND COMMUNITY SERVICES

## 6248 Youth Services & Comm Engagement Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	478,848	496,522	548,447	615,984
62 - Supplies & Materials	35,818	10,260	35,300	35,800
63 - Outside Services	12,525	15,712	43,550	34,500
64 - Other Charges	10,838	9,635	6,650	16,500
66 - Capital Outlays	677	893	1,300	
<b>Total</b>	<b>538,708</b>	<b>533,021</b>	<b>635,247</b>	<b>702,784</b>

<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	45,178	108,822	170,767	249,133
1100 Measure E	361,646	290,067	313,706	307,546
1200 Measure G	109,701	118,392	127,374	122,705
2505 Recreation Parks	22,182	15,741	23,400	23,400
<b>Total</b>	<b>538,708</b>	<b>533,021</b>	<b>635,247</b>	<b>702,784</b>

<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
6248 Youth Services & Comm Engagement	5.000	5.000	5.000	5.000
<b>Total</b>	<b>5.000</b>	<b>5.000</b>	<b>5.000</b>	<b>5.000</b>



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# RECREATION AND COMMUNITY SERVICES

## Work Force

Workforce by Program	18-19 Authorized	19-20 Authorized	20-21 Authorized	21-22 Proposed
<b>5238 Parks and Community Services</b>				
Park Maint Worker				10.000
Park Maintenance Crew Sup				1.000
Sr Park Maintenance Worker				1.000
<b>5238 Parks and Community Services Total</b>				<b>12.000</b>
<b>6231 Recreation Admin</b>				
Administrative Analyst I	1.000	1.000	1.000	1.000
Community Services Manager	1.000	1.000	1.000	1.000
Office Technician	1.000	1.000	1.000	1.000
Rec/Com Svcs Superintendent	1.000	1.000		
Recreation Coordinator	1.000	1.000	1.000	1.000
Rec-Parks Superintendent			1.000	1.000
<b>6231 Recreation Admin Total</b>	<b>5.000</b>	<b>5.000</b>	<b>5.000</b>	<b>5.000</b>
<b>6232 Neighborhood Services</b>				
Neighborhood Svcs Coord	1.000	1.000	1.000	1.000
<b>6232 Neighborhood Services Total</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>
<b>6238 Youth Sports</b>				
Sports Program Asst	1.000	1.000	1.000	1.000
<b>6238 Youth Sports Total</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>
<b>6242 Afterschool Programs</b>				
Recreation Asst	2.000	2.000	2.000	2.000
Recreation Coordinator	2.670	2.670	2.670	2.670
Senior Recreation Assistant	1.000	1.000	1.000	1.000
<b>6242 Afterschool Programs Total</b>	<b>5.670</b>	<b>5.670</b>	<b>5.670</b>	<b>5.670</b>
<b>6244 Breadbox Rec Center</b>				
Recreation Coordinator	0.330	0.330	0.330	0.330
<b>6244 Breadbox Rec Center Total</b>	<b>0.330</b>	<b>0.330</b>	<b>0.330</b>	<b>0.330</b>
<b>6246 Hebronn Family Center</b>				
Recreation Coordinator	1.000	1.000	1.000	1.000
<b>6246 Hebronn Family Center Total</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>
<b>6248 Youth Services &amp; Comm Engagement</b>				
Administrative Analyst I		1.000	1.000	1.000

# RECREATION AND COMMUNITY SERVICES

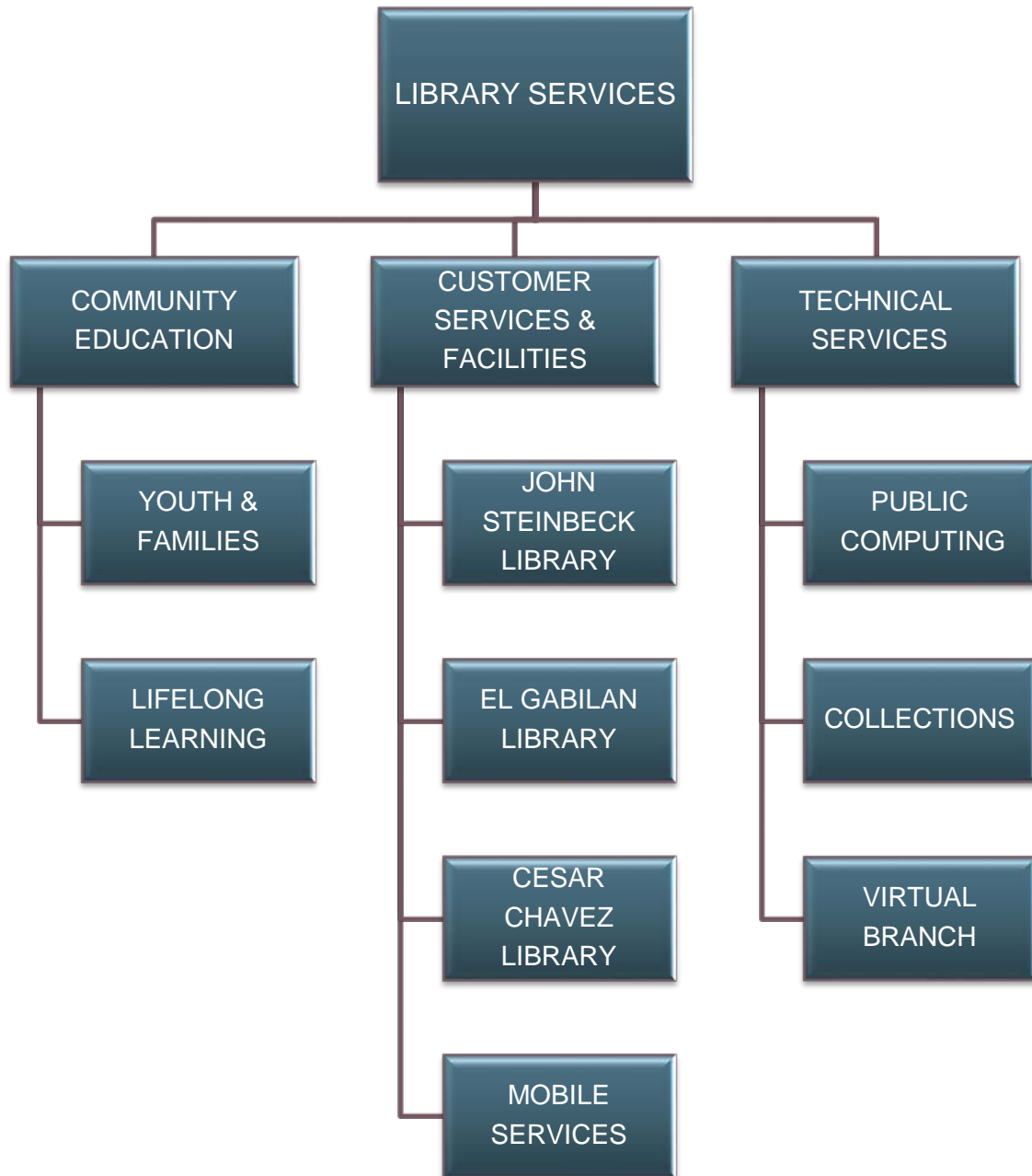
## Work Force

Workforce by Program	18-19 Authorized	19-20 Authorized	20-21 Authorized	21-22 Proposed
Community Safety Admin	1.000	1.000	1.000	1.000
Community Safety Assistant	1.000			
Community Safety Program Coord	1.000	1.000	1.000	1.000
Street Outreach Specialist	2.000	2.000	2.000	2.000
<b>6248 Youth Services &amp; Comm Engagement Total</b>	<b>5.000</b>	<b>5.000</b>	<b>5.000</b>	<b>5.000</b>
<b>Total</b>	<b>19.000</b>	<b>19.000</b>	<b>19.000</b>	<b>31.000</b>



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# LIBRARY SERVICES Organizational Chart





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# LIBRARY SERVICES

## Summary

<b>Expenditures by Program</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
6005 Library Administration	643,315	708,071	786,259	604,366
6009 Technical Services	1,057,710	948,819	1,004,856	1,126,195
6011 Steinbeck Library	1,014,553	932,424	1,256,405	1,233,094
6012 Cesar Chavez Library	977,368	859,054	1,113,453	1,147,547
6013 El Gabilan Library	348,462	272,286	389,375	520,327
6015 Community Education	726,950	653,072	698,302	833,418
<b>Total</b>	<b>4,768,358</b>	<b>4,373,726</b>	<b>5,248,650</b>	<b>5,464,947</b>
<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	3,893,931	3,522,839	4,285,941	4,563,547
62 - Supplies & Materials	312,338	285,849	312,509	268,550
63 - Outside Services	508,220	518,345	599,095	596,150
64 - Other Charges	24,611	31,872	50,105	24,700
66 - Capital Outlays	29,257	14,821	1,000	12,000
<b>Total</b>	<b>4,768,358</b>	<b>4,373,726</b>	<b>5,248,650</b>	<b>5,464,947</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1100 Measure E	4,768,358	4,373,726	5,202,951	5,464,947
2508 Contributions & Donations			45,699	
<b>Total</b>	<b>4,768,358</b>	<b>4,373,726</b>	<b>5,248,650</b>	<b>5,464,947</b>
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
6005 Library Administration	4.000	4.500	4.500	3.500
6009 Technical Services	6.000	6.000	6.000	6.500
6011 Steinbeck Library	11.500	12.500	12.500	10.500
6012 Cesar Chavez Library	10.000	10.000	10.000	11.000
6013 El Gabilan Library	4.500	3.500	3.500	5.000
6015 Community Education	5.000	5.000	5.000	5.000
<b>Total</b>	<b>41.000</b>	<b>41.500</b>	<b>41.500</b>	<b>41.500</b>

**Purpose**

Provide leadership, management and organization of the John Steinbeck, Cesar Chavez and El Gabilan libraries as well as the Division’s mobile services and community programs. Focus on organizational effectiveness through scheduling of staff, programs, grants and projects. Manage resources effectively and efficiently to optimize services to the public on reading, education for all ages, and youth mentoring and leadership programs. Establish partnerships and opportunities in the community and region in order to build capacity and support.

**Division Operations**

1. Increase usage of services, programs, and collections through the use of effective marketing and community engagement methods and processes.
2. Provide leadership and direction through the implementation of strategic planning tools and methods.
3. Work effectively with City Manager, City departments, the Library and Community Services Commission, Friends of the Salinas Public Library, and community groups.
4. Recruit and develop staff with the capacity to communicate and collaborate with populations from diverse cultural and linguistic backgrounds, who are technological savvy and who deliver excellent customer services. Re-align staff duties as needed to maximize effectiveness.
5. Seek out and manage grants for community programs, education and youth development.
6. Increase funding support and advocacy for the Library.
7. Practice excellent customer service.
8. Provide effective budget, project and program management.
9. Connect strategically with other community and library groups and professional networks.

**Performance Measures**

<b>Performance Measure / Goal</b>	<b>FY 2018-19 Actual</b>	<b>FY 2019-20 Actual</b>	<b>FY 2020-21 Goal</b>	<b>FY 2020-21 Projected</b>	<b>FY 2021-22 Goal</b>
Number of Volunteer Hours Performed	4,820	4,291.25	6,500	1,900	2,500
Grant funding awarded to LCS Divisions	673,382.00	683,173.00	\$700,000.00	\$337,665.00	\$300,000.00
LCS Customer Service Satisfaction Index	93%	96%	98%	95%	98%
Library Visitors per capita	3.05	3.06	3.00	0.10	3.00
Library Circulation per capita	1.92	1.93	2.00	0.20	2.00
Library Materials per capita	0.936	1.00	1.04	1.00	1.04
Registered borrower as a % of service population	30%	31%	40%	35%	40%

**Major Budget Changes**

None

# LIBRARY

## 6005 Library Administration Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	581,869	643,942	700,745	564,566
62 - Supplies & Materials	13		22,109	100
63 - Outside Services	39,374	34,426	18,300	18,000
64 - Other Charges	22,058	29,703	45,105	21,700
<b>Total</b>	<b>643,315</b>	<b>708,071</b>	<b>786,259</b>	<b>604,366</b>

<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1100 Measure E	643,315	708,071	740,560	604,366
2508 Contributions & Donations			45,699	
<b>Total</b>	<b>643,315</b>	<b>708,071</b>	<b>786,259</b>	<b>604,366</b>

<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
6005 Library Administration	4.000	4.500	4.500	3.500
<b>Total</b>	<b>4.000</b>	<b>4.500</b>	<b>4.500</b>	<b>3.500</b>

### Purpose

To connect people to information and community resources by providing access to innovative technologies, tools and community spaces.

### Division Operations

1. Support new programs for youth that effectively incorporate technology to increase knowledge of and proficiency in the STEAM disciplines.
2. Advise staff on most relevant technology applications that support Library work and customer needs.
3. Maintain and update hardware and software in public computing spaces for efficient operations and to allow for intuitive and easy use by library customers.
4. Utilize social media for communications with the public to increase awareness of services, programs and collections.
5. Implement self-service technology to increase the efficiency of operations and to allow staff to provide a higher level of engagement and service to library customers.
6. Maintain a library web presence that functions as the Library's "virtual branch," providing collections and learning services that can be easily accessed by library customers from outside the library.
7. Select, acquire and process materials in a variety of formats for new and existing library collections.
8. Maintain and update Koha, the integrated library system catalog to allow library staff and customers convenient access to library materials.
9. Expand e-book and other e-resources in order to increase access to library materials.
10. Analyze collection usage and expenditures to ensure investment in the library's collection is performed in an effective manner.

### Performance Measures

Performance Measure / Goal	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Website Hits	136,720	115,248	150,000	80,000	130,000
Public Computer Sessions	86,272	57,167	80,000	500	50,000
Public Computer Sessions per capita	0.53	0.35	0.50	0.00	0.31
# of Public Computers per 1,000 residents	0.83	0.82	0.90	0.82	0.90
LCS Website satisfaction index	92%	92%	95%	95%	95%
Collection turnover rate	2.05	1.28	3.00	0.20	1.00
Collection growth rate	9%	14%	10%	9%	10%
Digital material circulation as a % of total circulation	6%	13%	8%	50%	25%

### Major Budget Changes

None

# LIBRARY

## 6009 Technical Services Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	608,707	499,419	570,356	678,345
62 - Supplies & Materials	237,975	211,870	218,300	209,150
63 - Outside Services	180,571	221,360	210,200	223,700
64 - Other Charges	2,553	1,349	5,000	3,000
66 - Capital Outlays	27,903	14,821	1,000	12,000
<b>Total</b>	<b>1,057,710</b>	<b>948,819</b>	<b>1,004,856</b>	<b>1,126,195</b>

<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1100 Measure E	1,057,710	948,819	1,004,856	1,126,195
<b>Total</b>	<b>1,057,710</b>	<b>948,819</b>	<b>1,004,856</b>	<b>1,126,195</b>

<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
6009 Technical Services	6.000	6.000	6.000	6.500
<b>Total</b>	<b>6.000</b>	<b>6.000</b>	<b>6.000</b>	<b>6.500</b>

**Purpose**

Provide enriching cultural, educational and literary experiences, opportunities for self-directed education and assistance with research and information-finding in a safe and accessible location in downtown Salinas.

**Division Operations**

1. Maintain an up-to-date and relevant collection of materials that responds to the needs of the community.
2. Provide a variety of classes, workshops and seminars for all ages that inform, educate and entertain.
3. Serve the surrounding business community by promoting small business development and workforce readiness.
4. Provide access to public computing, printing and a wireless access network.
5. Meet the needs of Salinas' families by educating parents on early literacy skills and ways to support their child's education.
6. Continue to build a collection of local history that tells the story of Salinas.
7. Provide Digital Arts programming that builds the creative potential of children and adults.
8. Collaborate with school districts to provide services to students at library sites.
9. Identify and support new exhibits in the public area.
10. Provide excellent customer service.

**Performance Measures**

<b>Performance Measure / Goal</b>	<b>FY 2018-19 Actual</b>	<b>FY 2019-20 Actual</b>	<b>FY 2020-21 Goal</b>	<b>FY 2020-21 Projected</b>	<b>FY 2021-22 Goal</b>
Circulation of materials	145,773	124,139	135,000	3,500	80,000
Number of Visitors	222,095	200,590	180,000	600	100,000
JSL Collection turnover	0.58	1.34	1.00	0.10	1.00
Customer service satisfaction index	93%	93%	95%	93%	95%
Program satisfaction index	91%	91%	93%	N/A	93%
Program attendance (JSL)	7,828	4,456	6,500	N/A	1,000

**Major Budget Changes**

None

# LIBRARY

## 6011 Steinbeck Library Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	826,718	772,227	1,058,645	1,044,514
62 - Supplies & Materials	25,672	19,863	21,300	19,400
63 - Outside Services	162,163	140,334	176,460	169,180
<b>Total</b>	<b>1,014,553</b>	<b>932,424</b>	<b>1,256,405</b>	<b>1,233,094</b>

<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1100 Measure E	1,014,553	932,424	1,256,405	1,233,094
<b>Total</b>	<b>1,014,553</b>	<b>932,424</b>	<b>1,256,405</b>	<b>1,233,094</b>

<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
6011 Steinbeck Library	11.500	12.500	12.500	10.500
<b>Total</b>	<b>11.500</b>	<b>12.500</b>	<b>12.500</b>	<b>10.500</b>

**Purpose**

Provide enriching cultural, educational and literary experiences, opportunities for self-directed education and assistance with research and information-finding in a safe and accessible location in East Salinas.

**Division Operations**

1. Maintain an up-to-date and relevant collection of materials that responds to the needs of the community.
2. Provide a variety of classes, workshops and seminars for all ages that inform, educate and entertain.
3. Maintain the special collections that reflect the history of Salinas and the Alisal community
4. Provide access to public computing, printing and a wireless access network.
5. Meet the needs of Salinas' families by educating parents on early literacy skills and ways to support their child's education.
6. Provide afterschool programming that assists students with homework and offers a safe and enriching environment for children and teens in the afterschool hours.
7. Provide Digital Arts programming that builds the creative potential of children and adults.
8. Collaborate with school districts to provide services to students at library sites.
9. Offer access to community meeting rooms.
10. Provide excellent customer service.

**Performance Measures**

<b>Performance Measure / Goal</b>	<b>FY 2018-19 Actual</b>	<b>FY 2019-20 Actual</b>	<b>FY 2020-21 Goal</b>	<b>FY 2020-21 Projected</b>	<b>FY 2021-22 Goal</b>
Circulation of materials	114,694	66,701	100,000	2,500	50,000
Number of Visitors (CCL)	208,962	152,431	160,000	2,800	100,000
CC Collection turnover	0.34	1.66	1.00	0.10	1.00
Customer service satisfaction index	93%	93%	95%	95%	95%
Program satisfaction index	92%	92%	92%	N/A	92%
Program attendance (CCL)	22,925	10,566	20,000	N/A	2,000

**Major Budget Changes**

None



# LIBRARY

## 6012 Cesar Chavez Library Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	908,450	777,357	1,013,838	1,058,647
62 - Supplies & Materials	7,802	10,783	8,400	6,500
63 - Outside Services	61,117	70,914	91,215	82,400
<b>Total</b>	<b>977,368</b>	<b>859,054</b>	<b>1,113,453</b>	<b>1,147,547</b>

<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1100 Measure E	977,368	859,054	1,113,453	1,147,547
<b>Total</b>	<b>977,368</b>	<b>859,054</b>	<b>1,113,453</b>	<b>1,147,547</b>

<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
6012 Cesar Chavez Library	10.000	10.000	10.000	11.000
<b>Total</b>	<b>10.000</b>	<b>10.000</b>	<b>10.000</b>	<b>11.000</b>

**Purpose**

Provide enriching cultural, educational and literary experiences, opportunities for self-directed education and assistance with research and information-finding in a safe and accessible location in North Salinas.

**Division Operations**

1. Maintain an up-to-date and relevant collection of materials that responds to the needs of the community.
2. Provide a variety of classes, workshops and seminars for all ages that inform, educate and entertain.
3. Provide access to public computing, printing and a wireless access network.
4. Meet the needs of Salinas' families by educating parents on early literacy skills and ways to support their child's education.
5. Provide afterschool programming that assists students with homework and offers a safe and enriching environment for children and teens in the afterschool hours.
6. Provide Digital Arts and Makerspace programming that builds the creative potential of youth and adults.
7. Collaborate with school districts to provide services to students at library sites.
8. Offer access to community meeting room and study rooms.
9. Provide excellent customer service.

**Performance Measures**

<b>Performance Measure / Goal</b>	<b>FY 2018-19 Actual</b>	<b>FY 2019-20 Actual</b>	<b>FY 2020-21 Goal</b>	<b>FY 2020-21 Projected</b>	<b>FY 2021-22 Goal</b>
Circulation of Materials (EG)	27,941	20,919	50,000	16,000	80,000
Number of Visitors	47,947	45,489	80,000	6,200	100,000
El Gabilan collection turnover	0.82	0.64	1.25	0.50	1.25
Customer service satisfaction index	93%	93%	95%	95%	95%
Program satisfaction index	91%	91%	92%	N/A	92%
Program attendance (EG)	1,881.00	1,783	3,000	N/A	2,000

**Major Budget Changes**

The new El Gabilan Library was opened in February 2020. Additional funding in the amount of \$29,600 will be necessary to meet the electricity cost of the new building.

# LIBRARY

## 6013 El Gabilan Library Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	311,889	226,935	321,555	461,557
62 - Supplies & Materials	2,002	1,986	6,400	2,400
63 - Outside Services	33,217	43,364	61,420	56,370
66 - Capital Outlays	1,354			
<b>Total</b>	<b>348,462</b>	<b>272,286</b>	<b>389,375</b>	<b>520,327</b>

<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1100 Measure E	348,462	272,286	389,375	520,327
<b>Total</b>	<b>348,462</b>	<b>272,286</b>	<b>389,375</b>	<b>520,327</b>

<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
6013 El Gabilan Library	4.500	3.500	3.500	5.000
<b>Total</b>	<b>4.500</b>	<b>3.500</b>	<b>3.500</b>	<b>5.000</b>

**Purpose**

Provide an array of educational opportunities and enriching experiences that meet the needs of the Salinas community, focusing especially on programming that builds early literacy skills, ensures that students have the resources to succeed in school and improves workforce readiness and outcomes for adults

**Division Operations**

1. Provide opportunities for parents to understand and practice the skills that build literacy in young children.
2. Provide classes and experiences that focus on the enjoyment of reading and writing
3. Offer experiences for youth that improve their knowledge of and proficiency in the STEAM disciplines.
4. Provide classes and services to adults seeking employment by building technology skills as well as soft skills.
5. Enlarge GED and ESL programs through the use of technology, partnerships with other education providers and recruitment of volunteers to expand capacity.
6. Provide cultural programs and experiences that celebrate the diversity and history of Salinas.
7. Seek new grant funding and monitor and report on existing grants.
8. Maintain partnerships with schools to ensure that programming for students is relevant to curriculum goals.
9. Explore and expand partnerships with other education providers, nonprofit organizations and cultural institutions to increase the quality and quantity of programs offered.
10. Continually evaluate the effectiveness of programming and implement methods of improvement.
11. Provide excellent customer service.

**Performance Measures**

<b>Performance Measure / Goal</b>	<b>FY 2018-19 Actual</b>	<b>FY 2019-20 Actual</b>	<b>FY 2020-21 Goal</b>	<b>FY 2020-21 Projected</b>	<b>FY 2021-22 Goal</b>
# of Adult Learners (unduplicated)	475	440	400	200	400
Volunteer Tutor hours	1,713	2,271	1,200	1,200	1,500
Number of Homework Center Students (unduplicated)	153	131	130	N/A	130
Number of Homework Center visits	17,887	9,437	12,000	N/A	9,000
Total Library Program attendance	30,100	16,005	32,000	8,500	20,000
Program attendance per capita	0.18	0.10	0.20	0.05	0.20
Program satisfaction index	90%	90%	92%	92%	92%
% of Salinas youth with a library card	9%	21%	35%	70%	70%
% of Salinas youth participating in Summer Reading Program	3%	3%	5%	1%	5%
Early childhood program attendance (duplicated)	11,878	5,919	11,000	3,500	10,000

**Major Budget Changes**

None

# LIBRARY

## 6015 Community Education Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	656,298	602,958	620,802	755,918
62 - Supplies & Materials	38,874	41,346	36,000	31,000
63 - Outside Services	31,778	7,948	41,500	46,500
64 - Other Charges		820		
<b>Total</b>	<b>726,950</b>	<b>653,072</b>	<b>698,302</b>	<b>833,418</b>

<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1100 Measure E	726,950	653,072	698,302	833,418
<b>Total</b>	<b>726,950</b>	<b>653,072</b>	<b>698,302</b>	<b>833,418</b>

<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
6015 Community Education	5.000	5.000	5.000	5.000
<b>Total</b>	<b>5.000</b>	<b>5.000</b>	<b>5.000</b>	<b>5.000</b>

# LIBRARY SERVICES

## Work Force

Workforce by Program	18-19 Authorized	19-20 Authorized	20-21 Authorized	21-22 Proposed
<b>6005 Library Administration</b>				
Administrative Secretary	1.000	1.000	1.000	1.000
Deputy Librarian	1.000	1.000	1.000	1.000
Lib/Community Svc Dir	1.000	1.000	1.000	1.000
Marketing & Development Coord	1.000	1.000	1.000	
Literacy Specialist		0.500	0.500	0.500
<b>6005 Library Administration Total</b>	<b>4.000</b>	<b>4.500</b>	<b>4.500</b>	<b>3.500</b>
<b>6009 Technical Services</b>				
Lib Automation Svc Coord	1.000	1.000	1.000	1.000
Librarian I	1.000	1.000	1.000	1.500
Library Technician	2.000	2.000	2.000	2.000
Office Technician	1.000	1.000	1.000	1.000
Technical Services Manager	1.000	1.000	1.000	1.000
<b>6009 Technical Services Total</b>	<b>6.000</b>	<b>6.000</b>	<b>6.000</b>	<b>6.500</b>
<b>6011 Steinbeck Library</b>				
Librarian I	4.000	4.000	4.000	4.000
Librarian II	1.000	2.000	2.000	2.000
Library Aide	1.000	1.000	1.000	
Library Clerk	3.500	3.500	3.500	2.500
Library Page	1.000	1.000	1.000	1.000
Sr Library Technician	1.000	1.000	1.000	1.000
<b>6011 Steinbeck Library Total</b>	<b>11.500</b>	<b>12.500</b>	<b>12.500</b>	<b>10.500</b>
<b>6012 Cesar Chavez Library</b>				
Librarian I	4.500	4.500	4.500	4.000
Librarian II	1.000	1.000	1.000	1.000
Library Clerk	2.500	2.500	2.500	4.000
Library Page	1.000	1.000	1.000	1.000
Library Technician	1.000	1.000	1.000	1.000
<b>6012 Cesar Chavez Library Total</b>	<b>10.000</b>	<b>10.000</b>	<b>10.000</b>	<b>11.000</b>

# LIBRARY SERVICES

## Work Force

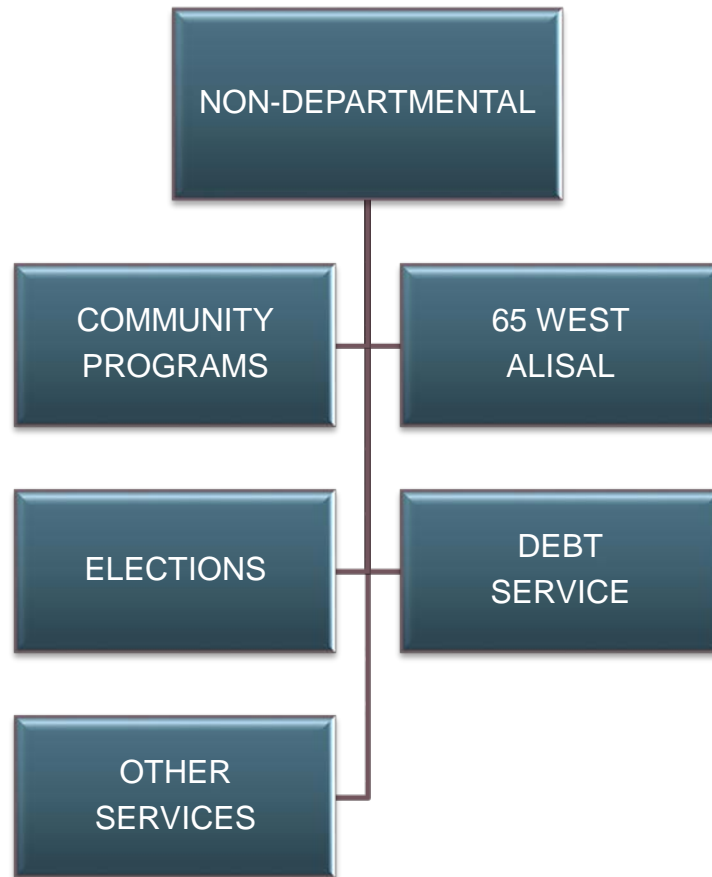
Workforce by Program	18-19 Authorized	19-20 Authorized	20-21 Authorized	21-22 Proposed
<b>6013 El Gabilan Library</b>				
Librarian II	1.000			
Library Clerk	2.500	2.500	2.500	3.000
Library Technician	1.000	1.000	1.000	1.000
Management Analyst				1.000
<b>6013 El Gabilan Library Total</b>	<b>4.500</b>	<b>3.500</b>	<b>3.500</b>	<b>5.000</b>
<b>6015 Community Education</b>				
Community Education Manager	1.000	1.000	1.000	1.000
Literacy Assistant	2.000	2.000	2.000	2.000
Senior Librarian	2.000	2.000	2.000	2.000
<b>6015 Community Education Total</b>	<b>5.000</b>	<b>5.000</b>	<b>5.000</b>	<b>5.000</b>
<b>Total</b>	<b>41.000</b>	<b>41.500</b>	<b>41.500</b>	<b>41.500</b>



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# NON-DEPARTMENTAL Organizational Chart



# **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 2020-21**

### **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 2021-22**

### **Organizational Effectiveness Initiative**

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

## **Major Budget Changes**

None

# NON-DEPARTMENTAL Summary

<b>Expenditures by Program</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
0000 Non-Departmental	33,488	55,040	98,090	
8001 Community Programs	495,751	209,622	171,700	171,700
8002 Elections	192,443		500,000	
8003 65 West Alisal	78,885	80,282	117,500	182,710
8004 Debt Service	4,697,021	12,088,749	11,321,100	10,646,800
8005 Other Services	4,712,627	11,948,924	5,349,997	5,431,140
8010 Intermodal Transp Center	81,865	81,106	117,090	115,040
<b>Total</b>	<b>10,292,081</b>	<b>24,463,722</b>	<b>17,675,477</b>	<b>16,547,390</b>
<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	851,089	4,795,464	(313,560)	564,440
62 - Supplies & Materials	10,648	10,722	16,159	15,700
63 - Outside Services	1,705,593	2,061,071	2,537,446	1,876,550
64 - Other Charges	2,986,948	6,044,542	4,464,727	3,605,700
65 - Debt Service	4,697,021	11,432,129	10,697,900	10,208,700
66 - Capital Outlays	5,272	74,344	251,404	230,600
69 - Financial Assistance	35,510	45,450	21,400	45,700
<b>Total</b>	<b>10,292,081</b>	<b>24,463,722</b>	<b>17,675,477</b>	<b>16,547,390</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	5,403,491	12,150,415	5,930,787	5,575,090
2506 PEG Cable Franchise	158,081	169,519	325,500	325,500
2507 Municipal Art Fund	33,488	22,930		
4104 2014 COP Consolidation	232,455	226,626	228,700	230,400
4106 2018 Lease-PS Building-Police	3,163	1,207,218	5,160,600	5,044,000
4107 Measure X Bonds	2,220,343	2,334,300	2,337,700	2,340,200
4108 Energy Improvement	1,540,178	1,571,441	1,604,800	
4109 2015 Refunding COP 2005 A & B	699,082	699,789	700,700	
4110 2018 Lease-El Gabilan Library	1,800	6,049,375	1,288,600	921,400
2503 Traffic Safety		32,110	98,090	
4111 Refunding Bonds 2020A-1				1,933,900
4112 Refunding Bonds 2020A-2				176,900
<b>Total</b>	<b>10,292,081</b>	<b>24,463,722</b>	<b>17,675,477</b>	<b>16,547,390</b>

**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**  
**8001 Community Programs Division**

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	314,474	209,348		
64 - Other Charges	181,277	273	171,700	171,700
<b>Total</b>	<b>495,751</b>	<b>209,622</b>	<b>171,700</b>	<b>171,700</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	495,751	209,622	171,700	171,700
<b>Total</b>	<b>495,751</b>	<b>209,622</b>	<b>171,700</b>	<b>171,700</b>

**Purpose**

Conduct all municipal elections.

**Division Operations**

1. Conduct municipal elections.

**Major Budget Changes**

None

**NON-DEPARTMENTAL**  
**8002 Elections Division**

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
63 - Outside Services	192,443		500,000	
<b>Total</b>	<b>192,443</b>		<b>500,000</b>	
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	192,443		500,000	
<b>Total</b>	<b>192,443</b>		<b>500,000</b>	

**Purpose**

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

**Division Operations**

1. Maintain facility in top operating condition.

**Major Budget Changes**

None



**NON-DEPARTMENTAL**  
**8003 65 West Alisal Division**

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
62 - Supplies & Materials	4,926	7,586	10,000	10,000
63 - Outside Services	73,959	72,696	107,500	172,710
<b>Total</b>	<b>78,885</b>	<b>80,282</b>	<b>117,500</b>	<b>182,710</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	78,885	80,282	117,500	182,710
<b>Total</b>	<b>78,885</b>	<b>80,282</b>	<b>117,500</b>	<b>182,710</b>

**Purpose**

Provide a record of the 2014 Certificate of Participation (COP), Police Station Financing, El Gabilan Library Financing, Measure X Bonds, and the 2020 A-1 and A-2 Refunding Bonds

**Division Operations**

1. Ensure timely payment to bondholders.

**Major Budget Changes**

None

## NON-DEPARTMENTAL 8004 Debt Service Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
63 - Outside Services		617,455	576,500	408,000
65 - Debt Service	4,697,021	11,432,129	10,697,900	10,208,700
66 - Capital Outlays		39,166	46,700	30,100
<b>Total</b>	<b>4,697,021</b>	<b>12,088,749</b>	<b>11,321,100</b>	<b>10,646,800</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
4104 2014 COP Consolidation	232,455	226,626	228,700	230,400
4107 Measure X Bonds	2,220,343	2,334,300	2,337,700	2,340,200
4108 Energy Improvement	1,540,178	1,571,441	1,604,800	
4109 2015 Refunding COP 2005 A & B	699,082	699,789	700,700	
4106 2018 Lease-PS Building-Police	3,163	1,207,218	5,160,600	5,044,000
4110 2018 Lease-El Gabilan Library	1,800	6,049,375	1,288,600	921,400
4111 Refunding Bonds 2020A-1				1,933,900
4112 Refunding Bonds 2020A-2				176,900
<b>Total</b>	<b>4,697,021</b>	<b>12,088,749</b>	<b>11,321,100</b>	<b>10,646,800</b>

**NON-DEPARTMENTAL  
Other Services Division**

**8005**

**Purpose**

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

**Division Operations**

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

**Major Budget Changes**

None

# NON-DEPARTMENTAL

## 8005 Other Services Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	536,615	4,586,116	(313,560)	564,440
62 - Supplies & Materials	5,529		2,459	
63 - Outside Services	1,324,031	1,237,911	1,158,966	1,203,500
64 - Other Charges	2,805,670	6,044,269	4,276,027	3,417,000
66 - Capital Outlays	5,272	35,178	204,704	200,500
69 - Financial Assistance	35,510	45,450	21,400	45,700
<b>Total</b>	<b>4,712,627</b>	<b>11,948,924</b>	<b>5,349,997</b>	<b>5,431,140</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	4,554,547	11,779,405	5,024,497	5,105,640
2506 PEG Cable Franchise	158,081	169,519	325,500	325,500
<b>Total</b>	<b>4,712,627</b>	<b>11,948,924</b>	<b>5,349,997</b>	<b>5,431,140</b>

# NON-DEPARTMENTAL Intermodal Transportation Center

8010

## Purpose

The Intermodal Transportation Center ("ITC") was owned and operated by the former redevelopment agency. The City retained the property in 2012, and the operational expenses have been born by the general fund parking lease revenue. The City has a plan to maintain the ITC as a cost center, using the lease revenues to offset the cost of operations.

Lease payments will be received from Greyhound and Amtrak. The City also leases the parking lot to the County for juror parking, in exchange for security services.

## Division Operations

1. Provide centralized site for Intermodal Transportation in the City

## Major Budget Changes

None

# NON-DEPARTMENTAL

## 8010 Intermodal Transp Center Division

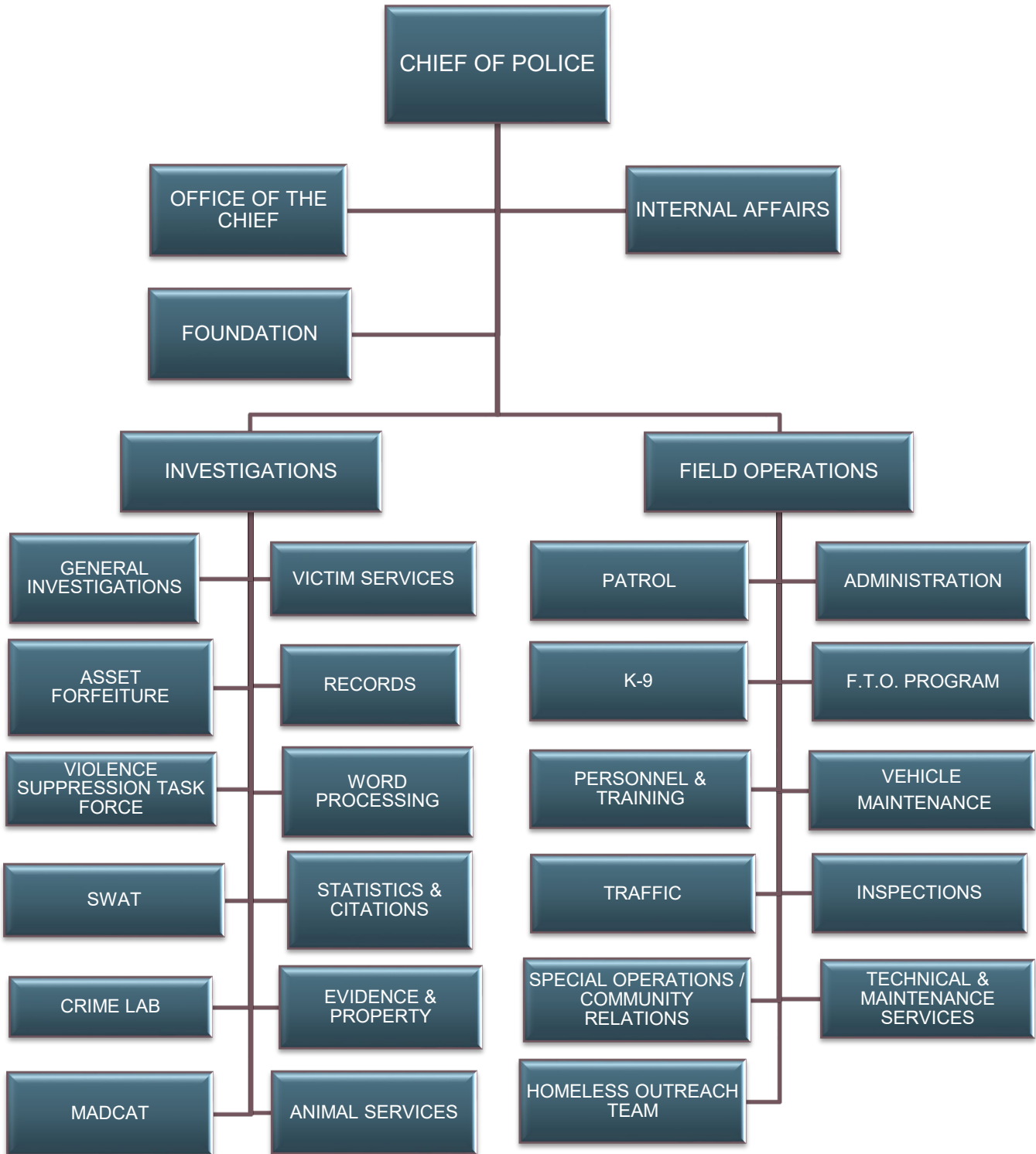
Expenditures by Character	18-19 Actual	19-20 Actual	20-21 Amended	21-22 Proposed
62 - Supplies & Materials	193	3,136	3,700	5,700
63 - Outside Services	81,672	77,970	96,390	92,340
64 - Other Charges			17,000	17,000
<b>Total</b>	<b>81,865</b>	<b>81,106</b>	<b>117,090</b>	<b>115,040</b>
Expenditures by Fund	18-19 Actual	19-20 Actual	20-21 Amended	21-22 Proposed
1000 General Fund	81,865	81,106	117,090	115,040
<b>Total</b>	<b>81,865</b>	<b>81,106</b>	<b>117,090</b>	<b>115,040</b>



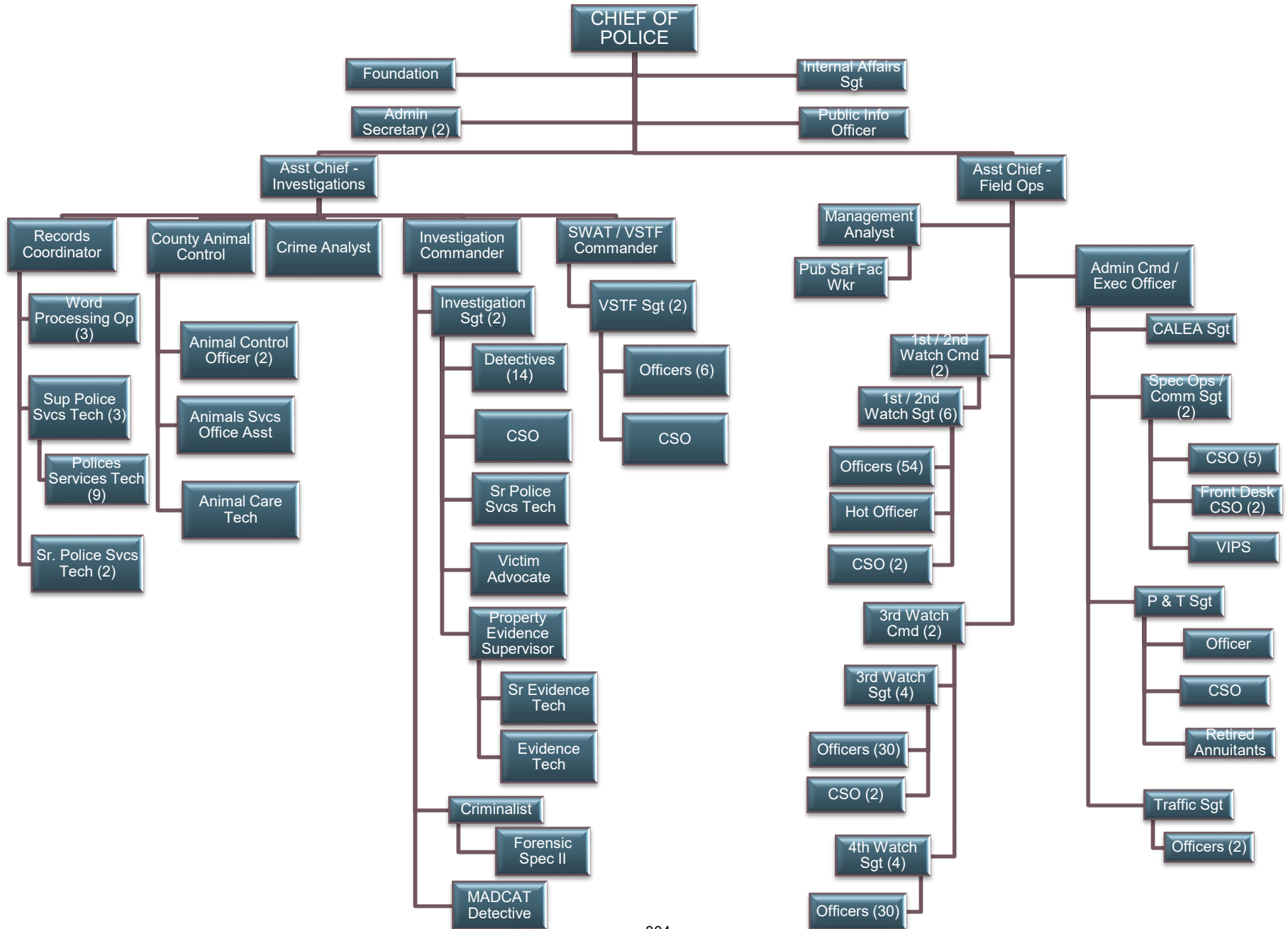
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# POLICE DEPARTMENT Organizational Chart



# POLICE DEPARTMENT Organizational Chart



# **POLICE DEPARTMENT**

## **Summary**

### **Purpose**

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

### **Top Accomplishments for FY 2020-21**

#### **Investment Strategies/Risk Management**

1. Fully occupied the new Police Service of Salinas building at 312 E. Alisal Street which emphasized a community-based design and incorporated positive, community-based features such as the community meeting space.
2. Consolidated vehicle maintenance services in partnership with Public Works Fleet Services. Consolidated services have reduced outside vehicle maintenance costs, improved vehicle efficiency via reduced down-times, and improved vehicle maintenance and safety.

#### **New Revenue**

1. Continued to secure new grants and supplemental funding to support police operations and expand services to the community.

#### **Operational Efficiencies**

1. Worked collaboratively with Code Enforcement and the City Attorney's Office to address quality of life issues.
2. Completed a workload analysis and implemented a new Patrol Schedule with the goal of increasing efficiency and decreasing response times.

#### **Public Safety**

1. Fully implemented the multi-year Victim Advocate Grant to enhance a victim-centered approach within the department and provide increased services to victims and their families.
2. Maintained the Red-Light Camera Program at designated locations to address traffic safety issues and focus on the reduction of collisions and pedestrian fatalities.
3. Evaluated and implemented 97% the Department of Justice's Collaborative Reform Initiative recommendations.
4. Continued to implement and expand the community policing concept to increase communication and transparency with the community.

# **POLICE DEPARTMENT Summary (Continued)**

## **City Council Goals, Strategies, and Objectives for FY 2021-22**

### **Investment Strategies/Risk Management**

1. Implement a comprehensive Fleet Replacement Plan

### **New Revenue**

1. Continue to secure new grants and supplemental funding to support police operations and expand services to the community.

### **Operational Efficiencies**

1. As recommended in the workload analysis, implement new patrol beat boundaries to greater balance workload.
2. Effective utilization of resources and staffing to efficiently provide services to the community.

### **Public Safety**

1. Maintain CSO staffing to address quality of life issues such as abandoned vehicles and community engagement.
2. Work collaboratively with Code Enforcement and the City Attorney's Office to address quality of life issues.
3. Increase community engagement throughout all levels of the department.
4. Continue to work on evaluating and implementing the remaining 3% of the Department of Justice's Collaborative Reform Initiative recommendations, as appropriate.
5. Continued to implement and expand the community policing concept to maintain and increase communication and transparency with the community

### **Major Budget Changes**

Multiple positions remain frozen and vacant for FY 2021-22. The Department continues to focus on effective utilization of resources and staffing to ensure services to the community are maintained.

# POLICE DEPARTMENT

## Summary

<b>Expenditures by Program</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
4110 Police Administration	1,212,194	1,086,632	1,237,043	1,244,962
4111 Community Relations	3,148			
4112 Personnel & Training	1,068,798	1,113,297	1,195,163	1,243,541
4116 Special Operations	792,962	789,724	810,940	729,514
4130 Support Services	4,878,245	6,053,449	6,429,798	7,325,382
4131 Technical Services	514,982	305,870	459,845	321,407
4132 Word Processing	712,726	582,965	512,245	212,084
4133 Evidence & Property	262,188	269,955	251,020	368,142
4134 Records	1,246,482	1,188,461	1,343,912	1,314,073
4137 Maintenance Services	131,267	156,304	137,869	44,790
4170 Animal Control Services	814,256	988,902	1,232,746	1,055,423
4171 Animal Control Svc -Agencies	114,451	18,343		
4220 Field Operations	32,733,624	33,115,377	32,571,488	31,159,532
4221 Traffic	471,254	321,663	379,300	790,815
4250 Retired Annuitants	16,685	30,920	19,000	19,000
4340 Investigations	5,597,519	5,577,890	6,005,136	5,687,475
4341 Narcotics	77,264	36,834	51,500	1,000
4342 School Resource Officers	234,252	263,164	528,352	
4343 Violence Suppression	1,642,818	1,725,953	1,483,654	2,525,733
4380 Asset Seizure	38,359	28,226	45,000	45,000
<b>Total</b>	<b>52,563,475</b>	<b>53,653,931</b>	<b>54,694,011</b>	<b>54,087,873</b>
<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	46,224,191	46,267,999	46,372,397	45,757,980
62 - Supplies & Materials	1,025,269	1,504,964	1,539,621	1,431,966
63 - Outside Services	4,537,609	5,501,002	6,364,759	6,469,700
64 - Other Charges	648,344	322,014	359,967	333,960
66 - Capital Outlays	128,063	57,952	57,267	94,267
<b>Total</b>	<b>52,563,475</b>	<b>53,653,931</b>	<b>54,694,011</b>	<b>54,087,873</b>

# POLICE DEPARTMENT

## Summary

<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	39,240,582	39,224,978	39,694,859	38,729,268
1100 Measure E	3,716,168	3,823,650	4,335,869	4,499,590
1200 Measure G	8,262,867	9,377,131	9,447,285	9,799,787
2201 Sales Tax-SB172	400,000	400,000	680,000	680,000
2202 Supplemental Law Enf - AB3229	382,866	200,000		
2502 Asset Seizure	38,359	28,226	45,000	45,000
2504 Vehicle Abatement	198,059	207,171	231,304	222,382
3163 2014 COPS Hiring SRO	234,252	263,164	188,777	
3302 Cal ID / RAN Grant	90,321	102,569		111,846
2508 Contributions & Donations		27,043	70,917	
<b>Total</b>	<b>52,563,475</b>	<b>53,653,931</b>	<b>54,694,011</b>	<b>54,087,873</b>

<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
4110 Police Administration	5.000	5.000	5.000	5.000
4112 Personnel & Training	3.000	3.000	3.000	3.000
4116 Special Operations	4.500	5.500	5.500	5.000
4130 Support Services	7.000	7.000	8.000	9.000
4131 Technical Services	3.000	3.000	2.000	2.000
4132 Word Processing	6.000	6.000	6.000	3.000
4133 Evidence & Property	2.000	2.000	2.000	3.000
4134 Records	14.000	14.000	14.000	13.000
4137 Maintenance Services	2.000	2.000	2.000	1.000
4170 Animal Control Services	7.000	7.000	4.000	4.000
4171 Animal Control Svc -Agencies	1.000	1.000		
4220 Field Operations	148.000	146.000	145.000	138.000
4221 Traffic	1.000	1.000	1.000	3.000
4340 Investigations	21.000	22.000	23.000	23.000
4342 School Resource Officers	3.000	3.000	3.000	
4343 Violence Suppression	4.000	4.000	4.000	
4343 Violence Suppression Task Force				9.000
<b>Total</b>	<b>231.500</b>	<b>231.500</b>	<b>227.500</b>	<b>221.000</b>



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**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**

<b>Performance Measure / Goal</b>	<b>FY 2018-19 Actual</b>	<b>FY 2019-20 Actual</b>	<b>FY 2020-21 Goal</b>	<b>FY 2020-21 Projected</b>	<b>FY 2021-22 Goal</b>
Travel Authorizations (For Chief Only)	5	1	5	0	5
Internal Investigations Completed	6	2	5	5	5

**Major Budget Changes**

None



# POLICE DEPARTMENT

## 4110 Police Administration Unit

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	849,695	1,053,251	1,168,879	1,194,595
62 - Supplies & Materials	6,671	6,811	8,100	8,100
63 - Outside Services	328,767	2,004	9,500	9,500
64 - Other Charges	20,546	24,567	31,297	13,500
66 - Capital Outlays	6,515		19,267	19,267
<b>Total</b>	<b>1,212,194</b>	<b>1,086,632</b>	<b>1,237,043</b>	<b>1,244,962</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	1,093,549	846,980	953,118	977,007
1200 Measure G	118,645	236,653	266,128	267,955
2508 Contributions & Donations		3,000	17,797	
<b>Total</b>	<b>1,212,194</b>	<b>1,086,632</b>	<b>1,237,043</b>	<b>1,244,962</b>
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
4110 Police Administration	5.000	5.000	5.000	5.000
<b>Total</b>	<b>5.000</b>	<b>5.000</b>	<b>5.000</b>	<b>5.000</b>

# POLICE DEPARTMENT

## Personnel & Training Unit

4112

### Purpose

Ensure the best qualified individuals are recruited and selected for all positions, both sworn and civilian, 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 and enhance 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 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
POST Mandated CPT (hours per officer)	24	24	24	24	24
POST Mandated Perishable Skills Training (hours per officer)	24	24	24	24	24

### Major Budget Changes

None.

# POLICE DEPARTMENT

## 4112 Personnel & Training Unit

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	662,999	761,025	757,713	766,241
62 - Supplies & Materials	6,882	6,305	37,450	37,300
63 - Outside Services	84,796	107,785	130,000	130,000
64 - Other Charges	314,122	238,183	270,000	310,000
<b>Total</b>	<b>1,068,798</b>	<b>1,113,297</b>	<b>1,195,163</b>	<b>1,243,541</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	644,607	901,051	959,861	973,473
1100 Measure E	253,256	98,317	100,302	95,068
1200 Measure G	170,936	113,929	135,000	175,000
<b>Total</b>	<b>1,068,798</b>	<b>1,113,297</b>	<b>1,195,163</b>	<b>1,243,541</b>
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
4112 Personnel & Training	3.000	3.000	3.000	3.000
<b>Total</b>	<b>3.000</b>	<b>3.000</b>	<b>3.000</b>	<b>3.000</b>

# POLICE DEPARTMENT

## Special Operations Unit

4116

### Purpose

To work with Salinas residents to address neighborhood crime issues, promote community safety programs to reduce crime, and to increase community engagement. 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. Review evaluate and comment on Conditional Use Permits and Modification Permits for City of Salinas Engineering Department.
5. Remove abandoned vehicles in public areas when appropriate.
6. Provide education to the public and respond to complaints regarding abandoned vehicles, commercial or recreational vehicle parking and long-term parking complaints.
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.
9. Present crime prevention programs through Neighborhood Watch and public presentations/community events.
10. Through the PAL and Explorer program, support, coordinate, and facilitate youth activities and programs.
11. Strengthen communication with Salinas's residents through a variety of traditional and non-traditional public outreach initiatives, including conducting community academies.
12. 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.
13. Continue to support the Police/Community Advisory Committee in their efforts to build a safe and peaceful community.
14. Continue to reach out to the community through a variety of recruitment activities.

### Performance Measures

Performance Measure / Goal	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Special Events Planned and Managed	39	18	125	175	200
Special Events Staffed and Supervised with Police Officers	39	18	125	150	150
Alcohol Permit Review	139	62	175	175	200
Neighborhood Watch Presentations	12	4	24	0	10
Community Presentations	20	20	30	0	20

### Major Budget Changes

None

# POLICE DEPARTMENT

## 4116 Special Operations Unit

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	735,190	778,970	780,940	699,514
62 - Supplies & Materials	13,692	10,754	21,500	20,000
63 - Outside Services			8,500	10,000
64 - Other Charges	16,700			
66 - Capital Outlays	27,380			
<b>Total</b>	<b>792,962</b>	<b>789,724</b>	<b>810,940</b>	<b>729,514</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	374,598	371,584	379,622	317,260
1100 Measure E	119,932	141,303	200,014	189,872
1200 Measure G	100,373	69,667		
2504 Vehicle Abatement	198,059	207,171	231,304	222,382
<b>Total</b>	<b>792,962</b>	<b>789,724</b>	<b>810,940</b>	<b>729,514</b>
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
4116 Special Operations	4.500	5.500	5.500	5.000
<b>Total</b>	<b>4.500</b>	<b>5.500</b>	<b>5.500</b>	<b>5.000</b>

# POLICE DEPARTMENT

## Support Services Unit

4130

### Purpose

Provide the assistance and tools needed by the Field Operations, Investigations, and other Units 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. Coordinate activities regarding the pursuit of agency accreditation through the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA).

### 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. Conduct all functions with the best possible customer service.
4. Enhancement of the Department's report writing system and integration with the records management system to increase the level of information captured.
5. Manage State and Federal Grants.
6. Manage activities related to the pursuit of agency accreditation through CALEA.

### Performance Measures

Performance Measure / Goal	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Investigate/reconstruct major crime scenes	46	23	35	30	30
Latent Print Investigations	415	136	300	200	200
Firearms Processed	307	352	325	430	400

### Major Budget Changes

The department now has a dedicated Sergeant focusing on activities related to accreditation through CALEA.

# POLICE DEPARTMENT

## 4130 Support Services Unit

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	1,235,921	1,295,961	1,070,519	1,626,356
62 - Supplies & Materials	52,589	60,417	78,720	76,966
63 - Outside Services	3,556,919	4,666,656	5,280,259	5,584,500
64 - Other Charges	5,600	3,610	300	5,560
66 - Capital Outlays	27,216	26,805		32,000
<b>Total</b>	<b>4,878,245</b>	<b>6,053,449</b>	<b>6,429,798</b>	<b>7,325,382</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	4,408,595	5,536,308	5,941,386	6,717,574
1100 Measure E	190,651	155,628	110,241	104,614
1200 Measure G	188,678	258,944	378,171	391,348
3302 Cal ID / RAN Grant	90,321	102,569		111,846
<b>Total</b>	<b>4,878,245</b>	<b>6,053,449</b>	<b>6,429,798</b>	<b>7,325,382</b>
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
4130 Support Services	7.000	7.000	8.000	9.000
<b>Total</b>	<b>7.000</b>	<b>7.000</b>	<b>8.000</b>	<b>9.000</b>

# POLICE DEPARTMENT

## Technical Services Division

4131

### 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. Provide maintenance of mobile computer terminals and other computer equipment.
7. Conduct all functions with the best possible customer service.

### Performance Measures

Performance Measure / Goal	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Complete Uniform Crime Reports	12	12	12	12	12
Process Citations for Court	7,045	4,808	7,500	6,500	7,000

### Major Budget Changes

None



# POLICE DEPARTMENT

## 4131 Technical Services Unit

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	397,097	215,463	368,419	231,407
62 - Supplies & Materials	53,819	66,672	63,626	62,200
63 - Outside Services	63,166	23,735	27,800	27,800
64 - Other Charges	900			
<b>Total</b>	<b>514,982</b>	<b>305,870</b>	<b>459,845</b>	<b>321,407</b>

<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	509,563	295,870	448,845	310,407
1200 Measure G	5,419	10,000	11,000	11,000
<b>Total</b>	<b>514,982</b>	<b>305,870</b>	<b>459,845</b>	<b>321,407</b>

<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
4131 Technical Services	3.000	3.000	2.000	2.000
<b>Total</b>	<b>3.000</b>	<b>3.000</b>	<b>2.000</b>	<b>2.000</b>

# POLICE DEPARTMENT

## Word Processing Division

4132

### 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 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Police Reports Completed	28,757	12,676	28,000	17,000	20,000

### Major Budget Changes

None

# POLICE DEPARTMENT

## 4132 Word Processing Unit

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	593,869	476,117	404,245	104,084
62 - Supplies & Materials	5,702	1,938	3,000	3,000
63 - Outside Services	112,055	104,910	105,000	105,000
64 - Other Charges	1,100			
<b>Total</b>	<b>712,726</b>	<b>582,965</b>	<b>512,245</b>	<b>212,084</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	625,939	487,954	431,817	132,336
1200 Measure G	86,787	95,011	80,428	79,748
<b>Total</b>	<b>712,726</b>	<b>582,965</b>	<b>512,245</b>	<b>212,084</b>
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
4132 Word Processing	6.000	6.000	6.000	3.000
<b>Total</b>	<b>6.000</b>	<b>6.000</b>	<b>6.000</b>	<b>3.000</b>

# POLICE DEPARTMENT

## Evidence & Property Division

4133

### 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 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Process evidence into storage	10,383	8,080	10,000	8,500	10,000
Purge evidence	14,144	23,700	14,000	9,500	14,000

### Major Budget Changes

None

# POLICE DEPARTMENT

## 4133 Evidence & Property Unit

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	253,953	264,632	243,820	360,942
62 - Supplies & Materials	6,333	5,048	7,000	7,100
64 - Other Charges	1,902	276	200	100
<b>Total</b>	<b>262,188</b>	<b>269,955</b>	<b>251,020</b>	<b>368,142</b>

<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	246,651	269,955	241,020	358,142
1200 Measure G	15,537		10,000	10,000
<b>Total</b>	<b>262,188</b>	<b>269,955</b>	<b>251,020</b>	<b>368,142</b>

<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
4133 Evidence & Property	2.000	2.000	2.000	3.000
<b>Total</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>	<b>3.000</b>

**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. Enter critical information related to missing persons, warrants, stolen vehicles, property, firearms, stolen license plates and criminal protective orders into related databases.
4. Provide excellent customer service to the public, Department personnel, and other agencies.
5. Maintain an efficient information storage/retrieval system by processing police reports and scanning them, and other information, daily onto an optical storage system.
6. Receive and process records subpoenas as received
7. Purge selected police records on an on-going basis.
8. Continually improve and streamline the efficiency and effectiveness of the Records Unit.

**Performance Measures**

<b>Performance Measure / Goal</b>	<b>FY 2018-19 Actual</b>	<b>FY 2019-20 Actual</b>	<b>FY 2020-21 Goal</b>	<b>FY 2020-21 Projected</b>	<b>FY 2021-22 Goal</b>
Arrest Packets Completed for Court	4,432	1,812	4,200	3,500	2,500
Reports Processed	28,740	12,677	25,816	14,500	15,000

**Major Budget Changes**

None

# POLICE DEPARTMENT

## 4134 Records Unit

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	1,231,314	1,181,029	1,328,312	1,298,473
62 - Supplies & Materials	11,575	7,207	15,300	15,300
63 - Outside Services	198			
64 - Other Charges	2,675	225	300	300
66 - Capital Outlays	720			
<b>Total</b>	<b>1,246,482</b>	<b>1,188,461</b>	<b>1,343,912</b>	<b>1,314,073</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	1,022,031	996,570	1,082,114	1,048,111
1100 Measure E	66		2,550	2,550
1200 Measure G	224,386	191,892	259,248	263,412
<b>Total</b>	<b>1,246,482</b>	<b>1,188,461</b>	<b>1,343,912</b>	<b>1,314,073</b>
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
4134 Records	14.000	14.000	14.000	13.000
<b>Total</b>	<b>14.000</b>	<b>14.000</b>	<b>14.000</b>	<b>13.000</b>

# POLICE DEPARTMENT

## Maintenance Services Unit

4137

### Purpose

Oversee and maintain facilities for the Salinas Police Department. In partnership with Public Works, oversee the maintenance and repair of vehicles in the Police Department's fleet.

### Division Operations

1. Manage and maintain police facilities.
2. In collaboration with Public Works, administer and maintain the Police Department's portion of the new city-wide fleet management software.
3. Maintain positive relations with internal and external customers in promoting community-oriented philosophy.

### Performance Measures

Performance Measure / Goal	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Building Deficiencies Rectified		19	10	8	0

### Major Budget Changes

The department has now fully occupied the new Police Service of Salinas building and work collaboratively with the building's Property Manager on repair and maintenance issues. Vehicle maintenance has now been consolidated under Public Works, so we maintain a collaborative relationship regarding oversight of services related to fleet maintenance and operations.



# POLICE DEPARTMENT

## 4137 Maintenance Services Unit

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	116,979	138,297	122,869	29,790
62 - Supplies & Materials	14,288	18,007	15,000	15,000
<b>Total</b>	<b>131,267</b>	<b>156,304</b>	<b>137,869</b>	<b>44,790</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	131,267	156,304	137,869	44,790
<b>Total</b>	<b>131,267</b>	<b>156,304</b>	<b>137,869</b>	<b>44,790</b>
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
4137 Maintenance Services	2.000	2.000	2.000	1.000
<b>Total</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>	<b>1.000</b>

# POLICE DEPARTMENT

## Animal Services Division

4170

### 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 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Animals Licensed	9,500	8,000	10,000	8,000	9,000
Animals Returned to Owner	547	426	450	240	400

### Major Budget Changes

The City has entered into a Memorandum of Agreement (MOA) with the County to collaborate on the supervision and staffing of Animal Services.

# POLICE DEPARTMENT

## 4170 Animal Control Services Unit

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	549,792	535,356	580,826	536,023
62 - Supplies & Materials	44,361	31,334	49,650	55,500
63 - Outside Services	195,567	360,305	525,900	435,900
64 - Other Charges	13,504	54,271	53,370	
66 - Capital Outlays	11,033	7,637	23,000	28,000
<b>Total</b>	<b>814,256</b>	<b>988,902</b>	<b>1,232,746</b>	<b>1,055,423</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	669,315	818,585	1,041,145	922,189
1100 Measure E	135,968	137,827	124,981	119,734
1200 Measure G	8,973	8,447	13,500	13,500
2508 Contributions & Donations		24,043	53,120	
<b>Total</b>	<b>814,256</b>	<b>988,902</b>	<b>1,232,746</b>	<b>1,055,423</b>
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
4170 Animal Control Services	7.000	7.000	4.000	4.000
<b>Total</b>	<b>7.000</b>	<b>7.000</b>	<b>4.000</b>	<b>4.000</b>

# POLICE DEPARTMENT

## Animal Control Svcs – Other Agencies

4171

### Purpose

Provide animal sheltering services under a contract with outside agencies.

### Division Operations

1. Provide humane care and sheltering of animals brought into the shelter by outside agencies based on contractual agreements.
2. Workload and Performance Indicators.
3. Number of animals brought in by outside agencies.
4. Amount of other related services required to handle increase of animals as a result of contract.

### Performance Measures

Performance Measure / Goal	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Animals Received (City of Marina only)	141	144	150	70	90

### Major Budget Changes

None

# POLICE DEPARTMENT

## 4171 Animal Control Svc -Agencies Unit

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	113,751	18,343		
64 - Other Charges	700			
<b>Total</b>	<b>114,451</b>	<b>18,343</b>		

<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	114,451	18,343		
<b>Total</b>	<b>114,451</b>	<b>18,343</b>		

<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
4171 Animal Control Svc -Agencies	1.000	1.000		
<b>Total</b>	<b>1.000</b>	<b>1.000</b>		

**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 Training Officer Program.
5. Continue to provide state of the art support for criminal investigations through the Crime Scene Investigation Program.

**Performance Measures**

<b>Performance Measure / Goal</b>	<b>FY 2018-19 Actual</b>	<b>FY 2019-20 Actual</b>	<b>FY 2020-21 Goal</b>	<b>FY 2020-21 Projected</b>	<b>FY 2021-22 Goal</b>
Community Oriented Policing Activities (per patrol officer per year)**	100	n/a	100	n/a	n/a
Percentage of Calls for Service identified as emergency or immediate response required, with an Officer arrival time of three minutes or less.	n/a	88.1%	n/a	88.5%	89.0%
Total Calls for Service identified as emergency or immediate response required.	n/a	1,576	n/a	1,520	1,500

**Major Budget Changes**

Multiple positions remain vacant for 2021-22.

# POLICE DEPARTMENT

## 4220 Field Operations Unit

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	31,681,314	31,725,703	31,277,513	30,030,132
62 - Supplies & Materials	735,113	1,219,446	1,152,975	1,033,400
63 - Outside Services	94,576	151,323	140,500	95,500
64 - Other Charges	178,402		500	500
66 - Capital Outlays	44,220	18,904		
<b>Total</b>	<b>32,733,624</b>	<b>33,115,377</b>	<b>32,571,488</b>	<b>31,159,532</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	22,450,217	21,786,986	21,130,627	19,395,870
1100 Measure E	2,214,074	2,600,567	2,948,138	3,240,021
1200 Measure G	7,286,467	8,127,824	7,812,723	7,843,641
2201 Sales Tax-SB172	400,000	400,000	680,000	680,000
2202 Supplemental Law Enf - AB3229	382,866	200,000		
<b>Total</b>	<b>32,733,624</b>	<b>33,115,377</b>	<b>32,571,488</b>	<b>31,159,532</b>
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
4220 Field Operations	148.000	146.000	145.000	138.000
<b>Total</b>	<b>148.000</b>	<b>146.000</b>	<b>145.000</b>	<b>138.000</b>

# POLICE DEPARTMENT

## Traffic Unit

4221

### 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 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Percent Reduction in Reported Collisions	8.2%	13.0%	100.0%	13.0%	100.0%
Percent Reduction in Fatal Accidents	-44%	60%	100.0%	60.0%	100.0%

### Major Budget Changes

None



# POLICE DEPARTMENT

## 4221 Traffic Unit

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	452,544	311,058	367,700	779,215
62 - Supplies & Materials	9,085	10,605	11,600	11,600
63 - Outside Services	825			
64 - Other Charges	8,800			
<b>Total</b>	<b>471,254</b>	<b>321,663</b>	<b>379,300</b>	<b>790,815</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	471,254	321,663	379,300	790,815
<b>Total</b>	<b>471,254</b>	<b>321,663</b>	<b>379,300</b>	<b>790,815</b>
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
4221 Traffic	1.000	1.000	1.000	3.000
<b>Total</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>	<b>3.000</b>

# POLICE DEPARTMENT

## Retired Annuitants Division

4250

### Purpose

Provide additional trained assistance to the Department when specific needs exceed normal resources. This assistance consists of retired Officers who work in a variety of roles, including the Public Information Officer (PIO) and Red-Light Camera Project coordination.

### Division Operations

1. Provide police reserve services for special events, such as Big Week activities Kiddie Capers 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. Provide specialized assistance with the Public Information Office and Red-Light Camera Project.

### Performance Measures

Performance Measure / Goal	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Special Event hours per Retired Annuitant Officers per Year	0	49	100	50	50

### Major Budget Changes

None

**POLICE DEPARTMENT**  
**4250 Retired Annuitants Unit**

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	16,636	30,569	17,000	17,000
62 - Supplies & Materials	49	351	2,000	2,000
<b>Total</b>	<b>16,685</b>	<b>30,920</b>	<b>19,000</b>	<b>19,000</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	16,685	30,920	19,000	19,000
<b>Total</b>	<b>16,685</b>	<b>30,920</b>	<b>19,000</b>	<b>19,000</b>

# POLICE DEPARTMENT

## Investigation Unit

4340

### Purpose

Conduct investigations in order to identify and apprehend suspects for prosecution purposes. This includes the identification of crime trends through crime analysis for proactive and focused investigation attention. 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 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Investigations Completed	468	363	375	530	375
Average Clearance Rate/All Cases	86%	77%	90%	60%	85%

### Major Budget Changes

Several positions remain vacant in this unit. An extensive review of cold case homicides resulted in a significant increase in the Investigations assigned to the Unit. Alternate methods of evidence analysis are being reviewed and implemented, including retesting evidence for DNA analysis and the use of private labs to expedite the process.

# POLICE DEPARTMENT

## 4340 Investigations Unit

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	5,515,095	5,548,539	5,921,636	5,658,975
62 - Supplies & Materials	21,576	24,459	19,500	24,500
63 - Outside Services	13,554	4,804	60,000	
64 - Other Charges	47,293	89	4,000	4,000
<b>Total</b>	<b>5,597,519</b>	<b>5,577,890</b>	<b>6,005,136</b>	<b>5,687,475</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	5,011,534	4,904,372	4,939,600	4,572,903
1100 Measure E	529,318	408,754	584,449	370,389
1200 Measure G	56,667	264,765	481,087	744,183
<b>Total</b>	<b>5,597,519</b>	<b>5,577,890</b>	<b>6,005,136</b>	<b>5,687,475</b>
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
4340 Investigations	21.000	22.000	23.000	23.000
<b>Total</b>	<b>21.000</b>	<b>22.000</b>	<b>23.000</b>	<b>23.000</b>

# POLICE DEPARTMENT

## Narcotics Unit

4341

### Purpose

Served 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 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Investigations Completed	0	0	0	0	0

### Major Budget Changes

This specialized unit has been eliminated and operations have been incorporated into the Violence Suppression Task Force.

**POLICE DEPARTMENT**  
**4341 Narcotics Unit**

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	1,412		1,000	1,000
62 - Supplies & Materials	5,370	2,592	20,500	
63 - Outside Services	59,282	34,242	30,000	
64 - Other Charges	11,200			
<b>Total</b>	<b>77,264</b>	<b>36,834</b>	<b>51,500</b>	<b>1,000</b>

<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	77,264	36,834	51,500	1,000
<b>Total</b>	<b>77,264</b>	<b>36,834</b>	<b>51,500</b>	<b>1,000</b>

# POLICE DEPARTMENT

## School Resource Officers Unit

4342

### Purpose

Work with the schools and surrounding neighborhood to impact negative student activities, such as violence, gang recruitment, vandalism, and truancy.

### Division Operations

1. Build and maintain relationships with the school community, by working with the administrators, faculty, students, and other staff.
2. Help promote a safe learning environment by maintaining a presence at the assigned middle or high schools.
3. Enhance transparency by communicating regularly with school students, faculty, administrators, other school staff, and parents about issues of concern to the schools as well as ongoing approaches to resolving them.

### Performance Measure

Performance Measure / Goal	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Assigned Cases	40	65	40	0	0
Presentations/Meetings	761	9	800	0	0
Counseling Session	113	0	150	0	0

### Major Budget Changes

SRO's were funded from COPS Hiring Program (CHP) which is from the Office of Community Oriented Policing Services. Grant funding expired in October 2020 and this unit was eliminated. Staff have been transferred to positions within the Field Operations Unit.



**POLICE DEPARTMENT**  
**4342 School Resource Officers Unit**

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	234,252	263,164	528,352	
<b>Total</b>	<b>234,252</b>	<b>263,164</b>	<b>528,352</b>	
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund			339,575	
3163 2014 COPS Hiring SRO	234,252	263,164	188,777	
<b>Total</b>	<b>234,252</b>	<b>263,164</b>	<b>528,352</b>	
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
4342 School Resource Officers	3.000	3.000	3.000	
<b>Total</b>	<b>3.000</b>	<b>3.000</b>	<b>3.000</b>	

# POLICE DEPARTMENT

## Violence Suppression Task Force

4343

### Purpose

Collect information on gangs gang members, drug traffickers, and investigate gang/drug-related crimes. Provide gang/drug-related training and other criminal intelligence to law enforcement and members of the community. Identify and suppress gang/drug criminal activity. Conduct short- and long-term gang/drug 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, drug traffickers 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 (local, state, and federal) to ensure vertical prosecution of gang members and drug traffickers for their crimes.
4. Improve our efforts to work closely with parents or other community members for the purpose of providing them with gang/drug intervention.
5. Conduct short- and long-term, complex investigations of criminal gang groups utilizing all available local, state, and federal resources.
6. Coordinate with community partners to provide intervention services for gang members, potential gang members, and drug abusers.

### Performance Measures

Performance Measure / Goal	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Gang Certifications/Registrations	4	13	45	25	0
Court Presentations/Expert Testimony	1	5	2	5	0
Weapons Seized	42	104	45	78	0
Gang related investigations	120	350	120	287	0
Gang related arrests	386	433	200	300	0
Gang/Narcotic Presentations-Community	n/a	25	n/a	10	10
Narcotics Seized (in pounds)	n/a	34	n/a	25	0
Parole/Probation Searches	n/a	185	n/a	159	1
Search Warrants	n/a	57	n/a	28	0

### Major Budget Changes

The Violence Suppression Task Force (VSTF) consists of one Commander, two Sergeants, six Officers, and one civilian Community Service Officer (CSO). VSTF is supported by local, state, and federal agencies assigning personnel to assist on a part-time and full-time basis. VSTF is part of the Northern California High Intensity Drug Trafficking Area Initiative (HIDTA) and is responsible for investigating individual drug traffickers and Drug Trafficking Organizations (DTO) in the Monterey County area of responsibility.

# POLICE DEPARTMENT

## 4343 Violence Suppression Task Force Unit

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	1,582,378	1,670,523	1,432,654	2,424,233
62 - Supplies & Materials	7,635	10,193	5,000	30,000
63 - Outside Services	27,905	45,238	46,000	71,500
64 - Other Charges	24,900			
<b>Total</b>	<b>1,642,818</b>	<b>1,725,953</b>	<b>1,483,654</b>	<b>2,525,733</b>

<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	1,369,915	1,444,698	1,218,460	2,148,391
1100 Measure E	272,904	281,255	265,194	377,342
<b>Total</b>	<b>1,642,818</b>	<b>1,725,953</b>	<b>1,483,654</b>	<b>2,525,733</b>

<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
4343 Violence Suppression	4.000	4.000	4.000	
4343 Violence Suppression Task Force				9.000
<b>Grand Total</b>	<b>4.000</b>	<b>4.000</b>	<b>4.000</b>	<b>9.000</b>

**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 illegal drug transactions.
2. Identify and seize assets deemed "proceeds" from illegal drug transactions.
3. Enhance our efforts to detect and suppress criminal enterprises utilizing civil law in conjunction with criminal law.
4. Use assets to supplement local law enforcement's efforts toward illegal drug related enforcement.

**Performance Measures**

<b>Performance Measure / Goal</b>	<b>FY 2018-19 Actual</b>	<b>FY 2019-20 Actual</b>	<b>FY 2020-21 Goal</b>	<b>FY 2020-21 Projected</b>	<b>FY 2021-22 Goal</b>
Cases Initiated	20	16	0	15	0

**Major Budget Changes**

This function is held by the Violence Suppression Task Force (VSTF).

# POLICE DEPARTMENT

## 4380 Asset Seizure Unit

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
62 - Supplies & Materials	27,380	22,825	28,700	30,000
63 - Outside Services			1,300	
64 - Other Charges		795		
66 - Capital Outlays	10,980	4,606	15,000	15,000
<b>Total</b>	<b>38,359</b>	<b>28,226</b>	<b>45,000</b>	<b>45,000</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
2502 Asset Seizure	38,359	28,226	45,000	45,000
<b>Total</b>	<b>38,359</b>	<b>28,226</b>	<b>45,000</b>	<b>45,000</b>

# POLICE DEPARTMENT

## Work Force

Workforce by Program	18-19 Authorized	19-20 Authorized	20-21 Authorized	21-22 Proposed
<b>4110 Police Administration</b>				
Administrative Secretary	2.000	2.000	2.000	2.000
Chief of Police	1.000	1.000	1.000	1.000
Police Commander	1.000	1.000	1.000	1.000
Management Analyst	1.000	1.000	1.000	1.000
<b>4110 Police Administration Total</b>	<b>5.000</b>	<b>5.000</b>	<b>5.000</b>	<b>5.000</b>
<b>4112 Personnel &amp; Training</b>				
Community Service Officer	1.000	1.000	1.000	1.000
Police Officer	1.000	1.000	1.000	1.000
Police Sergeant	1.000	1.000	1.000	1.000
<b>4112 Personnel &amp; Training Total</b>	<b>3.000</b>	<b>3.000</b>	<b>3.000</b>	<b>3.000</b>
<b>4116 Special Operations</b>				
Community Service Officer	3.500	4.500	4.500	4.000
Police Sergeant	1.000	1.000	1.000	1.000
<b>4116 Special Operations Total</b>	<b>4.500</b>	<b>5.500</b>	<b>5.500</b>	<b>5.000</b>
<b>4130 Support Services</b>				
Community Service Officer	2.000	2.000	3.000	4.000
Crime Analyst	1.000	1.000	1.000	1.000
Criminalist	1.000	1.000	1.000	1.000
Latent Fingerprint Tech	1.000	1.000		
Police Sergeant	1.000	1.000	1.000	2.000
Senior Police Svc Tech	1.000	1.000	1.000	
Forensic Specialist II			1.000	1.000
<b>4130 Support Services Total</b>	<b>7.000</b>	<b>7.000</b>	<b>8.000</b>	<b>9.000</b>
<b>4131 Technical Services</b>				
Senior Police Svc Tech	2.000	2.000	1.000	2.000
Technical Services Coordinator	1.000	1.000	1.000	
<b>4131 Technical Services Total</b>	<b>3.000</b>	<b>3.000</b>	<b>2.000</b>	<b>2.000</b>
<b>4132 Word Processing</b>				
Supvsg Wrđ Proc Operator	1.000	1.000	1.000	
Word Processing Operator	5.000	5.000	5.000	3.000
<b>4132 Word Processing Total</b>	<b>6.000</b>	<b>6.000</b>	<b>6.000</b>	<b>3.000</b>

# POLICE DEPARTMENT

## Work Force

Workforce by Program	18-19 Authorized	19-20 Authorized	20-21 Authorized	21-22 Proposed
<b>4133 Evidence &amp; Property</b>				
Evidence Technician	1.000	1.000	1.000	1.000
Sr Evidence Technician	1.000	1.000	1.000	1.000
Property Evidence Supervisor				1.000
<b>4133 Evidence &amp; Property Total</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>	<b>3.000</b>
<b>4134 Records</b>				
Police Record Coord	1.000	1.000	1.000	1.000
Police Services Tech	10.000	10.000	10.000	9.000
Supvsg Police Serv Tech	3.000	3.000	3.000	3.000
<b>4134 Records Total</b>	<b>14.000</b>	<b>14.000</b>	<b>14.000</b>	<b>13.000</b>
<b>4137 Maintenance Services</b>				
Pub Safety Facilities Wkr	2.000	2.000	2.000	1.000
<b>4137 Maintenance Services Total</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>	<b>1.000</b>
<b>4170 Animal Control Services</b>				
Animal Care Tech	2.000	2.000	1.000	1.000
Animal Control Officer	2.000	2.000	2.000	2.000
Animal Services Mgr	1.000	1.000		
Animal Services Supv	1.000	1.000		
Animal Servs Office Asst	1.000	1.000	1.000	1.000
<b>4170 Animal Control Services Total</b>	<b>7.000</b>	<b>7.000</b>	<b>4.000</b>	<b>4.000</b>
<b>4171 Animal Control Svc -Agencies</b>				
Animal Care Tech	1.000	1.000		
<b>4171 Animal Control Svc -Agencies Tota</b>	<b>1.000</b>	<b>1.000</b>		
<b>4220 Field Operations</b>				
Community Service Officer	8.000	7.000	6.000	3.000
Deputy Chief of Police	1.000	1.000		
Police Commander	4.000	4.000	4.000	4.000
Police Officer	49.000	42.000	43.000	38.000
Police Officer - New Hire	56.000	64.000	63.000	69.000
Police Recruit	13.000	11.000	11.000	8.000
Police Sergeant	16.000	16.000	16.000	15.000
Assistant Chief of Police	1.000	1.000	1.000	1.000
Police Officer-New Hire			1.000	
<b>4220 Field Operations Total</b>	<b>148.000</b>	<b>146.000</b>	<b>145.000</b>	<b>138.000</b>

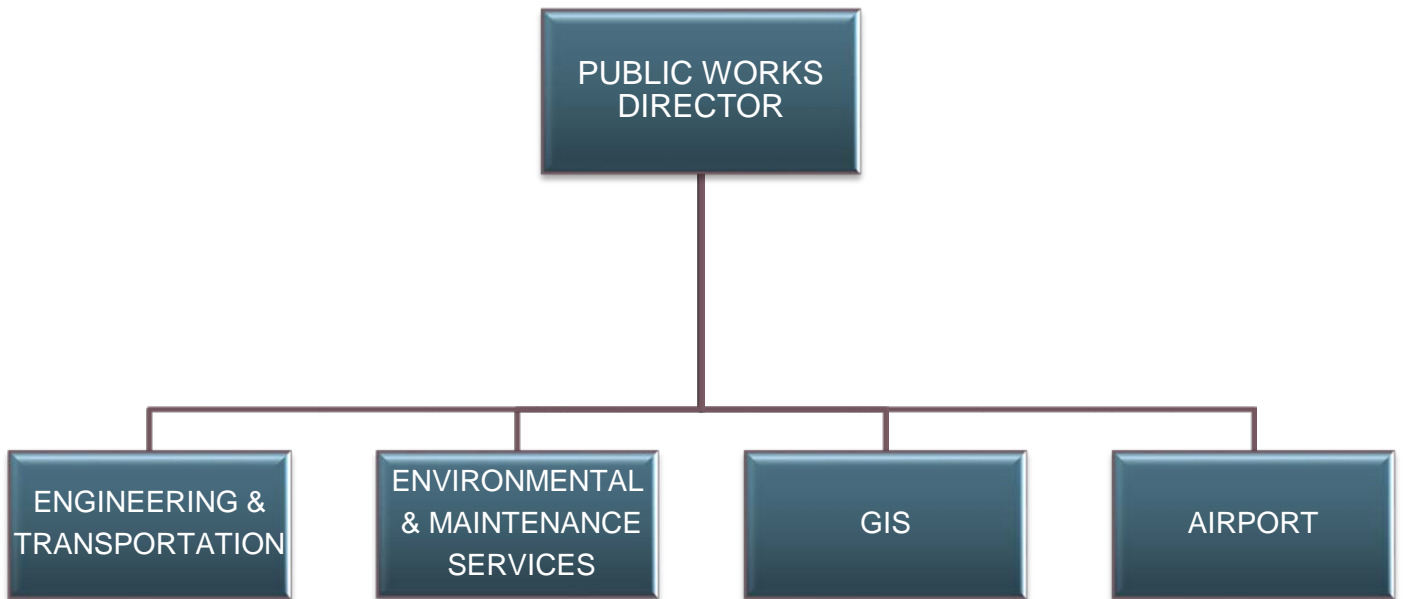
# POLICE DEPARTMENT

## Work Force

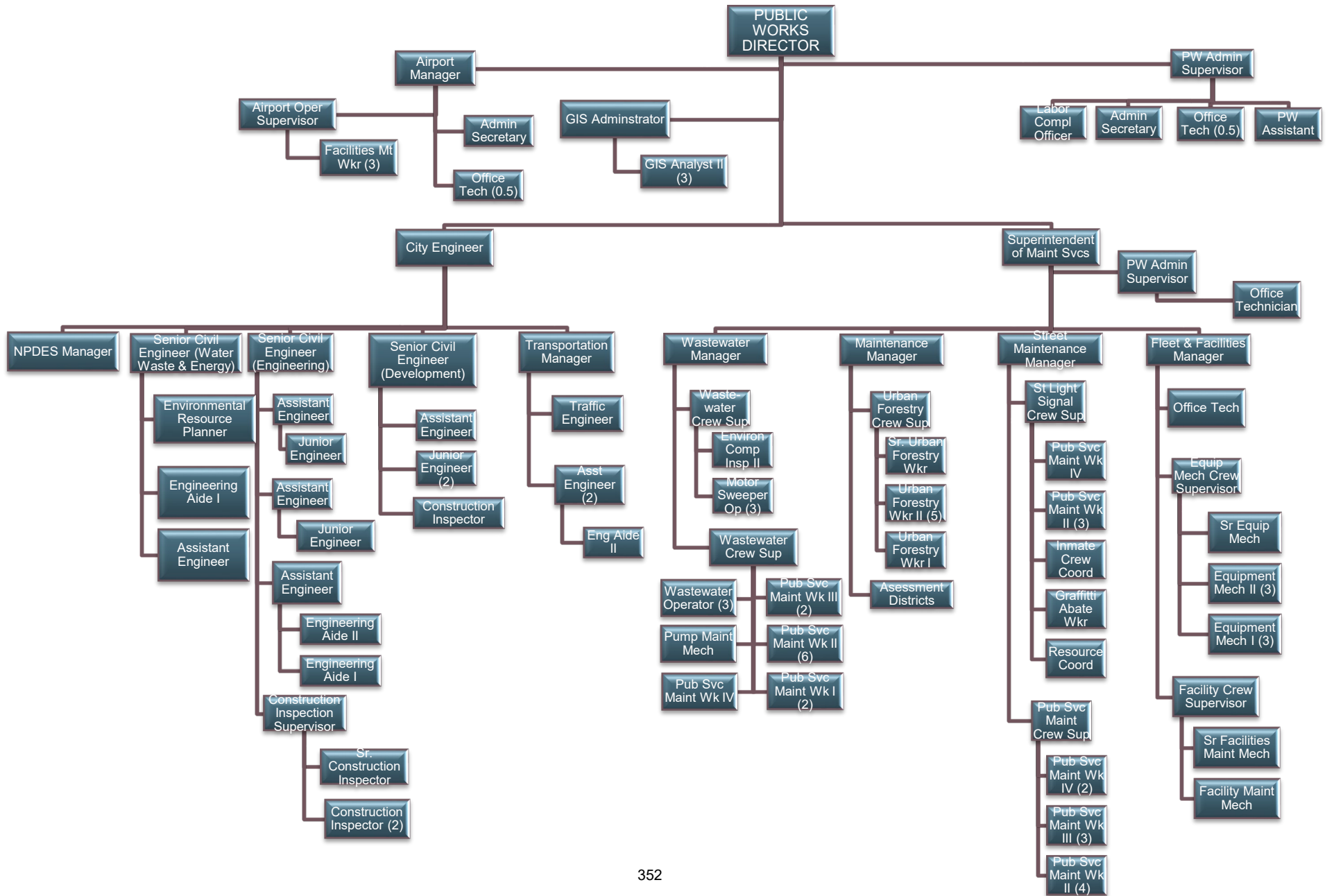
Workforce by Program	18-19 Authorized	19-20 Authorized	20-21 Authorized	21-22 Proposed
<b>4221 Traffic</b>				
Police Officer				1.000
Police Officer - New Hire				1.000
Police Sergeant	1.000	1.000	1.000	1.000
<b>4221 Traffic Total</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>	<b>3.000</b>
<b>4340 Investigations</b>				
Community Service Officer	1.000	1.000	1.000	1.000
Police Commander	1.000	1.000	1.000	1.000
Police Officer	15.000	16.000	15.000	14.000
Police Officer - New Hire			1.000	2.000
Police Sergeant	2.000	2.000	2.000	2.000
Senior Police Svc Tech	1.000	1.000	1.000	1.000
Assistant Chief of Police	1.000	1.000	1.000	1.000
Victim Advocate			1.000	1.000
<b>4340 Investigations Total</b>	<b>21.000</b>	<b>22.000</b>	<b>23.000</b>	<b>23.000</b>
<b>4342 School Resource Officers</b>				
Police Officer	1.000	1.000		
Police Officer - New Hire	1.000	1.000	2.000	
Police Sergeant	1.000	1.000	1.000	
<b>4342 School Resource Officers Total</b>	<b>3.000</b>	<b>3.000</b>	<b>3.000</b>	
<b>4343 Violence Suppression</b>				
Police Commander	1.000	1.000	1.000	
Police Officer	1.000	1.000	1.000	
Police Officer - New Hire	1.000	1.000	1.000	
Police Sergeant	1.000	1.000	1.000	
<b>4343 Violence Suppression Total</b>	<b>4.000</b>	<b>4.000</b>	<b>4.000</b>	
<b>4343 Violence Suppression Task Force</b>				
Community Service Officer				1.000
Police Commander				1.000
Police Officer				1.000
Police Officer - New Hire				4.000
Police Sergeant				2.000
<b>4343 Violence Suppression Task Force Total</b>				<b>9.000</b>
<b>Total</b>	<b>231.500</b>	<b>231.500</b>	<b>227.500</b>	<b>221.000</b>



# PUBLIC WORKS DEPARTMENT Organizational Chart



# PUBLIC WORKS DEPARTMENT Organizational Chart



# **PUBLIC WORKS DEPARTMENT**

## **Summary**

### **Purpose**

The Public Works Department consists of the Engineering; Engineering Administration; Development Engineering; Traffic/Transportation; Water, Waste and Energy; Geographical Information Systems; Environmental and Maintenance Services Divisions and the Airport. 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. The GIS Division provides data analysis planning support and develops asset management apps for all City departments. The Engineering Administration Division also manages the City's Labor Compliance Program, the federal and state grants and special projects associated with them. Water, Waste and Energy oversees the City's Solid Waste and Recycling and provides engineering support for Industrial Waste, Sanitary Sewer and Stormwater infrastructure. WWE is also responsible for Greenhouse Gas Emissions, Urban Forestry and Greening, Neighborhood Vibrancy, Solar Energy and Efficiency and special projects with a strong environmental component while protecting the City's interests on a regional level. The Environmental and Maintenance Services Division protects the health of Salinas by providing maintenance services for all City infrastructure, vehicles, and equipment, and ensures NPDES compliance in the field.

### **Top Accomplishments for FY 2020-21**

#### **Investment Strategies/Risk Management**

1. Downtown Vibrancy Plan Implementation
  - a. Complete construction of Main Street for 100, 200 and 300 block.
  - b. Complete construction of Downtown Complete streets, on West Alisal from Front Street to Blanco Road.
2. Support development of Salinas Travel Center project, Airport Lease Project, Unikool (John Street) project and Sywest Project.
3. Complete the Mitigated Negative Declaration for Boronda Road Congestion Relief Project (future growth area).
4. Complete 75% design for Boronda Road and Mc Kinnon roundabout.
5. Submit 90% plans of Williams Road to PG&E for the kickoff of the Utility Undergrounding design project.
6. Technical Support for the West Area and Central Area Specific Plans approval process
7. Provide engineering and street maintenance support for various City special events
8. Complete construction for Sanitary and Storm line installation for Lincoln Ave Extension into the Train Station
9. Completed 90% Design for the Williams Road Improvements.
10. Continuing work to develop sustainable parking enterprises which help support the city's economic sectors.
11. Project closeout for the Sanborn/Elvee/HWY 101.
12. Completed the fiberoptic backbone for the Downtown Fiber Optic Network plan.
13. Complete Installation of new metal roof at Fire Station no. 1.
14. Support regional plan to extend commuter rail service to Salinas that will provide access to jobs in the Bay Area and Silicon Valley.
15. Development complete streets, multi-modal corridors, and a sustainable transportation to support responsible future growth area and mitigate vehicle miles travelled (VMT).
16. Supported the Airport Lease Project MND and began coordination with Caltrans as part of mitigation program to improve Airport Blvd/US 101 Ramps

#### **Public Safety**

1. Continuing work with Monterey County Health Department, TAMC, and Blue Zones to develop Traffic Safety education programs.
2. Continued homeless encampment cleanups, and responded to health concerns related to the spread of Hepatitis A.
3. Continued the re-forestation program following the storms of 2017
4. Begin construction of East Laurel Drive Pedestrian Improvements and Street Lighting.

# **PUBLIC WORKS DEPARTMENT**

## **Summary (Continued)**

5. Completed construction of Old Muni Pool phase 1, 2 and 3.
6. Begin construction of the Bardin Road Safe Routes to School Improvements.
7. Completed construction of the Alvin Drive Safe Routes to School Project.
8. Completed construction of three new traffic signals (Alvin Drive/Linwood and the Alvin Drive/El Dorado Intersections; and at North Main/Street/Navajo Drive in support of the El Gabilan Library Extension.
9. Completed Council approved Traffic Calming Projects at First Avenue, Kittery/Snug Harbor, and Nacional Street.
10. Completed sidewalk repairs at District 3, District 4 and District 2 in the amount of \$900K through the Job Order Contract (JOC) Sidewalk Improvement Program
11. Completed Phase 1 of Safe Routes to School Plan with the Transportation Agency for Monterey County, Monterey County Health Department engaging schools in the Santa Rita elementary and Salinas Elementary school districts. Began Phase 2 focusing on engagement of schools in the Alisal Elementary and Salinas Union High School District. Plan with recommendations to be completed in 2022.
12. Completed new sidewalks and eliminated the “missing” pedestrian link on Maryal Drive serving Sherwood Park, Tatum’s Garden, the Rodeo Grounds and Boys and Girls Club.

### **Operational Efficiencies**

1. Developing Sustainable Citywide Parking Management Program
  - a. Created Parking Enterprises to better manage parking programs.
  - b. Demonstrated successful implementation of Parking Enforcement Enterprise; improving services while continuing to cover costs at the same time supporting the City’s economic and safety objectives. Expanded parking enforcement services to weekends and early evenings.
  - c. Adjusted rates in the Downtown Parking District for the first time in a decade to reduce dependence of the enterprise on the City General Fund. Although suspended temporarily during the pandemic, staff developed recommendations to ensure sustainable pricing for implementation in future years.
2. Utilized Geographic Information Systems (GIS) for spatial analysis. Spatial analysis lets staff evaluate suitability and capability, estimate, predict, interpret, and understand data. This capability is delivered to all City Departments to provide new perspectives to data driven decision-making.
3. Implemented innovative and emerging technology solutions to increase efficiency and effectiveness of City services
4. Plan of EV stations transformer for the ITC center
5. Embarked upon the development of a Community-Based Public/Private Partnership (P3) process to potentially fund green infrastructure projects throughout the City.
6. Developing Proposition 26 fees to fund the costs of NPDES inspection and plan review activities
7. Continuing Implementation of the City Traffic Fee Ordinance.
8. Secured grant funds for the Boronda Road Congestion Relief Project, Pedestrian Crossing Enhancements Project, and the Sherwood/Front St Adaptive Traffic Signal System Project.

### **Excellent Infrastructure**

1. Completed Mitigated Negative Declaration for Boronda Road Improvements which provides increase capacity to four lanes and 5 new roundabouts at key intersections.
2. Begin construction of 2021 Chip Seal project City Wide
3. Complete 80% design of San Juan Grade Road rehabilitation
4. Continuing Development of City’s Active Transportation Plan.
5. Continue identifying funding for improvements for implementation of the East Alisal Corridor Plan.
6. Secured grant funding to stretch transportation dollars.
7. Hired consultant to update City Standard Plans and Specifications
8. Updated Pavement Management System for future road maintenance.
9. Applied for HSIP Grants to fund a part of Williams Road Improvements.
10. Refreshed over 17,000 linear feet of crosswalks.
11. Complete Design of 2021 Slurry Seal Project City Wide

# **PUBLIC WORKS DEPARTMENT**

## **Summary (Continued)**

12. Complete Design of Montebella Subdivision Slurry Seal project
13. Complete installation of traffic signal at North Main Street and Navajo
14. Complete Design of traffic signal at Alisal Street and Murphy Street
15. Secured funding for pedestrian safety enhancements throughout the City.
16. Secured funding for development of Vision Zero Plan to reduce severe injuries and fatalities on city streets.

### **Investment Strategies/Risk Management**

1. Traffic Calming Improvements at Chaparral Street, Cherokee Street, Nacional Street, First Avenue, and Kittery/Snug Harbor neighborhoods.
2. Complete design of restroom remodel at Natividad Creek Park
3. Complete design of tennis court improvements at Central Park
4. Begin construction of Tennis courts improvements at Claremont Park

### **City Council Goals, Strategies, and Objectives for FY 2021-22**

#### **Investment Strategies / Risk Management**

1. Develop and implement downtown parking strategy
2. Work with PG&E to design and build the Williams Road Utility Underground District.
3. Support Extension of Caltrain Rail Service to Salinas to help mitigate vehicle miles travelled and support future growth.
4. Pursue control of East Market Street corridor (State Route) to support downtown revitalization.
5. Implementing ADA Transition Plan and Street Sign Management Plan
6. Continue to develop the City's reforestation program
7. Construct Bardin Road Safe Routes to School Project to improve safe travel to school.
8. Complete Design for East Salinas Area Street Light installation
9. Complete Design and begin construction for Sanitary Sewer Pipe and Manhole Repairs
10. Complete construction of East Laurel Drive Pedestrian Improvement Project
11. Spend \$6.3 M in street maintenance and rehabilitation City Wide.
12. Complete construction of Traffic Signal at Alisal and Murphy Street.
13. Complete West Wing Tenant Improvements for the Fire Department at City Hall.
14. Complete \$600,000 of Sidewalk improvements in Districts 3, 5 and 6.
15. Adopt the ADA transition plan. Complete Boronda Road Congestion Relief project to stimulate development in City future growth areas.
16. Support the General Plan Update EIR, CAP and Circulation Element
17. Begin construction on the Constitution and Las Casitas Traffic Signal
18. Begin construction on the Pedestrian Crossing Enhancements Project
19. Complete design on the Sherwood/Front St Adaptive Traffic Control System
20. Alisal Vibrancy Plan – Develop and adopt East Alisal Street Master Plan
21. Begin Bus Rapid Transit and Transit Oriented Design Corridor Study with MST

#### **New Revenue**

1. Traffic Improvement Program and Fee Update
2. Secure funding to complete the City's Active Transportation Plan (and Multi-modal Plan).
3. Expand the use of solar energy at Hitchcock Road
4. Continue work on developing a Sustainable Citywide Parking Management Program
5. Complete a Prop 218 process in order to attain sustainable maintenance service levels in the Harden Ranch Maintenance District and North East Area Maintenance District
6. Pursue HSIP and other grant funds to support road safety improvements

# **PUBLIC WORKS DEPARTMENT**

## **Summary (Continued)**

### **Operational Efficiencies**

1. Develop and implement downtown parking strategy
2. Complete a City-wide GIS Needs Assessment, Develop and Deploy an Open Data Portal, and complete a Performance Management Program evaluation.
3. Utilize Geographic Information Systems (GIS) for spatial analysis. Spatial analysis lets staff evaluate suitability and capability, estimate, predict, interpret, and understand data. This capability is delivered to all City Departments to provide new perspectives to data driven decision-making.
4. Continue to Implement innovative and emerging technology solutions to increase efficiency and effectiveness of City services
5. Use of Salinas Connect as a tool for better response to public inquires and prioritization of maintenance work
6. Assume responsibility for the Solid Waste Franchise Agreement
7. Recommend efficiencies to be born in the delivery of maintenance and repairs following the recommendation of an organizational study

### **Public Safety**

1. Begin Construction on Boronda/McKinnon roundabout
2. Complete construction of the Chip Seal project for arterial and collector streets; and Slurry seal for the residential streets.
3. Embark on the most extensive Street repair effort in the City's history with more than \$35 million bonded and budgeted
4. Complete Construction of East Alvin Drive Safe Routes to School Project
5. Complete construction for North Main/Navajo traffic signal project
6. Complete Construction of Downtown Complete Street Project
7. Implement short term goals on the East Alisal Corridor Plan.
8. Complete and adopt the City Vision Zero Action Plan.
9. Develop the City Complete Streets Policy with Blue Zones Initiative.
10. Continue Development of City Safe Routes to School Plan
11. Begin construction of San Juan Grade Road and Work Street rehabilitation
12. Complete construction of Natividad Creek Restroom
13. Installation of Hebbroon Heights and Closter Park Playground equipment
14. Support smart growth vision for Future Growth Areas infrastructure.
15. Support Blue Zone Policies.
16. Fund and Complete City's Active Transportation Plan and Multi-modal Plan
17. Implement reduced speed limits in school zones
18. Certify E&TS for valid speed limits for all City Streets
19. Update signal timing plans for improved safety and operations
20. Adopt the City-wide Safe Routes to School Plan
21. Continue coordination with the South of Salinas Interchange Project and frontage road system connecting to south Salinas
22. Continue to support Salinas PD traffic enforcement efforts
23. Support Fire Department emergency response through signal pre-emption and computer aided dispatch

### **Major Budget Changes**

Propose Junior Engineer Position in Traffic and Transportation.

Pavement Management Program and keeping up with essential traffic control pavement markings

# PUBLIC WORKS DEPARTMENT

## Summary

<b>Expenditures by Program</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
Engineering and Transportation	3,625,806	3,494,219	3,636,243	3,723,962
Geographic Information Systems	531,512	590,535	616,401	668,194
Environmental and Maintenance Services	7,117,430	7,618,094	8,708,332	6,590,170
<b>Total</b>	<b>11,274,748</b>	<b>11,702,849</b>	<b>12,960,976</b>	<b>10,982,326</b>

<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
Engineering and Transportation	30.150	30.680	28.930	30.180
Geographic Information Systems	5.000	5.000	5.000	4.000
Environmental and Maintenance Services	46.500	46.750	46.750	33.750
<b>Total</b>	<b>81.650</b>	<b>82.430</b>	<b>80.680</b>	<b>67.930</b>

# PUBLIC WORKS DEPARTMENT

## Summary

<b>Expenditures by Program</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
5110 Engineering Administration	848,340	766,061	1,045,298	945,647
5115 Development Engineering	714,237	660,892	930,357	868,145
5120 Engineering Services	833,216	1,142,929	763,424	630,083
5122 Dev, Traffic & Transportation	538,642	658,534	650,965	824,470
5125 Eng Water & Solid Waste Division	691,372	265,803	246,199	455,617
5128 GIS Division	531,512	590,535	616,401	668,194
5230 Maintenance Administration	175,232	408,687	490,621	506,397
5231 Graffiti Abatement	146,798	117,365	199,340	220,486
5232 Facilities Maintenance	881,035	849,917	1,092,257	970,325
5234 Street Maintenance	2,090,827	1,855,452	2,073,419	2,308,368
5235 Street Lights	567,324	594,416	599,174	595,481
5236 Traffic Signals	327,476	316,653	323,400	365,400
5237 Environmental Compliance	126,611	124,904	140,384	140,680
5238 Parks and Community Services	1,904,790	2,308,211	2,783,014	
5239 Urban Forestry	897,337	1,042,488	1,006,723	1,483,033
<b>Total</b>	<b>11,274,748</b>	<b>11,702,849</b>	<b>12,960,976</b>	<b>10,982,326</b>

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	8,069,206	7,971,305	8,425,076	8,066,348
62 - Supplies & Materials	417,575	471,038	755,020	622,730
63 - Outside Services	2,639,981	3,143,923	3,643,533	2,109,618
64 - Other Charges	109,142	33,237	75,969	82,700
66 - Capital Outlays	38,844	83,345	61,379	100,930
<b>Total</b>	<b>11,274,748</b>	<b>11,702,849</b>	<b>12,960,976</b>	<b>10,982,326</b>

<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	9,435,395	9,952,292	10,710,362	9,677,359
1100 Measure E	746,311	726,855	952,594	357,212
1200 Measure G	1,093,042	1,023,701	1,298,020	947,755
<b>Total</b>	<b>11,274,748</b>	<b>11,702,849</b>	<b>12,960,976</b>	<b>10,982,326</b>



# PUBLIC WORKS DEPARTMENT

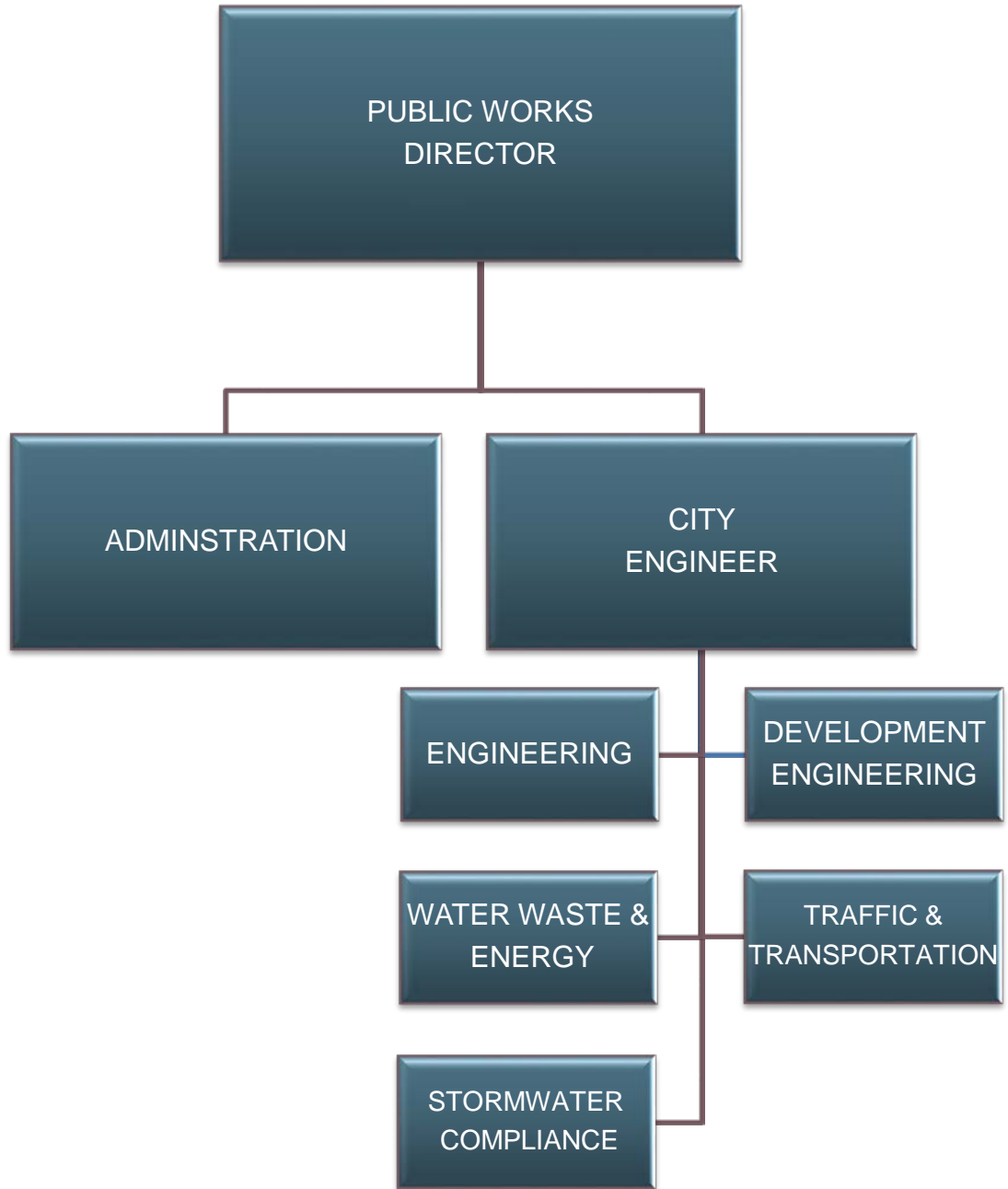
## Summary

Workforce by Program	18-19 Authorized	19-20 Authorized	20-21 Authorized	21-22 Proposed
5110 Engineering Administration	5.900	6.430	5.680	4.930
5115 Development Engineering	4.850	4.850	4.850	4.850
5120 Engineering Services	12.850	12.850	12.850	11.850
5122 Dev, Traffic & Transportation	5.000	5.000	5.000	6.000
5125 Eng Water & Solid Waste Division	1.550	1.550	0.550	2.550
5128 GIS Division	5.000	5.000	5.000	4.000
5230 Maintenance Administration	1.250	1.500	1.500	1.500
5231 Graffiti Abatement	1.000	1.000	1.000	1.000
5232 Facilities Maintenance	5.250	5.250	5.250	4.000
5234 Street Maintenance	17.000	17.000	17.000	17.000
5235 Street Lights	1.000	1.000	1.000	1.000
5237 Environmental Compliance	1.000	1.000	1.000	1.000
5238 Parks and Community Services	12.000	12.000	12.000	
5239 Urban Forestry	8.000	8.000	8.000	8.250
<b>Total</b>	<b>81.650</b>	<b>82.430</b>	<b>80.680</b>	<b>67.930</b>



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# ENGINEERING AND TRANSPORTATION Organizational Chart



**DEPARTMENT OF PUBLIC WORKS**  
**Administration and Assessment Districts Division 5110**

**Purpose**

Provide administrative support to the Department of Public Works, supervise and control the Department's operating and project budgets, implement and manage the Capital Improvements Program, administrative oversight of all Landscape Maintenance Assessment Districts, administrative oversight of all Public Works Grants, acquire property as needed for projects, administer programs dealing with energy efficiency, environmental, Labor Compliance Program monitoring and enforcement on Public Works projects, and respond to resident complaints and inquiries.

**Division Operations**

1. Supervise and manage Department services and resources in an efficient manner.
2. Represent the City in developing major development proposals (Vibrancy plans, Carr Lake)
3. Represent the City in key regional policy matters that include water, solid waste, and energy
4. Represent the Department and City as needed in key intergovernmental issues (homelessness, BHC, violence reduction)
5. Administer the department's budget within approved authorized amounts.
6. Provide administrative and technical support to the department in the performance of its duties.
7. Manage all City Properties including leases, deeds, rents, and the preservation of City owned historical buildings.
8. Manage all Assessment districts including the Landscape and Maintenance Districts Manage all departmental grant application and reporting.

**Performance Measures**

<b>Performance Measure / Goal</b>	<b>FY 2018-19 Actual</b>	<b>FY 2019-20 Actual</b>	<b>FY 2020-21 Goal</b>	<b>FY 2020-21 Projected</b>	<b>FY 2021-22 Goal</b>
Percentage of maintenance district resident service complaints abated within 24 hours					
Percentage of assessment/maintenance district inquiries abated within 24 hours					
# and % eligible Construction Contracts that					
met/exceeded Local Hire requirements	2/ 100%	2/ 100%	8 / 100%	8 / 100%	
met State Apprenticeship requirements	2/ 100%	2/ 100%	10 / 100%	10 / 77%	
met/exceeded Federal DBE/MBE/WBE requirements	1 / 100%	1 / 100%	5 / 100%	5 / 100%	
Federal / State grants administered	14	18	20	23	
Construction Contracts Awarded (in dollars)	\$2 mil	\$2 mil	\$14 mil	\$16 mil	

**Major Budget Changes**

None

# ENGINEERING AND TRANSPORTATION

## 5110 Engineering Administration Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	703,249	621,922	682,438	720,517
62 - Supplies & Materials	33,418	22,307	42,800	46,680
63 - Outside Services	85,862	107,432	286,223	145,350
64 - Other Charges	18,852	5,172	16,011	20,100
66 - Capital Outlays	6,959	9,228	17,826	13,000
<b>Total</b>	<b>848,340</b>	<b>766,061</b>	<b>1,045,298</b>	<b>945,647</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	823,140	732,325	876,958	895,647
1200 Measure G	25,200	33,736	168,340	50,000
<b>Total</b>	<b>848,340</b>	<b>766,061</b>	<b>1,045,298</b>	<b>945,647</b>
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
5110 Engineering Administration	5.900	6.430	5.680	4.930
<b>Total</b>	<b>5.900</b>	<b>6.430</b>	<b>5.680</b>	<b>4.930</b>

# ENGINEERING AND TRANSPORTATION

## Development Engineering Division

5115

### Purpose

Perform plan review and inspections to verify that site work, grading and drainage and stormwater mitigation facilities are built in compliance with applicable codes and laws, including, but not limited to city municipal code, city standards and FEMA; rendering them safe upon completion of construction. This includes coordination with the City Engineer and other City Departments/Divisions and governmental agencies. Verify that public improvements, part of private development, are constructed in compliance with City standards and are safe to use upon completion of construction. Issue encroachment permits and vendor permits for activities in the public right of way. Coordinate with applicants, other city department and agencies to assign site addressing. Provide development-related implementation and enforcement of NPDES stormwater permit requirements.

### Division Operations

1. Review of planning site development applications and building permit applications for development related engineering and Public Works requirements.
2. Plan review and inspection of private development projects for compliance with NPDES stormwater permit.
3. Plan review and inspection of private development projects for compliance with FEMA requirements.
4. Review and inspection of private improvements within the City right of way.
5. Provide technical support to planning applications in accordance with the Subdivision Map Act.
6. Calculate development impact fees for development applicants.
7. Coordinate City Street Vendor Program.
8. Provide assistance to City Engineer in implementing floodplain management and CRS program compliance.
9. Coordination of city addressing of public and private buildings.

### Performance Measures

Performance Measure / Goal	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Private Development NPDES Stormwater Permit Compliance (Number of Correction Notices & NOVs/Total Projects Inspected)	87/22	125/19	N/A	N/A	N/A
Private Development NPDES Stormwater Permit Compliance (Projects Meeting Post Construction Requirements/Total Projects)	73%	89%	100%	90%	100%
Encroachment Permits Issued	757	717	700	750	700
Vendor Permits Issued	94	79	125	75	100
Total On-Time Permit Reviews (Building, Grading, FEMA, Encroachments)	82%	75%	90%	85%	90%
Total On-Time Development Reviews(Use Permits, Site Reviews, Map Checks)	75%	53%	95%	50%	95%
Total Counter Inquiries and Reviews	1745	N/A	N/A	N/A	N/A

### Major Budget Changes

Account 61.2000-Salaries & Benefits Temporary Pay (+ \$10,000.00)

Since February 2020, this division has had a vacant position for a junior engineer. A student intern has been able to provide some relief by processing and coordinating street vendors. Additional funding for temporary pay is required in order to continue providing adequate service despite the vacancy. We are requesting an additional \$10,000 for this account to continue providing service to our Permit Center customers.

# ENGINEERING AND TRANSPORTATION

## 5115 Development Engineering Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	578,523	541,945	744,041	710,945
62 - Supplies & Materials	2,960	3,464	5,600	5,000
63 - Outside Services	118,966	111,723	170,016	140,000
64 - Other Charges	9,770	3,759	9,614	10,500
66 - Capital Outlays	4,018		1,086	1,700
<b>Total</b>	<b>714,237</b>	<b>660,892</b>	<b>930,357</b>	<b>868,145</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	714,237	660,892	930,357	868,145
<b>Total</b>	<b>714,237</b>	<b>660,892</b>	<b>930,357</b>	<b>868,145</b>
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
5115 Development Engineering	4.850	4.850	4.850	4.850
<b>Total</b>	<b>4.850</b>	<b>4.850</b>	<b>4.850</b>	<b>4.850</b>

# ENGINEERING AND TRANSPORTATION

## Engineering Services Division

5120

### 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.
  - Traffic signals, Striping and Signing
  - Pavement Treatment/Rehabilitation/Reconstruction
  - Storm Water and Sanitary Sewer Rehabilitation/new construction
  - Sidewalk, Curb/gutter, Driveway, Tree Removal, and replanting trees
  - Manage and Coordinate City owned Building Project Remodels/Maintenance
  - Culvert and Detention Basin Rehabilitation and silt removal
  - Inspect new Development projects
2. Assess new infrastructure needs associated with city growth and plan to meet these needs with project planning and revision of the Development Impact Fee.
3. Complete the ADA transition plan; Continue upgrades to city infrastructure to meet the requirements of the Americans with Disabilities Act (ADA).
4. Plan for and develop a funding plan for the Bridge Maintenance Program.
5. Update the current City of Salinas Standard Plans and Specifications.
6. Update the Pavement Management System and prioritize streets for road maintenance.
7. Provide Customer Support through the Engineer of the Month and Q-Alert. Create Partnerships with other agencies to assist with funding CIP projects and programs.
8. Support City Engineer/ADA Coordinator on ADA transition plan and grievance and policy coordination.

### Performance Measures

Performance Measure / Goal	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Grant applications submitted. Dollars secured vs. dollars applied for	1@ \$0/\$4.36M; 1@ \$400K/\$400K; 1@ \$0/\$2.9M		1@ \$3M. 1@ \$5M	1 @ \$1.8M; 1@ \$4.0M; 1 @ \$1.3M	1@ \$14M; 1@ \$1.0M
City C.I.P. projects designed. (annually)	12		12	10	12
City projects constructed on time (annually)	not available		\$20M	9	10
City projects constructed within budget (annually)	10		14	10	10
Number of projects inspected	10		14	22	15
City Pavement Condition Index	14		17	55	55
Construction Contracts Inspected (in dollars)	53		45	\$26M	\$26M

### Major Budget Changes

None



# ENGINEERING AND TRANSPORTATION

## 5120 Engineering Services Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	785,953	1,008,978	613,871	468,403
62 - Supplies & Materials	3,560	6,230	14,880	31,150
63 - Outside Services	23,620	65,702	122,323	58,600
64 - Other Charges	16,187	12,494	11,600	16,000
66 - Capital Outlays	3,897	49,526	750	55,930
<b>Total</b>	<b>833,216</b>	<b>1,142,929</b>	<b>763,424</b>	<b>630,083</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	833,216	1,142,929	763,424	630,083
<b>Total</b>	<b>833,216</b>	<b>1,142,929</b>	<b>763,424</b>	<b>630,083</b>
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
5120 Engineering Services	12.850	12.850	12.850	11.850
<b>Total</b>	<b>12.850</b>	<b>12.850</b>	<b>12.850</b>	<b>11.850</b>

### **Purpose**

Oversee and manage the City's transportation system. Support development plans and transportation projects to ensure responsible growth within the City; Oversee the City's Transportation Impact Fee Program; prepare regular and significant program updates as required by the General Plan Update processes, 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 and intelligent transportation systems. Help implement transportation policies in the General Plan; implement the City's Capital Improvement Projects and provide traffic engineering services for other city departments; Respond to traffic requests including neighborhood traffic calming, school safety issues, and parking.

### **Division Operations**

1. Manage the Design and construction of transportation capital improvement projects
2. Oversee the traffic Monitoring Program and maintain traffic data.
3. Respond to traffic inquiries and concerns from the public, other departments, and other agencies.
4. Provide responsible review of development plans to ensure commensurate growth in transportation network capacity.
5. Oversee operations and maintenance of traffic signals and improve efficiency. Provide signal modernization and communications in an effort to improve traffic efficiency and reduce maintenance costs.
6. Support and advocate for Complete Streets principles and Green Streets in the City
7. Secure funding for transportation related projects.
8. Oversee the City's Transportation Impact Fee Program and coordinate with other agencies to fund future transportation infrastructure needs.
9. Work with TAMC, Caltrans and other agencies to obtain funding for extending rail service from the San Francisco Bay Area and Silicon Valley to Salinas.
10. Work with TAMC, Caltrans, and other agencies to improve capacity on US 101 through Salinas.
11. Review and update traffic signal timing systems to improve circulation.
12. Provide the Engineering and Traffic Surveys necessary to establish speed zones and enforce speed limit laws.
13. Develop and consolidate City's Parking Programs. Manage and annually update the residential parking permit program.
14. Implement City's Traffic Calming Program.
15. Work with schools on traffic safety issues and implement safe route to school projects.
16. Develop and review traffic control plans for road closures and special event traffic control plans.
17. Provide regular reports to the Traffic and Transportation Commission.
18. Support the Police and Fire Departments on their specific needs related to traffic and transportation.
19. Improve traffic safety and reduce fatalities and sever injuries resulting from traffic collisions
20. Maintain traffic control devices including signs, signals, flashing beacons, crosswalk, and lane lines.
21. Issue transportation permits for oversee vehicles
22. Respond to traffic requests including neighborhood traffic calming, school safety issues, and parking analysis.
23. Implement Capital Improvement Projects.

**ENGINEERING AND TRANSPORTATION (Continued)**  
**Development/Traffic and Transportation Division 5122**

**Performance Measures**

<b>Performance Measure / Goal</b>	<b>FY 2018-19 Actual</b>	<b>FY 2019-20 Actual</b>	<b>FY 2020-21 Goal</b>	<b>FY 2020-21 Projected</b>	<b>FY 2021-22 Goal</b>
Transportation Permits issued (annually)	341	144	150	190	150
Grant applications submitted, Dollars secured (\$ million)	2/\$0	2/\$0.224M	2/\$3M	3/\$0.490	2/\$2M
Traffic Requests addressed (annually)	71	110	100	65	100
Projects Completed (NEW)			6	2	1
Traffic Commission Reports (NEW)	58	50	50	48	50

**Major Budget Changes**

Proposing hire of a Junior Engineer position to support anticipated increase in workload from upcoming General Plan update and Climate Action Plan (CAP) EIR, and to support the need to identify and secure funding for projects in approved City plans such as the Alisal Vibrancy Plan, the Safe Routes to School Plan and City safety Plans such as the Safe Routes to School Plan and Vision Zero Action Plan.

The traffic division operations expand beyond CIP projects and must depend on Gas Tax or General Fund for non-CIP services. Gas tax is the closest thing to a road user fee but is highly sought after between departments.

The downtown parking district continues to operate in the red.

# ENGINEERING AND TRANSPORTATION

## 5122 Dev, Traffic & Transportation Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	501,736	594,715	588,015	761,720
62 - Supplies & Materials	15,920	20,151	16,925	18,350
63 - Outside Services	6,684	42,162	26,025	36,300
64 - Other Charges	6,900	20	5,500	6,500
66 - Capital Outlays	7,402	1,486	14,500	1,600
<b>Total</b>	<b>538,642</b>	<b>658,534</b>	<b>650,965</b>	<b>824,470</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	538,642	658,534	650,965	824,470
<b>Total</b>	<b>538,642</b>	<b>658,534</b>	<b>650,965</b>	<b>824,470</b>
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
5122 Dev, Traffic & Transportation	5.000	5.000	5.000	6.000
<b>Total</b>	<b>5.000</b>	<b>5.000</b>	<b>5.000</b>	<b>6.000</b>



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**Purpose**

Manage and protect the City's interests in the areas of Water, Solid Waste and Energy (WWE) and other environmental sectors, both regionally and locally. This also broadly comprises environmental compliance and issues such as Greenhouse Gas Emissions, Urban Forestry and Greening, and Neighborhood Vibrancy. The Division is responsible for special projects that have a strong environmental component, which are ongoing or intermediate to long term in duration and are complex in nature requiring specialized expertise.

**Division Operations**

1. Manage and provide technical support for water projects. Work in collaboration with City partners such as Monterey One Water (M1W), Salinas Valley Basin Groundwater Sustainability Agency, and Monterey County Water Resources Agency towards regional solutions such as funding for critical infrastructure water security, the increased capture and reuse of stormwater and countywide mitigation of seawater intrusion. Exercise care that local water and related financial interests are considered for City residents and industries.
2. Manage and provide technical support for the City's Solid Waste and Recycling programs to provide effective and economical service. Oversee contracted waste hauler activities and monitor compliance with City Franchise Agreement. Coordinate with Salinas Valley Solid Waste Authority on a variety of issues including State mandated organics recycling measures resulting from recent legislation.
3. Track Solar Photovoltaic systems' performance and savings while managing their operations and maintenance. Monitor the City energy efficiency projects' cost savings and performance. Seek and assess new energy related opportunities. Act as a focal point for policy concerning implementation of Electric Vehicle charging. Assist other departments and divisions in energy related activities. Maintain awareness and understand implications of regional energy issues for the City such as the evolution of Monterey Bay Community Power.
4. Manage the City's streams and stormwater conveyance assets to assure flood protection and the ecological health of riparian zones.
5. Management and oversight of City sustainability goals and programs including Urban Forestry and Greening Programs.

# ENGINEERING AND TRANSPORTATION

## Energy, Water & Solid Waste Division (Continued)

5125

### Performance Measures

Performance Measure / Goal	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Fiscally strengthen water programs through increased revenue generation and negotiation of agreements			* Finalize long term agreement for recycling of industrial wastewater and stormwater with M1W	* Awarded \$6.6M in State grants for infrastructure to increase reuse of stormwater and improve City Industrial Waste Facilities * Completed agreements for right of entry to operate and maintain grant funded infrastructure and operation and maintenance cost recovery of recycled industrial wastewater and stormwater with M1W	* Initiate grant infrastructure improvements at Industrial Wastewater Facilities * Develop improved management of recycled industrial wastewater and stormwater in collaboration with M1W and other regional entities
Track avoided costs and generation from solar and energy retrofit projects			* 13,000 MWh generated from PV * \$1.7M avoided energy cost	* 17,000 MWh generated from PV * \$3.0M avoided energy cost	* 20,500 MWh generated from PV * \$3.6M avoided energy cost
Seek Energy related opportunities and partnerships			* Secure funding from MBCP or other sources for EV charging infrastructure	* Engaged with entities and continued to explore opportunities for funding and partnerships for EV charging infrastructure	* Secure funding and partnerships for EV charging infrastructure
Increase City's responsibility and effectiveness of the Solid Waste program			* Ensure measures recommended in performance review of Republic Services are implemented* * Continue constructive collaboration with SVSWA, MRWMD and the County to share resources and develop operational efficiencies * Complete new agreements through negotiations with SVSWA and Republic Services	* Implemented measures to address deficiencies outlined in Republic Services performance review * Explored constructive collaboration with SVSWA, MRWMD and the County to share resources and develop operational efficiencies * Completed franchise agreement with Republic Services * Resolved larger long term issues with SVSWA in continued negotiations	* Refine and improve measures to address deficiencies outlined in Republic Services performance review * Complete new agreement with SVSWA through continued negotiations * Continue to explore and collaborate with SVSWA, MRWMD and the County on how best to share resources and improve regional efficiencies
Develop comprehensive plan to significantly increase tree canopy percentage within the City			* Obtain grant funding to develop a Forestry Management Plan	* Obtained \$250k in CAL Fire grant funding to develop an Urban Forestry Management Plan	* Complete grant funded Urban Forestry Management Plan

### Major Budget Changes

Given the Engineering Services Division's focus on transportation, building facilities, and private development, WWE continues to absorb Capital Improvement Projects related to sanitary sewer, industrial waste and stormwater which now total more than 20. Reinstatement and the addition of staff approved at mid-year are expected to alleviate challenges with continued and changing regional water and solid waste issues.

The Division was formed in FY 2015-16 with a minimal budget until needs were better determined.

# ENGINEERING AND TRANSPORTATION

## 5125 Eng Water & Solid Waste Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	251,853	98,548	68,065	432,167
62 - Supplies & Materials	1,023	2,593	6,775	8,450
63 - Outside Services	431,228	162,023	163,359	1,000
64 - Other Charges	2,880	454	2,500	8,500
66 - Capital Outlays	4,388	2,185	5,500	5,500
<b>Total</b>	<b>691,372</b>	<b>265,803</b>	<b>246,199</b>	<b>455,617</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	691,372	265,803	246,199	455,617
<b>Total</b>	<b>691,372</b>	<b>265,803</b>	<b>246,199</b>	<b>455,617</b>
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
5125 Eng Water & Solid Waste Division	1.550	1.550	0.550	2.550
<b>Total</b>	<b>1.550</b>	<b>1.550</b>	<b>0.550</b>	<b>2.550</b>





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# ENGINEERING AND TRANSPORTATION

## Work Force

Workforce by Program	18-19 Authorized	19-20 Authorized	20-21 Authorized	21-22 Proposed
<b>5110 Engineering Administration</b>				
Administrative Secretary	1.000	1.000	1.000	1.000
Assistant PW Dir/City Engr	0.250	0.250		
Asst Public Works Director	0.500	1.000		
Labor Compliance Officer I	1.000	1.000	1.000	1.000
Office Technician			0.250	0.500
Project Coordinator	1.000	1.000	1.000	
Public Works Admin Supervisor	0.750	0.750	0.750	0.750
Public Works Assistant	1.000	1.000	1.000	1.000
Public Works Director	0.400	0.430	0.430	0.430
City Engineer			0.250	0.250
<b>5110 Engineering Administration Total</b>	<b>5.900</b>	<b>6.430</b>	<b>5.680</b>	<b>4.930</b>
<b>5115 Development Engineering</b>				
Assistant Engineer	1.000	1.000	1.000	1.000
Assistant PW Dir/City Engr	0.250	0.250		
Construction Inspector	1.000	1.000	1.000	1.000
Junior Engineer	2.000	2.000	2.000	2.000
Public Works Director	0.100	0.100	0.100	0.100
Senior Civil Engineer	0.500	0.500	0.500	0.500
City Engineer			0.250	0.250
<b>5115 Development Engineering Total</b>	<b>4.850</b>	<b>4.850</b>	<b>4.850</b>	<b>4.850</b>
<b>5120 Engineering Services</b>				
Assistant Engineer	2.000	2.000	3.000	3.000
Assistant PW Dir/City Engr	0.100	0.100		
Associate Engineer	1.000	1.000		
Const Inspector Supv	1.000	1.000	1.000	1.000
Construction Inspector	2.000	2.000	2.000	2.000
Engineering Aide I	1.000	1.000	2.000	1.000
Engineering Aide II	2.000	2.000	1.000	1.000
Junior Engineer	2.000	2.000	2.000	2.000
Senior Civil Engineer	0.750	0.750	0.750	0.750
Sr Construction Inspector	1.000	1.000	1.000	1.000
City Engineer			0.100	0.100
<b>5120 Engineering Services Total</b>	<b>12.850</b>	<b>12.850</b>	<b>12.850</b>	<b>11.850</b>

# ENGINEERING AND TRANSPORTATION

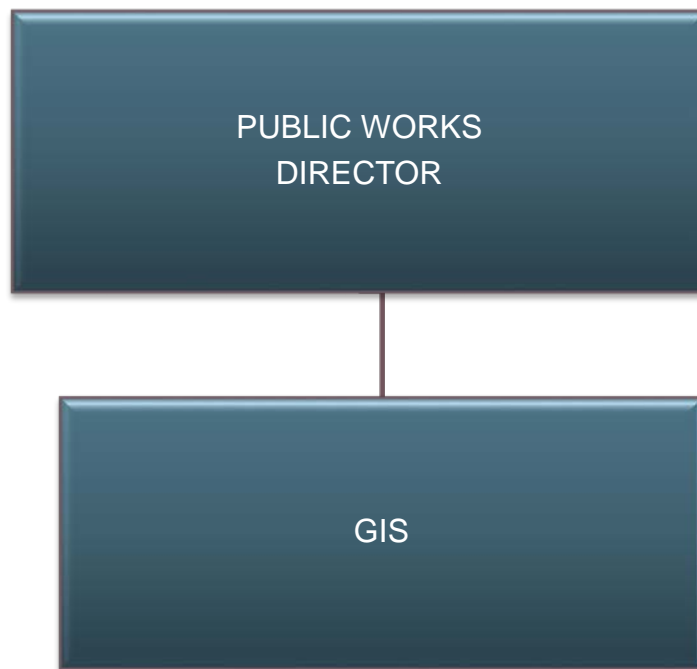
## Work Force

Workforce by Program	18-19 Authorized	19-20 Authorized	20-21 Authorized	21-22 Proposed
<b>5122 Dev, Traffic &amp; Transportation</b>				
Assistant Engineer	2.000	2.000	2.000	2.000
Engineering Aide I	1.000	1.000		
Engineering Aide II			1.000	1.000
Junior Engineer				1.000
Traffic Engineer	1.000	1.000	1.000	1.000
Transportation Manager	1.000	1.000	1.000	1.000
<b>5122 Dev, Traffic &amp; Transportation Total</b>	<b>5.000</b>	<b>5.000</b>	<b>5.000</b>	<b>6.000</b>
<b>5125 Eng Water &amp; Solid Waste Division</b>				
Assistant PW Dir/City Engr	0.100	0.100		
Engineering Aide I				1.000
Environ Resource Planner	1.000	1.000		1.000
Public Works Director	0.050	0.050	0.050	0.050
Senior Civil Engineer	0.400	0.400	0.400	0.400
City Engineer			0.100	0.100
<b>5125 Eng Water &amp; Solid Waste Division T</b>	<b>1.550</b>	<b>1.550</b>	<b>0.550</b>	<b>2.550</b>
<b>Total</b>	<b>30.150</b>	<b>30.680</b>	<b>28.930</b>	<b>30.180</b>



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# GEOGRAPHIC INFORMATION SYSTEMS (GIS) Organizational Chart



### Purpose

The Geographic Information System (GIS) Division's primary function is to provide mapping and data analytical support to city departments. The GIS Division's goal is to make information easily accessible and assist other city departments make informed decisions on city operational, asset management and planning activities.

Secondary goals of the Division are to offer GIS services to other public and private entities at a reasonable cost, provide a platform for Open Data to the public and implement innovative and emerging technologies that will enhance city services.

### Division Operations

1. Develop databases necessary to achieve compliance with City Sanitary Sewer requirements.
2. Create, Manage, update, and enhance database layers of geographically located features and associated information.
3. Provide data analytics and create data dashboards for staff, council and the public
4. Support City staff in GIS and mapping needs.
5. Develop internal and public interface for GIS information.
6. Work with Departments in developing data capture processes for relevant information.
7. Assist City departments in the analysis of spatial data to arrive at desired results.
8. Migrate and Update existing GIS servers and system

GIS staff are participating in the Open Data, Innovation Team, and Smart City Initiatives. Additionally, GIS staff are providing support to the Alisal Vibrancy Plan, China Town Revitalization, Library, Parks and Recreation Master Plan, Pavement Management Plan, Sanitary Sewer GIS, Facilities Asset management, Airport GIS, Residential Fee and Billing and PD Property Info mobile apps. GIS is also supporting the QAlert System, Trakit database maintenance, and maintenance of the address and parcel databases. The main task for the fiscal year is to migrate and update the GIS systems for the City while continuing to support Salinas Source 2.0, development of public facing apps, the creation and maintenance of data dashboards and story maps. for staff, the council and community members.

### Performance Measures

Performance Measure / Goal	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Longest GIS Service Interruptions for the Year	N/A	2.5	<4 hrs	4 hrs	<4 hrs
Total Number of Salinas Souce 2.0 hits	110	1.8 M	NA	1.0 M	NA
Update Internal GIS Database	32	29	20	18	20
GIS Training Events per year	N/A	4	5	2	5
Maintain Online Availability of GIS Services	99.00%	99.00%	99.99%	98.00%	99.99%
Projects Started	N/A	200	180	100	180
Projects Completed	N/A	170	153	90	153
Total Number of Salinas Souce 2.0 sessions	N/A	4200	4000	3000	4000

### Major Budget Changes

In FY 2021-22, no major budget changes requested. Staff is still requesting to fill the open GIS Technician I position.

# GEOGRAPHIC INFORMATION SYSTEMS

## 5128 GIS Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	486,578	549,997	564,001	615,794
62 - Supplies & Materials	2,070	176	1,400	1,400
63 - Outside Services	25,521	27,605	35,800	35,800
64 - Other Charges	10,078	7,758	8,050	
66 - Capital Outlays	7,264	5,000	7,150	15,200
<b>Total</b>	<b>531,512</b>	<b>590,535</b>	<b>616,401</b>	<b>668,194</b>

<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	531,512	590,535	616,401	668,194
<b>Total</b>	<b>531,512</b>	<b>590,535</b>	<b>616,401</b>	<b>668,194</b>

<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
5128 GIS Division	5.000	5.000	5.000	4.000
<b>Total</b>	<b>5.000</b>	<b>5.000</b>	<b>5.000</b>	<b>4.000</b>

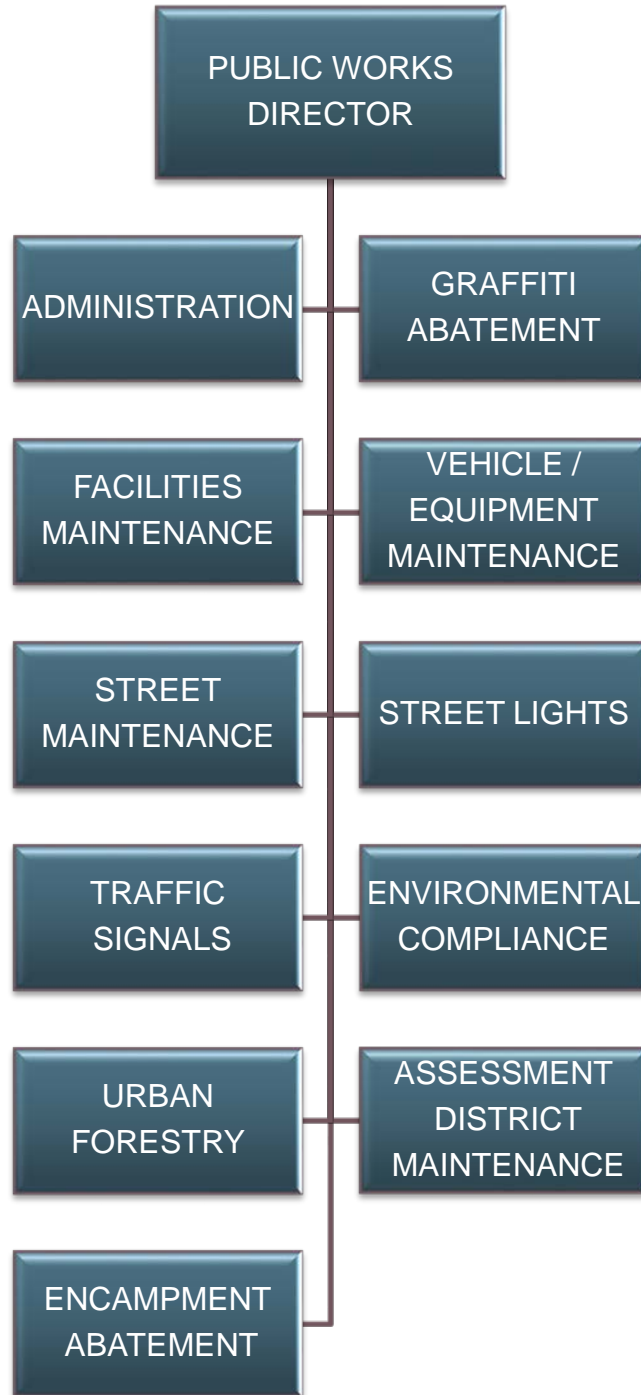
# GEOGRAPHIC INFORMATION SYSTEMS

## Work Force

<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
<b>5128 GIS Division</b>				
GIS Administrator	1.000	1.000	1.000	1.000
GIS Technician	3.000	3.000	1.000	
Junior Engineer	1.000	1.000		
GIS Analyst II			1.000	3.000
GIS Technician II			2.000	
<b>5128 GIS Division Total</b>	<b>5.000</b>	<b>5.000</b>	<b>5.000</b>	<b>4.000</b>
<b>Total</b>	<b>5.000</b>	<b>5.000</b>	<b>5.000</b>	<b>4.000</b>



# ENVIRONMENTAL AND MAINTENANCE SERVICES Organizational Chart



# ENVIRONMENTAL AND MAINTENANCE SERVICES

## Administration Division

5230

### 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 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Number of purchase orders issued	1,553	1,200	1,200	600	600
Process Biweekly Payroll Personnel Actions	161	124	100	80	100

### Major Budget Changes

None

# ENVIRONMENTAL AND MAINTENANCE SERVICES

## 5230 Maintenance Administration Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	71,579	292,953	339,021	353,717
62 - Supplies & Materials	8,189	6,101	24,290	24,300
63 - Outside Services	91,441	107,780	114,475	113,380
64 - Other Charges	3,124	230	4,700	7,000
66 - Capital Outlays	898	1,623	8,135	8,000
<b>Total</b>	<b>175,232</b>	<b>408,687</b>	<b>490,621</b>	<b>506,397</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	175,232	408,687	490,621	506,397
<b>Total</b>	<b>175,232</b>	<b>408,687</b>	<b>490,621</b>	<b>506,397</b>
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
5230 Maintenance Administration	1.250	1.500	1.500	1.500
<b>Total</b>	<b>1.250</b>	<b>1.500</b>	<b>1.500</b>	<b>1.500</b>

# ENVIRONMENTAL AND MAINTENANCE SERVICES

## Graffiti Abatement Division

5231

### 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 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Square Feet of Graffiti Removed Annually	240,525	136,262	250,000	186,505	200,000
Sites Addressed	4,253	2,064	4,100	2,095	2,500

### Major Budget Changes

None

# ENVIRONMENTAL AND MAINTENANCE SERVICES

## 5231 Graffiti Abatement Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	127,418	101,224	136,840	157,986
62 - Supplies & Materials	18,580	11,006	37,500	35,000
63 - Outside Services		165	22,500	25,000
64 - Other Charges	800		2,500	2,500
66 - Capital Outlays		4,971		
<b>Total</b>	<b>146,798</b>	<b>117,365</b>	<b>199,340</b>	<b>220,486</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	146,798	117,365	199,340	220,486
<b>Total</b>	<b>146,798</b>	<b>117,365</b>	<b>199,340</b>	<b>220,486</b>
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
5231 Graffiti Abatement	1.000	1.000	1.000	1.000
<b>Total</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>

# ENVIRONMENTAL AND MAINTENANCE SERVICES

## Facilities Maintenance Division

5232

### 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 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Square feet of buildings to maintain per employee	400,000	500,000	400,000	500,000	500,000
Electrical and Plumbing Repairs Performed Annually	800	830	1,200	822	1,000
Painting and Carpentry Maintenance Requests	850	807	1,400	903	1,300

### Major Budget Changes

Many of the City's buildings have been subjected to deferred maintenance over the past several years, resulting in costly repairs. Leasing to third parties then not following through on the tenant's ability to maintain City facilities has also been detrimental. This Division's importance to the City continues to grow and will now be headed by a facilities Maintenance Manager. At mid-year, as the old muni-pool is coming back online as a recreation center, a dedicated facilities maintenance position will be required for the Community Center and Sherwood Hall.

# ENVIRONMENTAL AND MAINTENANCE SERVICES

## 5232 Facilities Maintenance Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	564,734	535,725	604,656	521,437
62 - Supplies & Materials	24,475	41,095	93,314	92,800
63 - Outside Services	284,627	273,037	389,287	351,088
64 - Other Charges	7,200	60	5,000	5,000
<b>Total</b>	<b>881,035</b>	<b>849,917</b>	<b>1,092,257</b>	<b>970,325</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	881,035	849,917	1,092,257	970,325
<b>Total</b>	<b>881,035</b>	<b>849,917</b>	<b>1,092,257</b>	<b>970,325</b>
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
5232 Facilities Maintenance	5.250	5.250	5.250	4.000
<b>Total</b>	<b>5.250</b>	<b>5.250</b>	<b>5.250</b>	<b>4.000</b>

# ENVIRONMENTAL AND MAINTENANCE SERVICES

## Street Maintenance Division

5234

### Purpose

Salinas's 270 miles of streets provide an intricate mechanism for moving people and products smoothly through our City. This mechanism requires continues upkeep to stay in top-notch working order.

The mission of the Street Maintenance Division to maintain the 56 million square feet of asphalt and concrete City street infrastructure and assure they are safe within the City by providing periodic inspection, maintenance, and repair on streets, sidewalks, signs, and traffic control.

### Division Operations

1. Assist engineering in establishing work priorities.
2. Maintain sidewalks, curbs and gutters by repair or replacement as resources allow.
3. Devote resources to support the City's 50/50 Sidewalk Repair Program
4. Maintain traffic signs and pavement markings in good repair.
5. Maintain streets through deep plug asphalt patching, crack sealing and pothole patching.

### Performance Measures

Performance Measure / Goal	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Tons of Asphalt Applied Annually	4362	8916	5500	14000	14000
Yards of Concrete Poured	315	160	250	193	225
Street Sign Installation/Repair/Replacement	650	702	850	1021	850
Work Aternative Crew Cleanup -Tons	150	51.5	100	47.5	100

### Major Budget Changes

None



# ENVIRONMENTAL AND MAINTENANCE SERVICES

## 5234 Street Maintenance Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	1,921,661	1,682,826	1,860,153	2,049,568
62 - Supplies & Materials	145,777	157,481	191,034	242,000
63 - Outside Services	4,235	11,913	13,700	13,700
64 - Other Charges	19,155	1,333	3,100	3,100
66 - Capital Outlays		1,900	5,432	
<b>Total</b>	<b>2,090,827</b>	<b>1,855,452</b>	<b>2,073,419</b>	<b>2,308,368</b>

<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	1,357,692	1,126,970	1,281,614	1,473,613
1200 Measure G	733,136	728,482	791,805	834,755
<b>Total</b>	<b>2,090,827</b>	<b>1,855,452</b>	<b>2,073,419</b>	<b>2,308,368</b>

<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
5234 Street Maintenance	17.000	17.000	17.000	17.000
<b>Total</b>	<b>17.000</b>	<b>17.000</b>	<b>17.000</b>	<b>17.000</b>

# ENVIRONMENTAL AND MAINTENANCE SERVICES

## Street Lights Division

5235

### 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 no longer uses high-pressure sodium lamps and has transitioned to LED lamps on every street and City facility.

### Division Operations

1. Maintain all City street lights

### Performance Measures

Performance Measure / Goal	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Street Lights Repaired/Replaced	125	199	125	308	125

### Major Budget Changes

None

# ENVIRONMENTAL AND MAINTENANCE SERVICES

## 5235 Street Lights Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	147,547	157,220	173,474	173,981
62 - Supplies & Materials	25,246	48,172	53,200	50,000
63 - Outside Services	390,512	381,597	371,500	371,500
66 - Capital Outlays	4,017	7,426	1,000	
<b>Total</b>	<b>567,324</b>	<b>594,416</b>	<b>599,174</b>	<b>595,481</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	567,324	594,416	599,174	595,481
<b>Total</b>	<b>567,324</b>	<b>594,416</b>	<b>599,174</b>	<b>595,481</b>
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
5235 Street Lights	1.000	1.000	1.000	1.000
<b>Total</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>

# ENVIRONMENTAL AND MAINTENANCE SERVICES

## Traffic Signals Division

5236

### 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. Manage Traffic Signal Maintenance Contract.
3. Review and update traffic signal timing systems to improve circulation
4. Evaluate systems as appropriate to meet traffic needs.
5. Provide signal interconnection in an effort to improve traffic movements and improve intersection operations efficiency.
6. Develop Traffic Operations Center to allow communication and improved signal management functions.

### Performance Measures

Performance Measure / Goal	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Number of signalized intersections to maintain	107	110	113	111	116

### Major Budget Changes

None

# ENVIRONMENTAL AND MAINTENANCE SERVICES

## 5236 Traffic Signals Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits		144		
63 - Outside Services	327,476	316,509	323,400	365,400
<b>Total</b>	<b>327,476</b>	<b>316,653</b>	<b>323,400</b>	<b>365,400</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	327,476	316,653	323,400	365,400
<b>Total</b>	<b>327,476</b>	<b>316,653</b>	<b>323,400</b>	<b>365,400</b>

# ENVIRONMENTAL AND MAINTENANCE SERVICES

## Environmental Compliance Division

5237

### 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.
5. Oversee the City's street sweeping program

### Performance Measures

Performance Measure / Goal	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Number of businesses inspected	220	128	250	200	200

### Major Budget Changes

None

# ENVIRONMENTAL AND MAINTENANCE SERVICES

## 5237 Environmental Compliance Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	124,711	124,904	140,384	140,680
64 - Other Charges	1,900			
<b>Total</b>	<b>126,611</b>	<b>124,904</b>	<b>140,384</b>	<b>140,680</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	126,611	124,904	140,384	140,680
<b>Total</b>	<b>126,611</b>	<b>124,904</b>	<b>140,384</b>	<b>140,680</b>
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
5237 Environmental Compliance	1.000	1.000	1.000	1.000
<b>Total</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>

# ENVIRONMENTAL AND MAINTENANCE SERVICES

## Urban Forestry Division

5239

### Purpose

The mission of the Salinas Urban Forestry is to maintain Salinas' urban forests, including street, golf course, greenbelt and median trees, and trees within public facility landscapes, by providing professional quality service, utilizing International Society of Arboriculture tree care practices and standards set forth by the American National Standards Institute (ANSI) and the Tree City USA program.

### Division Operations

1. Complete safety pruning operations with in-house staff and contract staff.
2. Provide storm related emergency responses for tree issues.
3. Complete a limited number of full-service pruning operations on City trees through contract services with available resources.
4. Plant replacement trees in streetscapes as resources allow.
5. Perform tree maintenance, planting and removal in city parks and greenbelts

### Performance Measure

Performance Measure / Goal	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Cost per Salinas resident to support Street Trees	\$5.17	\$6.88	\$ 6.31	\$6.31	\$ 6.41
Number of Tree Service Requests	7,000	20,000	15,000	15,000	18,000
Number of Storm and Emergency Call Outs	400	500	450	450	250
Number of Street Trees to maintain EService Requests	4,000	6,500	7,000	7,000	10,000

### Major Budget Changes

None



# ENVIRONMENTAL AND MAINTENANCE SERVICES

## 5239 Urban Forestry Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	807,091	875,789	790,123	959,433
62 - Supplies & Materials	59,051	43,214	64,382	67,600
63 - Outside Services	25,412	122,893	150,525	452,500
64 - Other Charges	5,783	593	1,693	3,500
<b>Total</b>	<b>897,337</b>	<b>1,042,488</b>	<b>1,006,723</b>	<b>1,483,033</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	644,050	742,794	693,518	1,062,821
1100 Measure E	247,476	249,686	255,205	357,212
1200 Measure G	5,811	50,009	58,000	63,000
<b>Total</b>	<b>897,337</b>	<b>1,042,488</b>	<b>1,006,723</b>	<b>1,483,033</b>
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
5239 Urban Forestry	8.000	8.000	8.000	8.250
<b>Total</b>	<b>8.000</b>	<b>8.000</b>	<b>8.000</b>	<b>8.250</b>

# ENVIRONMENTAL AND MAINTENANCE SERVICES

## Work Force

Workforce by Program	18-19 Authorized	19-20 Authorized	20-21 Authorized	21-22 Proposed
<b>5230 Maintenance Administration</b>				
Office Technician	0.200	0.200	0.200	0.200
Public Works Admin Supervisor		0.250	0.250	0.250
Public Works Director	0.050	0.050	0.050	0.050
Superintendent of Maintenance Sv	1.000	1.000	1.000	1.000
<b>5230 Maintenance Administration Total</b>	<b>1.250</b>	<b>1.500</b>	<b>1.500</b>	<b>1.500</b>
<b>5231 Graffiti Abatement</b>				
Neighborhood Svcs Worker	1.000			
Graffiti Abatement Worker		1.000	1.000	
Pub Works Resource Coordinator				1.000
<b>5231 Graffiti Abatement Total</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>
<b>5232 Facilities Maintenance</b>				
Facilities Maintenance Manager	1.000	1.000	1.000	
Facility Maint Mech Crew Sup				1.000
Facility Maintenance Mechanic	2.000	2.000	2.000	1.000
Maintenance Manager	0.250	0.250	0.250	
Sr Comm Facilities Svc Wk	1.000			
Sr Facility Maint Mech	1.000	1.000	1.000	1.000
Graffiti Abatement Worker		1.000	1.000	1.000
<b>5232 Facilities Maintenance Total</b>	<b>5.250</b>	<b>5.250</b>	<b>5.250</b>	<b>4.000</b>
<b>5234 Street Maintenance</b>				
Inmate Crew Coordinator	1.000	1.000	1.000	1.000
P.S. Maint Crew Supervisor	1.000	1.000	1.000	1.000
Public Svc Maint Wkr I	1.000	3.000	3.000	1.000
Public Svc Maint Wkr II	7.000	5.000	5.000	7.000
Public Svc Maint Wkr III	3.000	3.000	3.000	3.000
Public Svc Maint Wkr IV	3.000	3.000	3.000	3.000
Street Maintenance Manager	1.000	1.000	1.000	1.000
<b>5234 Street Maintenance Total</b>	<b>17.000</b>	<b>17.000</b>	<b>17.000</b>	<b>17.000</b>
<b>5235 Street Lights</b>				
S/L Traffic Signal Crew Sup	1.000	1.000	1.000	1.000
<b>5235 Street Lights Total</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>
<b>5237 Environmental Compliance</b>				

# ENVIRONMENTAL AND MAINTENANCE SERVICES

## Work Force

Workforce by Program	18-19 Authorized	19-20 Authorized	20-21 Authorized	21-22 Proposed
Env Compliance Insp II	1.000	1.000	1.000	1.000
<b>5237 Environmental Compliance Total</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>
<b>5238 Parks and Community Services</b>				
Park Grnds Frstry Ops Mgr	1.000	1.000	1.000	
Park Maint Worker	10.000	10.000	10.000	
Park Maintenance Crew Sup	1.000	1.000	1.000	
<b>5238 Parks and Community Services Total</b>	<b>12.000</b>	<b>12.000</b>	<b>12.000</b>	
<b>5239 Urban Forestry</b>				
Maintenance Manager				0.250
Sr Urban Forestry Worker	1.000	1.000	1.000	1.000
Urban Forestry Crew Supervisor	1.000	1.000	1.000	1.000
Urban Forestry Worker I	1.000	2.000	2.000	2.000
Urban Forestry Worker II	5.000	4.000	4.000	4.000
<b>5239 Urban Forestry Total</b>	<b>8.000</b>	<b>8.000</b>	<b>8.000</b>	<b>8.250</b>
<b>Total</b>	<b>46.500</b>	<b>46.750</b>	<b>46.750</b>	<b>33.750</b>



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# ASSESSMENT AND MAINTENANCE DISTRICTS

## Organizational Chart





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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 Accomplishments for FY 2020-21**

#### **Investment Strategies/Risk Management**

1. Responded to citizen inquires and attended property owner meetings
2. Kept expenses within budget and below the anticipated revenues to insure adequate reserves

#### **Public Safety**

1. Removed overgrowth from creek beds reducing impacts from potential flooding and wild fires
2. Responded to concerns related to traffic and security as soon as possible

#### **Operational Efficiencies**

1. Managed district budgets with positive fund balances at year-end
2. Implemented water conservation techniques in compliance with State water reduction mandates

#### **Excellent Infrastructure**

1. Implemented street sweeping services for Monte Bella
2. Painted curbs and replaced signs as needed

### **City Council Goals, Strategies, and Objectives for FY 2021-22**

#### **Investment Strategies/Risk Management**

1. Maintain clear communication channels
2. Proactively identify service delivery problems

#### **Public Safety**

1. Remove graffiti and respond to vandalism concerns quickly
2. Continue to implement drought tolerant practices where-ever possible

#### **Operational Efficiencies**

1. Install LED lighting in all districts
2. Simplify budgeting process with other Departments
3. Improve Project Management Processes

#### **Excellent Infrastructure**

1. Continue the pro-active infrastructure maintenance plan for each district

#### **Investment Strategies/Risk Management**

1. Work with the members of each district to plan new projects and maintain their budgets
2. Focus on communication with each community

### **Major Budget Changes**

None

# ASSESSMENT AND MAINTENANCE DISTRICTS

## Summary

<b>Expenditures by Program</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
2140 Assessment Dist Administration	150,051	150,311	150,720	14,140
2141 Assessment District Debt Service	1,043,290	1,208,169	1,150,404	1,048,700
5560 Woodside Park	65,484	17,743	34,177	49,665
5561 Downtown Mall	3,347			
5562 Airport Business Park	26,292	10,714	17,757	13,470
5563 North East	583,696	565,772	635,861	661,392
5564 Harden Ranch	158,580	111,616	136,159	124,530
5565 Vista Nueva	16,794	12,804	26,810	26,810
5566 Mira Monte	123,795	112,135	151,025	153,231
5567 Monte Bella	140,524	134,620	291,843	291,277
<b>Total</b>	<b>2,311,853</b>	<b>2,323,883</b>	<b>2,594,755</b>	<b>2,383,215</b>
<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	327,027	218,502	288,884	163,365
62 - Supplies & Materials		3,633	19,963	20,200
63 - Outside Services	789,671	771,543	979,321	913,450
64 - Other Charges	150,365	134,883	233,337	235,500
65 - Debt Service	1,043,290	1,195,323	1,071,250	1,048,700
66 - Capital Outlays	1,501		2,000	2,000
<b>Total</b>	<b>2,311,853</b>	<b>2,323,883</b>	<b>2,594,755</b>	<b>2,383,215</b>



# ASSESSMENT AND MAINTENANCE DISTRICTS

## Summary

<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	108,447	108,680	108,590	6,100
2101 Maintenance Dist Administration	41,604	41,631	42,130	8,040
2102 Woodside Park Maint District	65,484	17,743	34,177	49,665
2103 Downtown Mall Maint District	3,347			
2104 Airport Bus Park Maint District	26,292	10,714	17,757	13,470
2105 N E Salinas Landscape Dist	583,696	565,772	635,861	661,392
2106 Harden Ranch Landscape Dist	158,580	111,616	136,159	124,530
2107 Vista Nueva Maint District	16,794	12,804	26,810	26,810
2108 Mira Monte Maint District	123,795	112,135	151,025	153,231
2109 Monte Bella Maint District	140,524	134,620	291,843	291,277
4202 Assessment Districts-Debt Svc	893,193	896,525	631,300	626,900
4204 Spec Tax Bond Monte Bella	150,098	139,034	238,554	165,900
4205 Spec Tax Bond Monte Bella 2		172,609	92,650	138,600
4206 Spec Tax Bond Monte Bella 3			187,900	117,300
<b>Total</b>	<b>2,311,853</b>	<b>2,323,883</b>	<b>2,594,755</b>	<b>2,383,215</b>

<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
2140 Assessment Dist Administration	1.000	1.000	1.000	
5560 Woodside Park	0.030	0.030	0.030	0.030
5562 Airport Business Park	0.010	0.010	0.010	0.010
5563 North East	0.290	0.290	0.290	0.290
5564 Harden Ranch	0.010	0.010	0.010	0.010
5566 Mira Monte	0.150	0.150	0.150	0.150
5567 Monte Bella	0.260	0.260	0.260	0.260
<b>Total</b>	<b>1.750</b>	<b>1.750</b>	<b>1.750</b>	<b>0.750</b>

**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 Department and property management functions.

**Major Budget Changes**

None

# ASSESSMENT AND MAINTENANCE DISTRICTS

## 2140 Assessment Dist Administration Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	143,028	144,916	144,720	8,140
64 - Other Charges	5,522	5,395	6,000	6,000
66 - Capital Outlays	1,501			
<b>Total</b>	<b>150,051</b>	<b>150,311</b>	<b>150,720</b>	<b>14,140</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1000 General Fund	108,447	108,680	108,590	6,100
2101 Maintenance Dist Administration	41,604	41,631	42,130	8,040
<b>Total</b>	<b>150,051</b>	<b>150,311</b>	<b>150,720</b>	<b>14,140</b>
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
2140 Assessment Dist Administration	1.000	1.000	1.000	
<b>Total</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>	

**Purpose**

Provide a record of levies made against specific properties to defray the cost of specific capital improvements deemed to benefit those properties.

**Division Operations**

1. Ensure timely payments to bondholders.

**Major Budget Changes**

None

# ASSESSMENT AND MAINTENANCE DISTRICTS

## 2141 Assessment District Debt Service Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
63 - Outside Services		12,846	79,154	
65 - Debt Service	1,043,290	1,195,323	1,071,250	1,048,700
<b>Total</b>	<b>1,043,290</b>	<b>1,208,169</b>	<b>1,150,404</b>	<b>1,048,700</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
4202 Assessment Districts-Debt Svc	893,193	896,525	631,300	626,900
4204 Spec Tax Bond Monte Bella	150,098	139,034	238,554	165,900
4205 Spec Tax Bond Monte Bella 2		172,609	92,650	138,600
4206 Spec Tax Bond Monte Bella 3			187,900	117,300
<b>Total</b>	<b>1,043,290</b>	<b>1,208,169</b>	<b>1,150,404</b>	<b>1,048,700</b>

**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**

A fund balance transfer will occur this year in order to maintain the landscaped retaining wall.

# ASSESSMENT AND MAINTENANCE DISTRICTS

## 5560 Woodside Park Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	7,121	2,799	5,677	6,165
63 - Outside Services	49,640	12,600	21,500	35,000
64 - Other Charges	8,723	2,344	7,000	8,500
<b>Total</b>	<b>65,484</b>	<b>17,743</b>	<b>34,177</b>	<b>49,665</b>

<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
2102 Woodside Park Maint District	65,484	17,743	34,177	49,665
<b>Total</b>	<b>65,484</b>	<b>17,743</b>	<b>34,177</b>	<b>49,665</b>

<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
5560 Woodside Park	0.030	0.030	0.030	0.030
<b>Total</b>	<b>0.030</b>	<b>0.030</b>	<b>0.030</b>	<b>0.030</b>



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# ASSESSMENT AND MAINTENANCE DISTRICTS

## 5561 Downtown Mall Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
63 - Outside Services	3,147			
64 - Other Charges	200			
<b>Total</b>	<b>3,347</b>			

<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
2103 Downtown Mall Maint District	3,347			
<b>Total</b>	<b>3,347</b>			

# **ASSESSMENT & MAINTENANCE DISTRICTS**

## **Airport Business Park Assessment District**

**5562**

### **Purpose**

The purpose of the district is to provide the Airport Business Park Center with limited basic maintenance to include mowing and irrigation. This district is comprised of 64.7 acres, not including acreage owned by governmental agencies. Maintained improvements are all walkways, crosswalks, masonry walls, fences, parkways, embankments, sprinkler systems and landscaping within the right of way of Moffett Street, La Guardia, and Vandenburg Street. Maintenance, servicing and operation is in accordance with NPDES Requirements of the City of Salinas storm water permit.

### **Division Operations**

1. Based on limited resources, to provide mowing services on Moffett Street.

### **Major Budget Changes**

None

# ASSESSMENT AND MAINTENANCE DISTRICTS

## 5562 Airport Business Park Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	2,374	933	1,969	1,970
63 - Outside Services	20,573	8,159	14,488	10,200
64 - Other Charges	3,346	1,622	1,300	1,300
<b>Total</b>	<b>26,292</b>	<b>10,714</b>	<b>17,757</b>	<b>13,470</b>

<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
2104 Airport Bus Park Maint District	26,292	10,714	17,757	13,470
<b>Total</b>	<b>26,292</b>	<b>10,714</b>	<b>17,757</b>	<b>13,470</b>

<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
5562 Airport Business Park	0.010	0.010	0.010	0.010
<b>Total</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>

# ASSESSMENT & MAINTENANCE DISTRICTS

## North East District

5563

### **Purpose**

This district encompasses street landscape improvements throughout North East Salinas from Boronda Road to East Laurel Drive and from Gabilan Creek to Williams Road. The purpose of the district is to provide a source of funding for the on-going maintenance of the improvements that were installed for the benefit of the parcels within the District. The improvements include any and all public landscaping and irrigation improvements on landscaped medians islands within the district, including the 30-foot wide park strips of land between the curb and right-of-way, cul-de-sac median landscaping, jogging paths, planter walls, public lighting and associated improvements as allowed under the Salinas Municipal Code and the Lighting and Landscape Act of 1982 (the "Act"). In addition, the District also funds the maintenance of the channel improvements within Gabilan Creek and Natividad Channel in accordance with NPDES requirements of the City of Salinas stormwater permit, as allowed under the Salinas Municipal Code.

### **Division Operations**

1. Provide responsive customer service.
2. Administer and supervise the maintenance contract for cost effective landscape maintenance.

### **Major Budget Changes**

A five-year landscape maintenance contract was awarded in FY 18-19 resulting in a 16% decrease in annual landscape maintenance costs.

# ASSESSMENT AND MAINTENANCE DISTRICTS

## 5563 North East Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	69,936	26,208	55,461	59,892
62 - Supplies & Materials		902	2,500	2,500
63 - Outside Services	439,384	461,824	482,900	504,000
64 - Other Charges	74,376	76,839	95,000	95,000
<b>Total</b>	<b>583,696</b>	<b>565,772</b>	<b>635,861</b>	<b>661,392</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
2105 N E Salinas Landscape Dist	583,696	565,772	635,861	661,392
<b>Total</b>	<b>583,696</b>	<b>565,772</b>	<b>635,861</b>	<b>661,392</b>
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
5563 North East	0.290	0.290	0.290	0.290
<b>Total</b>	<b>0.290</b>	<b>0.290</b>	<b>0.290</b>	<b>0.290</b>

# ASSESSMENT & MAINTENANCE DISTRICTS

## Harden Ranch District

5564

### 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 on-going maintenance support for the amenities that were installed for the benefit of the parcels within the District

### Division Operations

1. Provide responsive customer service.
2. Administer and supervise the maintenance contract for cost effective landscape maintenance

### Major Budget Changes

None.

# ASSESSMENT AND MAINTENANCE DISTRICTS

## 5564 Harden Ranch Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	2,466	933	2,029	2,030
62 - Supplies & Materials		823	500	500
63 - Outside Services	135,023	94,317	104,530	92,000
64 - Other Charges	21,091	15,542	29,100	30,000
<b>Total</b>	<b>158,580</b>	<b>111,616</b>	<b>136,159</b>	<b>124,530</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
2106 Harden Ranch Landscape Dist	158,580	111,616	136,159	124,530
<b>Total</b>	<b>158,580</b>	<b>111,616</b>	<b>136,159</b>	<b>124,530</b>
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
5564 Harden Ranch	0.010	0.010	0.010	0.010
<b>Total</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>

**Purpose**

This district encompasses 49 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 servicing and operation of the sanitary sewer pump station, services for streets, sewers, subdivision fence, and street lights.

**Division Operations**

1. Provide responsive customer service.
2. Provide the highest level of maintenance with available resources

**Major Budget Changes**

None



# ASSESSMENT AND MAINTENANCE DISTRICTS

## 5565 Vista Nueva Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	4,321	4,455	10	10
63 - Outside Services	10,201	6,573	18,100	18,100
64 - Other Charges	2,273	1,775	6,700	6,700
66 - Capital Outlays			2,000	2,000
<b>Total</b>	<b>16,794</b>	<b>12,804</b>	<b>26,810</b>	<b>26,810</b>

<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
2107 Vista Nueva Maint District	16,794	12,804	26,810	26,810
<b>Total</b>	<b>16,794</b>	<b>12,804</b>	<b>26,810</b>	<b>26,810</b>

# ASSESSMENT & MAINTENANCE DISTRICTS

## Mira Monte Division

5566

### **Purpose**

This district is within the North/East Maintenance District located northwest of Hemingway Drive, and it encompasses the development known as the Cottages of Mira Monte. This development includes approximately 203 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 rights-of-way 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 effectiveness

### **Major Budget Changes**

None

# ASSESSMENT AND MAINTENANCE DISTRICTS

## 5566 Mira Monte Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	35,534	13,995	29,825	32,031
62 - Supplies & Materials			1,963	2,200
63 - Outside Services	71,964	82,990	104,000	104,000
64 - Other Charges	16,298	15,150	15,237	15,000
<b>Total</b>	<b>123,795</b>	<b>112,135</b>	<b>151,025</b>	<b>153,231</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
2108 Mira Monte Maint District	123,795	112,135	151,025	153,231
<b>Total</b>	<b>123,795</b>	<b>112,135</b>	<b>151,025</b>	<b>153,231</b>
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
5566 Mira Monte	0.150	0.150	0.150	0.150
<b>Total</b>	<b>0.150</b>	<b>0.150</b>	<b>0.150</b>	<b>0.150</b>

# ASSESSMENT & MAINTENANCE DISTRICTS

## Monte Bella Division

5567

### Purpose

This district encompasses approximately 200 acres of planned development known as Monte Bella, which at build-out will ultimately include approximately 853 single family homes, open space, a community park and an elementary school site. 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 rights-of-way 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 effectiveness.
4. Provide a street sweeping program.

### Major Budget Changes

None

# ASSESSMENT AND MAINTENANCE DISTRICTS

## 5567 Monte Bella Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	62,249	24,264	49,193	53,127
62 - Supplies & Materials		1,907	15,000	15,000
63 - Outside Services	59,740	92,233	154,650	150,150
64 - Other Charges	18,536	16,216	73,000	73,000
<b>Total</b>	<b>140,524</b>	<b>134,620</b>	<b>291,843</b>	<b>291,277</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
2109 Monte Bella Maint District	140,524	134,620	291,843	291,277
<b>Total</b>	<b>140,524</b>	<b>134,620</b>	<b>291,843</b>	<b>291,277</b>
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
5567 Monte Bella	0.260	0.260	0.260	0.260
<b>Total</b>	<b>0.260</b>	<b>0.260</b>	<b>0.260</b>	<b>0.260</b>

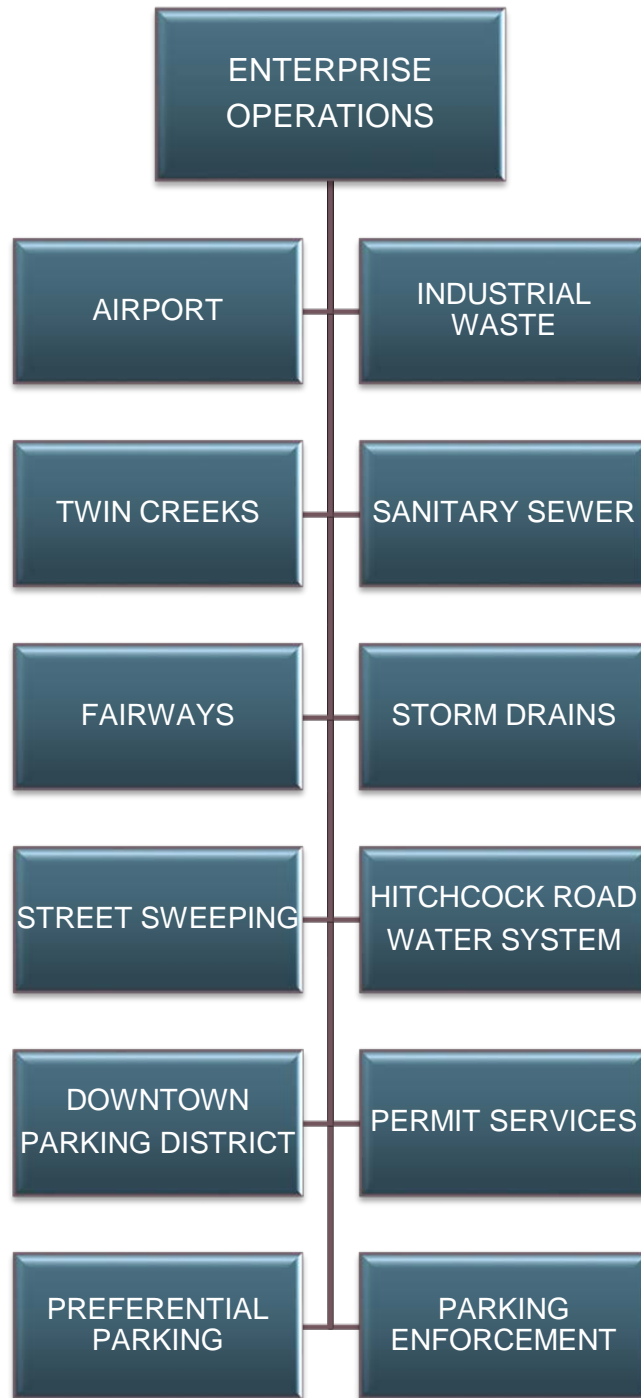
# ASSESSMENT AND MAINTENANCE DISTRICTS

## Work Force

Workforce by Program	18-19 Authorized	19-20 Authorized	20-21 Authorized	21-22 Proposed
<b>2140 Assessment Dist Administration</b>				
Sr Accounting Technician	1.000	1.000	1.000	
<b>2140 Assessment Dist Administration Total</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>	
<b>5560 Woodside Park</b>				
Maintenance Manager	0.030	0.030	0.030	0.030
<b>5560 Woodside Park Total</b>	<b>0.030</b>	<b>0.030</b>	<b>0.030</b>	<b>0.030</b>
<b>5562 Airport Business Park</b>				
Maintenance Manager	0.010	0.010	0.010	0.010
<b>5562 Airport Business Park Total</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>
<b>5563 North East</b>				
Maintenance Manager	0.290	0.290	0.290	0.290
<b>5563 North East Total</b>	<b>0.290</b>	<b>0.290</b>	<b>0.290</b>	<b>0.290</b>
<b>5564 Harden Ranch</b>				
Maintenance Manager	0.010	0.010	0.010	0.010
<b>5564 Harden Ranch Total</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>	<b>0.010</b>
<b>5566 Mira Monte</b>				
Maintenance Manager	0.150	0.150	0.150	0.150
<b>5566 Mira Monte Total</b>	<b>0.150</b>	<b>0.150</b>	<b>0.150</b>	<b>0.150</b>
<b>5567 Monte Bella</b>				
Maintenance Manager	0.260	0.260	0.260	0.260
<b>5567 Monte Bella Total</b>	<b>0.260</b>	<b>0.260</b>	<b>0.260</b>	<b>0.260</b>
<b>Total</b>	<b>1.750</b>	<b>1.750</b>	<b>1.750</b>	<b>0.750</b>

# ENTERPRISE OPERATIONS

## Organizational Chart





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# ENTERPRISE OPERATIONS

## Summary

### Purpose

The purpose of the Enterprise Program is to provide self-supporting community services such as the operation of the Airport, Fairways Golf Course, and the various Sewer Waste Collection systems.

### Top Accomplishments for FY 2020-21

#### Investment Strategies/Risk Management

1. Provided economic role and benefit of the airport for the Salinas Economic Development Element.
2. Completed Economic Benefit Study for the Salinas Municipal Airport.
3. Provide parking services in support of the Downtown Vibrancy Plan.
4. Provide parking support for other commercial areas in Salinas.
5. Develop parking strategies in support of encouraging housing development in downtown.

#### Public Safety

1. Secured \$519,000 grant from FAA to replace the Runway and Taxiway light control system.
2. Provide Parking enforcement support for Code enforcement activities.
3. Provide Parking enforcement support for traffic safety at school locations.

#### Operational Efficiencies

1. Secured \$69,000 in Coronavirus Aid, Relief, and Economic Security Act Emergency Funding.
2. Continued support of the Airport Commission.
3. Continued development of sustainable City Parking programs.
4. Creation of the Parking Enterprise.
5. Successful development of sustainable Parking enforcement program that provide city services and covers cost.
6. Adjusted rates of Downtown Parking enterprise for next 2 fiscal years with the goal for enterprise to self-sustaining.

#### Excellent Infrastructure

1. Completed Rehabilitation of Runway 8/26 and 13/31 at the Salinas Municipal Airport.
2. Completed preventative maintenance inspection on all City owned Aircraft Hangars.

### City Council Goals, Strategies, and Objectives for FY 2021-22

#### Operational Efficiency

1. Optimize Parking Enforcement to support City parking programs and neighborhood safety
2. Continued support of the Airport Commission
3. Commence Airport Master Plan Study.

#### New Revenue

1. Apply for and secure Federal Funding for large capital expenditures.
2. Update Airport Rates and Fee Schedule.
3. Continue developing sustainable parking programs.

#### Investment Strategies/Risk Management

1. Complete Parking Management Plan with recommendations for future downtown parking infrastructure.
2. Host 2021 California International Airshow

### Major Budget Changes

1. Parking Rate changes in downtown parking district take effect in FY 2020-21.

# ENTERPRISE OPERATIONS

## Summary

<b>Expenditures by Program</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
3350 Permit Services	2,462,279	2,463,452	2,915,878	3,181,069
5126 NPDES Storm Water	925,318	1,117,192	1,735,108	1,434,560
5340 Airport	1,347,142	1,384,174	1,616,689	1,585,961
5441 Industrial Waste	1,808,955	1,827,959	2,314,762	2,172,168
5442 Sanitary Sewer	3,057,852	3,124,541	3,274,913	3,233,557
5443 NPDES Storm Drain Sewer	799,821	462,372	620,646	624,264
5444 NPDES Street Sweeping	932,410	1,144,979	1,322,391	1,150,855
5445 Hitchcock Road Water	13,151	7,833	20,000	20,000
5446 Downtown Parking	1,581,985	1,374,766	1,642,179	1,506,405
5447 Preferential Parking	13,133	5,430	27,520	24,600
5448 Parking Enforcement	1,037,749	1,054,843	1,389,419	1,132,595
8006 Twin Creeks Golf Course	458,915	459,489	460,000	496,000
8007 Fairways Golf Course	245,832	244,949	280,000	198,000
<b>Total</b>	<b>14,684,543</b>	<b>14,671,980</b>	<b>17,619,505</b>	<b>16,760,034</b>

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	5,228,025	5,560,288	6,353,162	6,575,455
62 - Supplies & Materials	472,574	479,962	694,846	728,699
63 - Outside Services	3,786,452	3,315,004	5,543,740	4,695,662
64 - Other Charges	1,804,640	1,866,694	1,457,192	1,644,718
65 - Debt Service	3,307,520	3,321,567	3,361,100	3,075,000
66 - Capital Outlays	85,332	128,465	209,464	40,500
<b>Total</b>	<b>14,684,543</b>	<b>14,671,980</b>	<b>17,619,505</b>	<b>16,760,034</b>

# ENTERPRISE OPERATIONS

## Summary

<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
6100 Municipal Airport	1,347,142	1,384,174	1,616,689	1,585,961
6200 Industrial Waste	1,808,955	1,827,959	2,314,762	2,172,168
6301 Fairways Golf Course	245,832	244,949	280,000	198,000
6302 Twin Creek Golf Course	458,915	459,489	460,000	496,000
6400 Sewer	3,057,852	3,124,541	3,274,913	3,233,557
6500 Storm Sewer (NPDES)	2,657,549	2,724,543	3,678,145	3,209,679
6700 Water Utility	13,151	7,833	20,000	20,000
6801 Downtown Parking District	1,581,985	1,374,766	1,642,179	1,506,405
6802 Preferential Parking	13,133	5,430	27,520	24,600
6803 Parking Enforcement	1,037,749	1,054,843	1,389,419	1,132,595
6900 Permit Services	2,462,279	2,463,452	2,915,878	3,181,069
<b>Total</b>	<b>14,684,543</b>	<b>14,671,980</b>	<b>17,619,505</b>	<b>16,760,034</b>
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
3350 Permit Services	11.750	12.483	11.989	13.500
5126 NPDES Storm Water		1.000	1.000	1.000
5340 Airport	5.100	5.100	5.600	6.600
5441 Industrial Waste	3.800	3.800	3.800	5.300
5442 Sanitary Sewer	10.850	12.050	12.050	11.550
5443 NPDES Storm Drain Sewer	5.400	2.200	2.200	2.200
5444 NPDES Street Sweeping	5.200	6.200	6.200	4.700
5446 Downtown Parking	1.050	0.270	0.270	0.270
5448 Parking Enforcement		0.250	0.500	0.250
<b>Total</b>	<b>43.150</b>	<b>43.353</b>	<b>43.609</b>	<b>45.370</b>

# COMMUNITY DEVELOPMENT/PERMIT CENTER

## Permit Services Division

3350

### Purpose

The Permit Services Division ensures the safety of buildings and structures by efficiently reviewing construction plans for both residential and commercial projects and verifying compliance with applicable building codes, city ordinances, and state laws through the inspection process. Permit Services also facilitates building access for disabled persons, educates the public on the building permit process and construction requirements, coordinates approval and inspection of building permits with other City Departments/Sections and governmental agencies, provides timely processing of permits to help stimulate economic development, and assists code enforcement with technical construction requirements.

### Division Operations

1. Assist customers in a timely and professional manner.
2. Provide administrative support for the Permit Center staff.
3. Accurately process all permits, inspection requests, and calculation of fees.
4. Continue research and implementation of new technology, including electronic plan review software, virtual inspection software and electronic file management systems.
5. Lead continuous improvement efforts for the Permit Center with input from customer groups.
6. Properly and promptly forward all requests for information to the applicable departments.
7. Accomplish plan review and inspection of building projects in a timely and complete manner.
8. Update educational and informational handout material for public use regarding building codes, city ordinances, and state laws.
9. Respond to building safety and work without permit complaints.
10. Track and monitor revenues and expenses to ensure that the Building Division is independently financially sustainable.
11. Report Permit Center activity and distribute to City Council and senior management.

### Performance Measures

Performance Measure / Goal	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Number of Permits Approved OTC	651	552 *	N/A *	N/A *	Process Modified
Percent of On-Time Building Permit Reviews (Per Applicable Due Date)	Process Modified	34% *	Process Modified	57% *	80%
Building Permits from Applied to Approved Date (Goal of 40 Days)	18	45 *	15 *	33 **	15
Number of Inspections Completed on Scheduled Day	13,203	12,605 *	15,000 *	15,000 *	15,000
Virtual Inspections (Goal of 10%)	N/A	N/A	N/A	N/A	150
Number of Days from Applied Date to 1st Building Permit Review Comments (All Divisions)	N/A	N/A	N/A	N/A	16
Percent of Simple Permits (City Reports/Electrical/Plumbing) Applied to Issued Date (Goal of 48 Hours)	N/A	N/A	N/A	N/A	75%

### Major Budget Changes

The Permit Services Division is supported by fees generated through permitting. In FY 17/18, an Enterprise Fund was established to ensure that the Division was independently sustainable through fees for service. Budget changes include the addition of fire plan check fee revenue. As part of Permit Center improvements, the Division also plans modifications to personnel. A reactivated promotional Inspection Services Manager would administer and supervise inspection functions for permitting, provide construction management and housing compliance inspections. The recruitment of two Combo Bldg Inspector I/II positions that have been vacant for over 3 years would provide staffing consistency and succession sustainability over consultant inspectors who can only provide limited services. To implement the Permit Center Action Plan and increase productivity, a part-time Administrative Analyst would serve as the Project Manager and report directly to the Director. All salaries and benefits are paid by the Enterprise Fund addressed with Permit Fees and do not have an impact on the General Fund. It should be noted that the continuing COVID-19 pandemic may negatively affect the construction industry, permitting activity and subsequent revenue in FY 21/22. This may require use of the Enterprise Fund's contingency at mid-year.

# ENTERPRISE OPERATIONS

## 3350 Permit Services Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	1,485,184	1,581,233	1,894,294	2,112,069
62 - Supplies & Materials	18,807	20,992	68,020	69,100
63 - Outside Services	623,404	461,567	574,957	545,500
64 - Other Charges	334,884	399,660	334,530	424,400
66 - Capital Outlays			44,077	30,000
<b>Total</b>	<b>2,462,279</b>	<b>2,463,452</b>	<b>2,915,878</b>	<b>3,181,069</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
6900 Permit Services	2,462,279	2,463,452	2,915,878	3,181,069
<b>Total</b>	<b>2,462,279</b>	<b>2,463,452</b>	<b>2,915,878</b>	<b>3,181,069</b>
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
3350 Permit Services	11.750	12.483	11.989	13.500
<b>Total</b>	<b>11.750</b>	<b>12.483</b>	<b>11.989</b>	<b>13.500</b>

### Purpose

This Division's purpose is to provide technical support in the management and implementation of the City's NPDES Stormwater Permit. This has been identified as a focus area for regulatory compliance that affects many City departments and other outside agencies. The Division is currently comprised of an NPDES Permit Program Manager who reports to the City Engineer and a stormwater intern.

### Division Operations

1. Oversee and manage the City's NPDES stormwater Permit compliance program and its integration with other City activities.
2. Consolidate the City's stormwater Permit compliance efforts:
  - a. Bring the City's stormwater program into compliance with the City's NPDES Stormwater Permit requirements.
  - b. Streamline City Permit compliance efforts to increase efficiency and cut compliance costs through integration of current technologies, especially in data collection/reporting efforts.
  - c. Ensure data collection and reporting capabilities meet Permit information management and reporting requirements.
  - d. Continue technical support and oversight of City programs for compliance with stormwater regulations and provide the internal structure necessary to ensure the new Permit requirements are met while providing for efficient use of City resources.
3. Reduce the number of Permit violations from EPA and Regional Water Board audits of the City's Stormwater Permit compliance efforts to zero.
4. Collaborate with other public agencies to achieve permit program cost savings and compliance
5. Obtain grant funding for stormwater water capture/reuse, green infrastructure, and green streets projects.
6. Increase the amount of curb miles swept through implementation of city-wide "No Parking During Street Sweeping Hours" signage program
7. Provide support in City-wide efforts to develop regulatory fees to support NPDES-required activities
8. Provide support to successfully obtain a stormwater utility to fund implementation of the City's NPDES permit.

# ENTERPRISE OPERATIONS

## NPDES Stormwater Division (Continued)

5126

### Performance Measures

Performance Measure / Goal	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Compliance with NPDES Stormwater Permit	85%	90%	90%	90%%	100%%
Achieve program cost savings over previous year	\$25k	---	\$25k	---	---
Offer stormwater training and community workshops to increase stormwater awareness	4 workshops	None due to COVID	2 workshops or training sessions	Three 2N training sessions held for staff	Online SW awareness campaign to prepare for community polling
Develop a stormwater utility/funding source	-	Stormwater utility feasibility report complete	Prop 26 fees in fee schedule; stormwater utility adopted	Prop 26 fees in fee schedule	Polling for SW utility
Reduction in litter throughout the City (running total)		27%	10%	30% (due to COVID)	40%
Green streets/P3 projects implemented in the City		CBP3 program presented to management, green street concept plan developed	GI implemented via CBP3 program	GI starter plan developed, full plan to be developed in FY 21-22	GI plan complete; SW crediting program in development
Pilot projects in place to increase curb miles swept; street sweeping "No Parking" signage program in place		Data collected to determine street priority	High and Medium priority streets identified; new routes under development	High and Medium priority streets identified; new routes under development	New street sweeping routes developed; No parking signage project underway

### Major Budget Changes

This Division was formed to allow consolidation of NPDES permit program funding to prepare for obtaining a new stormwater funding utility and operate as an enterprise fund. Due to increased permit requirements, it is recommended that a full-time Stormwater Technician and Stormwater Inspector be added to the NPDES staff. The Stormwater Inspector would support SW inspections for Development Engineering and CIP Engineering.

# ENTERPRISE OPERATIONS

## 5126 NPDES Storm Water Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	6,402	175,316	216,370	217,402
62 - Supplies & Materials	1,329	3,386	2,100	2,100
63 - Outside Services	753,264	720,526	1,361,368	968,020
64 - Other Charges	164,323	212,961	155,140	247,038
66 - Capital Outlays		5,003	130	
<b>Total</b>	<b>925,318</b>	<b>1,117,192</b>	<b>1,735,108</b>	<b>1,434,560</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
6500 Storm Sewer (NPDES)	925,318	1,117,192	1,735,108	1,434,560
<b>Total</b>	<b>925,318</b>	<b>1,117,192</b>	<b>1,735,108</b>	<b>1,434,560</b>
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
5126 NPDES Storm Water		1.000	1.000	1.000
<b>Total</b>		<b>1.000</b>	<b>1.000</b>	<b>1.000</b>





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# ENTERPRISE OPERATIONS

## Airport Division

5340

### Purpose

The Airport serves the City as an element of the national transportation system. It is an economic development asset and serves as an employment center with over 20 businesses providing high-skilled high paying jobs. The Airport Division oversees the safe day-to-day operation of the facility and the long-term capital development.

### Division Operations

1. Focus on quality customer service.
2. Provide staff support to the Airport Commission.
3. Ensure the continued economic viability of the Airport Enterprise Fund.
4. Support the California International Air show.
5. Acquire funding to complete plans and projects that provide for appropriate airport development.

### Performance Measures

Performance Measure / Goal	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Percentage of Work Order Requests received that are completed within 48 hours	90%	95%	95%	95%	95%
Percentage of Hangar Preventative Maintenance Inspections Completed	100%	100%	100%	100%	100%
Percentage of hangar rental and lease accounts paid in full within 30 days	95%	90%	95%	90%	95%

### Major Budget Changes

None

# ENTERPRISE OPERATIONS

## 5340 Airport Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	686,031	725,805	931,245	901,911
62 - Supplies & Materials	72,853	84,674	97,827	129,050
63 - Outside Services	303,587	243,498	326,895	303,300
64 - Other Charges	253,823	256,993	225,100	249,700
65 - Debt Service	30,849	30,849	31,000	
66 - Capital Outlays		42,355	4,622	2,000
<b>Total</b>	<b>1,347,142</b>	<b>1,384,174</b>	<b>1,616,689</b>	<b>1,585,961</b>

<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
6100 Municipal Airport	1,347,142	1,384,174	1,616,689	1,585,961
<b>Total</b>	<b>1,347,142</b>	<b>1,384,174</b>	<b>1,616,689</b>	<b>1,585,961</b>

<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
5340 Airport	5.100	5.100	5.600	6.600
<b>Total</b>	<b>5.100</b>	<b>5.100</b>	<b>5.600</b>	<b>6.600</b>

# ENTERPRISE OPERATIONS

## Industrial Waste Division

5441

### 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 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Millions of Gallons of Industrial Process Water Receiving Treatment & Disposal	717	970	1000	1000	1000

### Major Budget Changes

None

# ENTERPRISE OPERATIONS

## 5441 Industrial Waste Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	497,175	534,747	675,858	787,268
62 - Supplies & Materials	39,132	46,851	66,792	69,500
63 - Outside Services	539,951	446,549	754,810	621,000
64 - Other Charges	252,035	228,759	183,100	186,600
65 - Debt Service	480,661	489,947	499,600	507,800
66 - Capital Outlays		81,106	134,601	
<b>Total</b>	<b>1,808,955</b>	<b>1,827,959</b>	<b>2,314,762</b>	<b>2,172,168</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
6200 Industrial Waste	1,808,955	1,827,959	2,314,762	2,172,168
<b>Total</b>	<b>1,808,955</b>	<b>1,827,959</b>	<b>2,314,762</b>	<b>2,172,168</b>
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
5441 Industrial Waste	3.800	3.800	3.800	5.300
<b>Total</b>	<b>3.800</b>	<b>3.800</b>	<b>3.800</b>	<b>5.300</b>

# ENTERPRISE OPERATIONS

## Sanitary Sewer Division

5442

### 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 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Miles of Pipeline Cleaned	93	116	150	150	150
Number of Sanitary Sewer Overflows	4	2	<5	<5	<5
Linear Feet of Pipeline Televised (CCTV)	10,920	48,075	50,000	50,000	60,000
(FOG) Fats Oils and Grease Inspections	23	36	100	100	150

### Major Budget Changes

None

# ENTERPRISE OPERATIONS

## 5442 Sanitary Sewer Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	1,225,721	1,445,645	1,444,482	1,502,858
62 - Supplies & Materials	166,848	124,130	190,266	188,499
63 - Outside Services	230,150	185,601	389,531	469,700
64 - Other Charges	330,808	343,565	208,600	210,200
65 - Debt Service	1,022,526	1,025,601	1,024,500	862,300
66 - Capital Outlays	81,799		17,534	
<b>Total</b>	<b>3,057,852</b>	<b>3,124,541</b>	<b>3,274,913</b>	<b>3,233,557</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
6400 Sewer	3,057,852	3,124,541	3,274,913	3,233,557
<b>Total</b>	<b>3,057,852</b>	<b>3,124,541</b>	<b>3,274,913</b>	<b>3,233,557</b>
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
5442 Sanitary Sewer	10.850	12.050	12.050	11.550
<b>Total</b>	<b>10.850</b>	<b>12.050</b>	<b>12.050</b>	<b>11.550</b>

# ENTERPRISE OPERATIONS

## NPDES Storm Drain Sewer Division

5443

### 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 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Number of Storm Drains Inspected and cleaned as needed	1,111	1,459	1,200	1,200	1,200
Number of Storm Drain Stencils Installed with "No Dumping Flows to Bay" Logo	26	0	<10	<10	<10
Number of Commercial/Industrial Businesses Inspected.	220	128	200	200	200
Dry Weather Monitoring Inspections	157	157	157	157	157

### Major Budget Changes

None



# ENTERPRISE OPERATIONS

## 5443 NPDES Storm Drain Sewer Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	655,873	306,864	312,947	314,165
62 - Supplies & Materials	9,838	34,913	38,900	39,400
63 - Outside Services	11,374	55,226	149,399	159,399
64 - Other Charges	122,736	65,369	119,400	111,300
<b>Total</b>	<b>799,821</b>	<b>462,372</b>	<b>620,646</b>	<b>624,264</b>

<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
6500 Storm Sewer (NPDES)	799,821	462,372	620,646	624,264
<b>Total</b>	<b>799,821</b>	<b>462,372</b>	<b>620,646</b>	<b>624,264</b>

<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
5443 NPDES Storm Drain Sewer	5.400	2.200	2.200	2.200
<b>Total</b>	<b>5.400</b>	<b>2.200</b>	<b>2.200</b>	<b>2.200</b>

# ENTERPRISE OPERATIONS

## NPDES Street Sweeping Division

5444

### 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 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Number of Curb Miles Swept Monthly	1,319	15,000	16,000	16,000	16,000
Cubic Yard of Debris Removed Annually	5,279	5,400	5,000	5,000	5,000

### Major Budget Changes

None

# ENTERPRISE OPERATIONS

## 5444 NPDES Street Sweeping Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	527,380	719,969	770,091	658,555
62 - Supplies & Materials	147,116	151,130	206,300	205,800
63 - Outside Services	14,425	9,821	130,300	130,300
64 - Other Charges	122,187	145,729	95,800	95,800
65 - Debt Service	118,331	118,331	118,400	58,900
66 - Capital Outlays	2,971		1,500	1,500
<b>Total</b>	<b>932,410</b>	<b>1,144,979</b>	<b>1,322,391</b>	<b>1,150,855</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
6500 Storm Sewer (NPDES)	932,410	1,144,979	1,322,391	1,150,855
<b>Total</b>	<b>932,410</b>	<b>1,144,979</b>	<b>1,322,391</b>	<b>1,150,855</b>
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
5444 NPDES Street Sweeping	5.200	6.200	6.200	4.700
<b>Total</b>	<b>5.200</b>	<b>6.200</b>	<b>6.200</b>	<b>4.700</b>

# ENTERPRISE OPERATIONS

## Hitchcock Road Water Utility

5445

### 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 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Percentage of Compliance with Health Department Water Quality Objectives	100%	100%	100%	100%	100%

### Major Budget Changes

None

# ENTERPRISE OPERATIONS

## 5445 Hitchcock Road Water Division

Expenditures by Character	18-19 Actual	19-20 Actual	20-21 Amended	21-22 Proposed
62 - Supplies & Materials	2,832			
63 - Outside Services	8,486	6,832	18,000	18,000
64 - Other Charges	1,833	1,001	2,000	2,000
<b>Total</b>	<b>13,151</b>	<b>7,833</b>	<b>20,000</b>	<b>20,000</b>
Expenditures by Fund	18-19 Actual	19-20 Actual	20-21 Amended	21-22 Proposed
6700 Water Utility	13,151	7,833	20,000	20,000
<b>Total</b>	<b>13,151</b>	<b>7,833</b>	<b>20,000</b>	<b>20,000</b>

# ENTERPRISE OPERATIONS

## Downtown Parking District

5446

### Purpose

The mission of Downtown Parking Enterprise is to provide, operate and maintain an efficient, effective and sustainable downtown parking management to meet the needs of our residents, visitors and the business community. The enterprise needs to cover costs of services and strategically plan to meet the downtown parking demand today and in the near future. The Downtown Parking District enterprise supports the City's downtown economic and revitalization objectives.

### Division Operations

1. To develop a sustainable downtown parking program that is able to meet current downtown needs as well as plan for viable parking solutions in the future.
2. To support the vision of the Downtown Vibrancy Plan and help make downtown a destination.
3. To provide effective management of parking services and resources.
4. To provide centralized parking management to maximize economies of scale and efficiency.
5. To develop a parking program that is fiscally able to be a partner with downtown stakeholders.
6. To provide excellent customer service.

### Performance Measures

Performance Measure / Goal	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Total Revenue	\$1,266,836	\$1,368,334	\$1,155,476	\$1,155,476	\$1,200,000
Total Expenses	\$1,617,260	\$1,408,911	\$1,263,422	\$1,263,422	\$1,200,000
Net Revenue	-\$350,423	-\$40,576	\$100,000	-\$110,945	\$0
Operating Revenue (Pemit Sales/Parking fees)	\$316,430	\$415,562	\$210,000	\$210,000	\$450,000
FY 19-20 and 20-21 affected by pandemic.					
FY 21-22 Projection Assumes Implementation of Rate Increases.					

### Major Budget Changes

For FY21-22, it is hoped that the parking fees for the Parking Garages and parking lots approved by the City Council will take effect and gradually move the enterprise from its deficit position. Staff costs and garage management costs have been adjusted to control costs. Additional revenue generating services are being developed including an improved validation program open to all downtown businesses and evening/residential parking program. The pandemic and the rollback of fees that resulted has kept the enterprise from meeting sustainability goals.

# ENTERPRISE OPERATIONS

## 5446 Downtown Parking Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	129,720	32,716	41,639	41,836
62 - Supplies & Materials	11,878	12,088	24,641	25,250
63 - Outside Services	406,303	308,468	490,776	377,739
64 - Other Charges	83,117	69,093	130,522	102,580
65 - Debt Service	950,406	952,402	947,600	952,000
66 - Capital Outlays	562		7,000	7,000
<b>Total</b>	<b>1,581,985</b>	<b>1,374,766</b>	<b>1,642,179</b>	<b>1,506,405</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
6801 Downtown Parking District	1,581,985	1,374,766	1,642,179	1,506,405
<b>Total</b>	<b>1,581,985</b>	<b>1,374,766</b>	<b>1,642,179</b>	<b>1,506,405</b>
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
5446 Downtown Parking	1.050	0.270	0.270	0.270
<b>Total</b>	<b>1.050</b>	<b>0.270</b>	<b>0.270</b>	<b>0.270</b>

**Purpose**

The mission of the Preferential Parking operations is to provide, operate and maintain an efficient and flexible preferential parking system. Currently, there is only one preferential permit parking area, District 3A, for the area surrounding the Salinas Valley Memorial Hospital. This preferential permit parking program is managed by the Public Works Parking Division is to meet the need of the residents, visitors and businesses located within the boundaries of the Preferential Parking Program.

**Division Operations**

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

**Performance Measures**

<b>Performance Measure/Goal</b>	<b>FY 2018-19 Actual</b>	<b>FY 2019-20 Actual</b>	<b>FY 2020-21 Goal</b>	<b>FY 2020-21 Projected</b>	<b>FY 2021-22 Goal</b>
Permit Sales	\$18,634.00	\$12,141.00	\$18,000.00	\$12,420.00	\$15,000.00
Cost per Home	\$13	\$13	\$13	\$12	\$13

**Major Budget Changes**

A new CIP is proposed to respond to requests for additional residential permit parking areas. Seed funding will provide funds for parking studies and community engagement necessary to help with recommendations for future permit parking areas.



# ENTERPRISE OPERATIONS

## 5447 Preferential Parking Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits			5,500	5,500
62 - Supplies & Materials	1,940	1,799		
63 - Outside Services	9,421	2,623	19,020	16,000
64 - Other Charges	1,771	1,008	3,000	3,100
<b>Total</b>	<b>13,133</b>	<b>5,430</b>	<b>27,520</b>	<b>24,600</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
6802 Preferential Parking	13,133	5,430	27,520	24,600
<b>Total</b>	<b>13,133</b>	<b>5,430</b>	<b>27,520</b>	<b>24,600</b>

**Purpose**

The Citywide Parking Enforcement Program supports other programs of the Parking Enterprise. It is also responsive to Salinas' residents' need for parking enforcement and supports safety enforcement at schools. As an enterprise, the program also has the objective to ensure that costs for desired services are covered.

**Division Operations**

1. Provide parking management to improve program effectiveness.
2. Provide a sustainable parking enforcement program that supports all parking programs.
3. Respond to residents and business request for parking enforcement.
4. Support traffic safety needs at school locations.
5. Pursue expansion of parking enforcement program expansion to cover evenings and weekends.
6. Provide excellent customer service.

**Performance Measures**

Performance Measure / Goal	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Citations Written	25,068	26,064	25,000	21,100	25,000
Annual Cost	\$1,021,386	\$1,076,122	\$1,000,000	\$542,063	\$1,000,000
Revenue	\$1,300,382	\$1,250,541	\$1,250,000	\$856,314	\$1,250,000
Notes: 2018-19 contract expansion (evenings/weekends)					
2019-20 and 2020-21 revenue affected by Covid 19.*					
From 2019-20 includes staff costs recovery.					

**Major Budget Changes**

Parking enforcement demand continues to be high. In December 2020 another service expansion was approved by the City that will enhance response time overall increasing enforcement in early evenings and weekends. It's estimated the cost will increase annually by \$209,400. In addition, the parking enforcement program will also absorb costs for Citation processing, court costs and DMV costs. These costs increase with increase in citation activity. Total costs will be covered by revenues developed with the increase in parking enforcement activity.

# ENTERPRISE OPERATIONS

## 5448 Parking Enforcement Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	14,540	37,994	60,736	33,891
63 - Outside Services	886,086	874,293	1,328,683	1,086,704
64 - Other Charges	137,122	142,556		12,000
<b>Total</b>	<b>1,037,749</b>	<b>1,054,843</b>	<b>1,389,419</b>	<b>1,132,595</b>

<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
6803 Parking Enforcement	1,037,749	1,054,843	1,389,419	1,132,595
<b>Total</b>	<b>1,037,749</b>	<b>1,054,843</b>	<b>1,389,419</b>	<b>1,132,595</b>

<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
5448 Parking Enforcement		0.250	0.500	0.250
<b>Total</b>		<b>0.250</b>	<b>0.500</b>	<b>0.250</b>

**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

## 8006 Twin Creeks Golf Course Division

Expenditures by Character	18-19 Actual	19-20 Actual	20-21 Amended	21-22 Proposed
65 - Debt Service	458,915	459,489	460,000	496,000
<b>Total</b>	<b>458,915</b>	<b>459,489</b>	<b>460,000</b>	<b>496,000</b>
Expenditures by Fund	18-19 Actual	19-20 Actual	20-21 Amended	21-22 Proposed
6302 Twin Creek Golf Course	458,915	459,489	460,000	496,000
<b>Total</b>	<b>458,915</b>	<b>459,489</b>	<b>460,000</b>	<b>496,000</b>

**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

## 8007 Fairways Golf Course Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
65 - Debt Service	245,832	244,949	280,000	198,000
<b>Total</b>	<b>245,832</b>	<b>244,949</b>	<b>280,000</b>	<b>198,000</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
6301 Fairways Golf Course	245,832	244,949	280,000	198,000
<b>Total</b>	<b>245,832</b>	<b>244,949</b>	<b>280,000</b>	<b>198,000</b>

# ENTERPRISE OPERATIONS

## Work Force

Workforce by Program	18-19 Authorized	19-20 Authorized	20-21 Authorized	21-22 Proposed
<b>3350 Permit Services</b>				
Administrative Aide		0.400	0.400	
Bldg Permit Spec	1.000	2.000	1.000	1.000
Comb Bldg Insp I	2.000	2.000	2.000	1.000
Comb Bldg Inspector II				2.000
Junior Engineer	1.000	1.000	1.000	1.000
Permit Center Clerk	3.000	2.000	3.000	
Permit Ctr Mgr/Bldg Off	1.000	1.000	1.000	
Revenue Officer	0.750	0.750	0.589	0.500
Senior Plan Check Engineer	1.000	1.000	1.000	2.000
Sr Combo Bldg Insp	1.000	1.000	1.000	
Permit Center Coordinator	1.000	1.000	1.000	1.000
Information Technologies Tech I		0.333		
Inspection Services Manager				1.000
Chief Building Official				1.000
Permit Services Technician				3.000
<b>3350 Permit Services Total</b>	<b>11.750</b>	<b>12.483</b>	<b>11.989</b>	<b>13.500</b>
<b>5126 NPDES Storm Water</b>				
NPDES Permit Manager		1.000	1.000	1.000
<b>5126 NPDES Storm Water Total</b>		<b>1.000</b>	<b>1.000</b>	<b>1.000</b>
<b>5340 Airport</b>				
Administrative Secretary	1.000	1.000	1.000	1.000
Airport Manager	1.000	1.000	1.000	1.000
Airport Operations Supv	1.000	1.000	1.000	1.000
Facility Maint Worker	2.000	2.000	2.000	3.000
Office Technician			0.500	0.500
Public Works Director	0.100	0.100	0.100	0.100
<b>5340 Airport Total</b>	<b>5.100</b>	<b>5.100</b>	<b>5.600</b>	<b>6.600</b>
<b>5441 Industrial Waste</b>				
Assistant Engineer				0.500
Assistant PW Dir/City Engr	0.150	0.150		
Office Technician	0.200	0.200	0.200	0.200
P.S. Maint Crew Supervisor	0.500	0.500	0.500	



# ENTERPRISE OPERATIONS

## Work Force

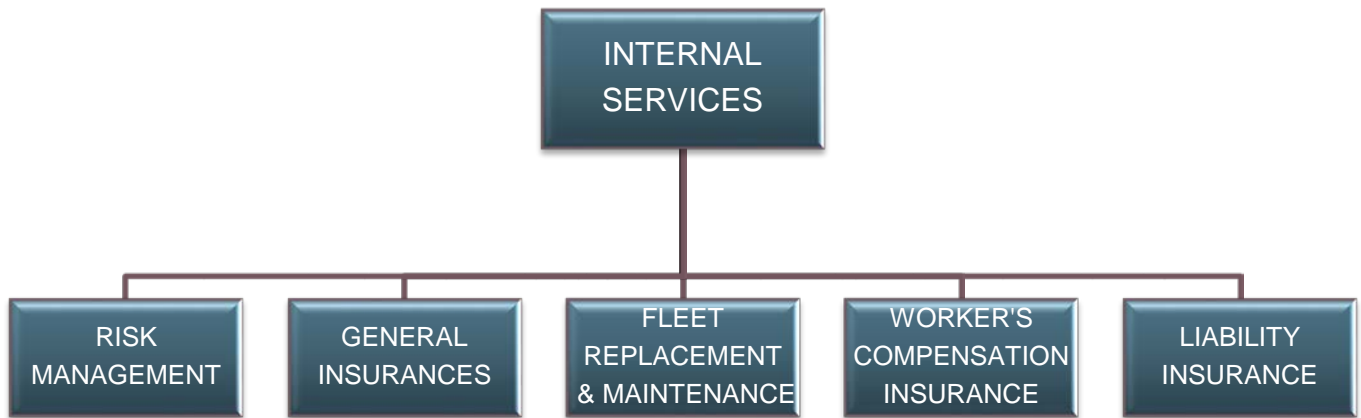
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
Public Works Admin Supervisor	0.100	0.100	0.100	0.100
Public Works Director	0.100	0.100	0.100	0.100
Senior Civil Engineer	0.500	0.500	0.500	0.500
Wastewater Manager	0.250	0.250	0.250	0.250
Wastewater Operator	2.000	2.000	2.000	3.000
City Engineer			0.150	0.150
Wastewater Crew Sup				0.500
<b>5441 Industrial Waste Total</b>	<b>3.800</b>	<b>3.800</b>	<b>3.800</b>	<b>5.300</b>
<b>5442 Sanitary Sewer</b>				
Assistant Engineer				0.500
Assistant PW Dir/City Engr	0.100	0.100		
Office Technician	0.200	0.200	0.200	0.200
P.S. Maint Crew Supervisor	1.000	1.000	1.000	
Public Service Maint Wkr I	0.750			
Public Svc Maint Wkr II	4.000	5.950	5.950	4.950
Public Svc Maint Wkr III	1.750	1.750	1.750	1.750
Public Svc Maint Wkr IV	0.500	0.500	0.500	0.500
Public Works Admin Supervisor	0.100	0.100	0.100	0.100
Public Works Director	0.100	0.100	0.100	0.100
Pump Maint Mechanic	1.000	1.000	1.000	1.000
Senior Civil Engineer	0.850	0.850	0.850	0.850
Wastewater Manager	0.500	0.500	0.500	0.500
City Engineer			0.100	0.100
Wastewater Crew Sup				1.000
<b>5442 Sanitary Sewer Total</b>	<b>10.850</b>	<b>12.050</b>	<b>12.050</b>	<b>11.550</b>
<b>5443 NPDES Storm Drain Sewer</b>				
Assistant PW Dir/City Engr	0.050	0.050		
NPDES Permit Manager	1.000			
P.S. Maint Crew Supervisor	0.250	0.250	0.250	
Public Service Maint Wkr I	0.250			
Public Svc Maint Wkr II	3.000	1.050	1.050	1.050
Public Svc Maint Wkr III	0.250	0.250	0.250	0.250
Public Svc Maint Wkr IV	0.250	0.250	0.250	0.250
Public Works Admin Supervisor	0.050	0.050	0.050	0.050

# ENTERPRISE OPERATIONS

## Work Force

<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
Public Works Director	0.050	0.050	0.050	0.050
Wastewater Manager	0.250	0.250	0.250	0.250
City Engineer			0.050	0.050
Wastewater Crew Sup				0.250
<b>5443 NPDES Storm Drain Sewer Total</b>	<b>5.400</b>	<b>2.200</b>	<b>2.200</b>	<b>2.200</b>
<b>5444 NPDES Street Sweeping</b>				
Community Service Officer	0.500	0.500	0.500	
Equipment Mechanic I	1.000	1.000	1.000	
Motor Sweeper Operator	3.000	3.000	3.000	3.000
Office Technician	0.200	0.200	0.200	0.200
P.S. Maint Crew Supervisor	0.250	0.250	0.250	
Public Svc Maint Wkr II		1.000	1.000	1.000
Public Svc Maint Wkr IV	0.250	0.250	0.250	0.250
Wastewater Crew Sup				0.250
<b>5444 NPDES Street Sweeping Total</b>	<b>5.200</b>	<b>6.200</b>	<b>6.200</b>	<b>4.700</b>
<b>5446 Downtown Parking</b>				
Public Works Admin Supervisor	1.000	0.250	0.250	0.250
Public Works Director	0.050	0.020	0.020	0.020
<b>5446 Downtown Parking Total</b>	<b>1.050</b>	<b>0.270</b>	<b>0.270</b>	<b>0.270</b>
<b>5448 Parking Enforcement</b>				
Office Technician			0.250	
Public Works Admin Supervisor		0.250	0.250	0.250
<b>5448 Parking Enforcement Total</b>		<b>0.250</b>	<b>0.500</b>	<b>0.250</b>
<b>Total</b>	<b>43.150</b>	<b>43.353</b>	<b>43.609</b>	<b>45.370</b>

# INTERNAL SERVICES Organizational Chart



# INTERNAL SERVICES

## Summary

### Purpose

Internal Services supports the provision of employee benefits to include health and welfare benefits, workers compensation, City-wide safety programs, and employee assistance programs. Comprehensive protection of the City's assets through a liability program of risk avoidance, risk reduction and risk transfer is also accomplished through Internal Services.

### Top Accomplishments for FY 2020-2021

#### Operational Efficiencies

1. **Internal Services (Insurance).** Completed a full evaluation of the City's insurance portfolio, added transparency to the insurance program, and took action to decrease brokerage and insurance fees and to significantly increase scope and quality of coverages for the City.
2. **Internal Services (Risk Management/Liability).** Completed a full evaluation and modification of contracts with service providers (third party administrators) to add accountability to their handling of City account.
3. **Internal Services (Workers Compensation).** Commissioned a full audit of the City's third-party administrator of workers' compensation claims and implemented protocols and standards for improved performance.

### City Council Goals, Strategies, and Objectives for FY 2021-2022

#### Investment Strategies/Risk Management; Operational Efficiencies

1. Reduce General Fund costs in management and administration of general liability and Workers Compensation programs.
2. Implement annual audits of Workers' Compensation Third Party Administrators performance in managing claims and liabilities.
3. Assist with coordination of early Return to Work for Industrial and Non-Industrial Injuries.
4. Maintain financial stability of the state property/casualty insurance fund.
5. Evaluate efficacy of claims management software to reduce reliance upon outside services and promote internal management of claims administration.
6. Continue implementing the cost-recovery and board-up protocols.

### Major Budget Changes

None

# INTERNAL SERVICES

## Summary

<b>Expenditures by Program</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
1245 Risk Management	732	277	47,100	47,100
1246 General Insurances	598,429	676,694	866,100	828,500
1247 Workers' Compensation Insurance	5,468,607	3,909,386	5,465,273	5,474,267
1248 Liability Insurance	2,124,699	2,322,775	2,461,805	2,825,552
5233 Vehicle/Equipment Maintenance	1,837,731	1,816,187	1,827,092	2,152,046
<b>Total</b>	<b>10,030,198</b>	<b>8,725,319</b>	<b>10,667,370</b>	<b>11,327,465</b>
<b>Expenditures by Character</b>				
	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	1,389,023	1,440,446	1,439,987	1,802,665
62 - Supplies & Materials	568,230	571,629	739,250	638,700
63 - Outside Services	374,756	307,964	267,950	394,100
64 - Other Charges	7,659,601	6,350,969	8,180,383	8,491,800
66 - Capital Outlays	38,589	54,312	39,800	200
<b>Total</b>	<b>10,030,198</b>	<b>8,725,319</b>	<b>10,667,370</b>	<b>11,327,465</b>
<b>Expenditures by Fund</b>				
	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
7101 Internal Services Administration	732	277	47,100	47,100
7102 Internal Services Insurances	598,429	676,694	866,100	828,500
7103 Worker's Comp Self-Insurance	5,468,607	3,909,386	5,465,273	5,474,267
7104 General Liability Self-Insurance	2,124,699	2,322,775	2,461,805	2,825,552
7120 Fleet Maintenance	1,837,731	1,816,187	1,827,092	2,152,046
<b>Total</b>	<b>10,030,198</b>	<b>8,725,319</b>	<b>10,667,370</b>	<b>11,327,465</b>
<b>Workforce by Program</b>				
	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
1247 Workers' Compensation Insurance	1.000	1.000	1.000	1.000
1248 Liability Insurance	2.000	2.000	2.000	2.000
5233 Fleet/Equipment Maintenance	10.200	10.450	10.450	10.450
<b>Total</b>	<b>13.200</b>	<b>13.450</b>	<b>13.450</b>	<b>13.450</b>

**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

## 1245 Risk Management Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits			44,100	44,100
62 - Supplies & Materials	732		1,600	1,600
63 - Outside Services			1,000	1,000
64 - Other Charges		277	200	200
66 - Capital Outlays			200	200
<b>Total</b>	<b>732</b>	<b>277</b>	<b>47,100</b>	<b>47,100</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
7101 Internal Services Administration	732	277	47,100	47,100
<b>Total</b>	<b>732</b>	<b>277</b>	<b>47,100</b>	<b>47,100</b>

**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.

**Major Budget Changes**

None



# INTERNAL SERVICES

## 1246 General Insurances Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
63 - Outside Services	29,074	16,471	20,000	20,000
64 - Other Charges	569,355	660,223	846,100	808,500
<b>Total</b>	<b>598,429</b>	<b>676,694</b>	<b>866,100</b>	<b>828,500</b>

<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
7102 Internal Services Insurances	598,429	676,694	866,100	828,500
<b>Total</b>	<b>598,429</b>	<b>676,694</b>	<b>866,100</b>	<b>828,500</b>

# **INTERNAL SERVICES**

## **Workers' Compensation Insurance**

**1247**

### **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.
7. Reduce General Fund costs in the administration and management of Workers Compensation claims.

### **Major Budget Changes**

None

# INTERNAL SERVICES

## 1247 Workers' Compensation Insurance Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	106,370	147,226	165,273	174,267
63 - Outside Services	10,500	12,639	15,000	15,000
64 - Other Charges	5,351,737	3,749,521	5,285,000	5,285,000
<b>Total</b>	<b>5,468,607</b>	<b>3,909,386</b>	<b>5,465,273</b>	<b>5,474,267</b>

<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
7103 Worker's Comp Self-Insurance	5,468,607	3,909,386	5,465,273	5,474,267
<b>Total</b>	<b>5,468,607</b>	<b>3,909,386</b>	<b>5,465,273</b>	<b>5,474,267</b>

<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
1247 Workers' Compensation Insurance	1.000	1.000	1.000	1.000
<b>Total</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>

**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. 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.

**Major Budget Changes**

None

# INTERNAL SERVICES

## 1248 Liability Insurance Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	401,215	384,959	417,722	432,452
64 - Other Charges	1,723,484	1,937,816	2,044,083	2,393,100
<b>Total</b>	<b>2,124,699</b>	<b>2,322,775</b>	<b>2,461,805</b>	<b>2,825,552</b>
<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
7104 General Liability Self-Insurance	2,124,699	2,322,775	2,461,805	2,825,552
<b>Total</b>	<b>2,124,699</b>	<b>2,322,775</b>	<b>2,461,805</b>	<b>2,825,552</b>
<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
1248 Liability Insurance	2.000	2.000	2.000	2.000
<b>Total</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>

# INTERNAL SERVICES

## Vehicle/Equipment Maintenance Division

5233

### 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 350 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 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Goal	FY 2020-21 Projected	FY 2021-22 Goal
Number of vehicles to maintain per employee	125	45	250	45	45
Preventive Maintenance Inspections on Police Vehicles	50	420	300	520	520
Preventive Maintenance Inspections on Fleet Vehicles	1,250	1,100	1,500	1,250	1,250

### Major Budget Changes

Implementation of fleet centralization and consolidation will continue in FY 2021-2022

# INTERNAL SERVICES

## 5233 Vehicle/Equipment Maintenance Division

<b>Expenditures by Character</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
61 - Salaries & Benefits	881,438	908,261	812,892	1,151,846
62 - Supplies & Materials	567,497	571,629	737,650	637,100
63 - Outside Services	335,182	278,853	231,950	358,100
64 - Other Charges	15,025	3,132	5,000	5,000
66 - Capital Outlays	38,589	54,312	39,600	
<b>Total</b>	<b>1,837,731</b>	<b>1,816,187</b>	<b>1,827,092</b>	<b>2,152,046</b>

<b>Expenditures by Fund</b>	<b>18-19 Actual</b>	<b>19-20 Actual</b>	<b>20-21 Amended</b>	<b>21-22 Proposed</b>
7120 Fleet Maintenance	1,837,731	1,816,187	1,827,092	2,152,046
<b>Total</b>	<b>1,837,731</b>	<b>1,816,187</b>	<b>1,827,092</b>	<b>2,152,046</b>

<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
5233 Fleet/Equipment Maintenance	10.200	10.450	10.450	10.450
<b>Total</b>	<b>10.200</b>	<b>10.450</b>	<b>10.450</b>	<b>10.450</b>

# INTERNAL SERVICES

## Work Force

<b>Workforce by Program</b>	<b>18-19 Authorized</b>	<b>19-20 Authorized</b>	<b>20-21 Authorized</b>	<b>21-22 Proposed</b>
<b>1247 Workers' Compensation Insurance</b>				
Assistant City Attorney		0.500	0.500	0.500
Legal Secretary	1.000	0.500	0.500	
Sr Risk Management Technician				0.500
<b>1247 Workers' Compensation Insurance Total</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>
<b>1248 Liability Insurance</b>				
Assistant City Attorney	2.000	1.500	1.500	1.500
Legal Secretary		0.500	0.500	
Sr Risk Management Technician				0.500
<b>1248 Liability Insurance Total</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>
<b>5233 Fleet/Equipment Maintenance</b>				
Equipment Inventory Tech	1.000	1.000		
Equipment Mechanic Crew Sup	1.000	1.000	1.000	1.000
Equipment Mechanic I	1.000	1.000	1.000	3.000
Equipment Mechanic II	3.000	3.000	3.000	3.000
Fleet Analyst	1.000	1.000	1.000	
Fleet Maintenance Manager	1.000	1.000	1.000	1.000
Inventory Technician	1.000	1.000	1.000	
Office Technician	0.200	0.200	0.200	1.200
Public Works Admin Supervisor		0.250	0.250	0.250
Sr Vehicle Maint Asst	1.000	1.000	1.000	
Sr Mechanic			1.000	
Senior Equipment Mechanic				1.000
<b>5233 Fleet/Equipment Maintenance Total</b>	<b>10.200</b>	<b>10.450</b>	<b>10.450</b>	<b>10.450</b>
<b>Total</b>	<b>13.200</b>	<b>13.450</b>	<b>13.450</b>	<b>13.450</b>



# CHART OF ACCOUNTS

## FUND

<u>Fund</u>	<u>Description</u>
	<b>General Fund</b>
1000	General Fund
1100	Measure E
1200	Measure G
	<b>Lighting Landscape &amp; Maint Dist</b>
2101	Maintenance Dist Administration
2102	Woodside Park Maint District
2103	Downtown Mall Maint District
2104	Airport Bus Park Maint District
2105	N E Salinas Landscape Dist
2106	Harden Ranch Landscape Dist
2107	Vista Nueva Maint District
2108	Mira Monte Maint District
2109	Monte Bella Maint District
	<b>Local Public Safety</b>
2201	Sales Tax-SB172
2202	Supplemental Law Enf - AB3229
	<b>Development Impact Fees</b>
2301	Development Fees-Sewer & Storm
2302	Development Fees-Parks & Playgr
2303	Development Fees-Library
2304	Development Fees-Street Trees
2305	Development Fees-Annexations
2306	Development Fees-Arterial
2307	Development Fees-Fire
2308	Dev Fees Fund-Police
2309	Development Fees - WASP Parks
2310	Development Fees - CASP Parks
	<b>Gas Tax</b>
2401	Gas Tax - 2107
2402	Gas Tax - 2106
2403	Gas Tax - 2105
2404	Gas Tax - Motor Vehicle Fuel Tax
	<b>Other Special Revenue</b>
2501	Emergency Medical Service Fund
2502	Asset Seizure
2503	Traffic Safety
2504	Vehicle Abatement
2505	Recreation Parks
2506	PEG Cable Franchise
2507	Municipal Art Fund
2508	Contributions & Donations
2509	KDF Los Padres Dev Social Svcs
2510	MX-Transport Safety & Inv Plan
2511	SB1 Road Maintenance & Rehab
2512	SB1 Traffic Congestion Relief
2601	SRA Public Improvements

# CHART OF ACCOUNTS FUND

<u>Fund</u>	<u>Description</u>
2602	HSA - Affordable Housing <b>Housing &amp; Urban Development</b>
2910	Community Development
2911	CDBG - Covid 19
2920	Rental Rehab
2930	Home Investment Partnership
2935	ADDI American Dream Downpayment
2940	Emergency Solutions Grant-HUD
2941	Emergency Solutions Grant-COC
2942	CA Emergency Solutions & Housing
2943	ESG-CV HUD
2944	ESG-CV HCD
2945	Housing - Other Agency Match
2950	Begin State Home Funds
2951	SB2
2955	Neighborhood Stabilization Prog
2957	Inclusionary Housing Trust Fund <b>Grants</b>
3103	Bureau of Justice Assist - JAG11
3104	COPS Hiring 2011
3106	Homeland Security
3107	Bureau of Justice Assist - JAG12
3108	Local JAG 2013
3109	Police Reimbursable Costs
3110	Alcoholic Beverage Control
3111	SAFER
3112	BJA-Nat'l Forum on Youth
3113	Project Safety Neighborhood
3114	Community Interlink (OVW)
3115	Assistance to Firefighters
3116	NGEN Public Safety Radio System
3157	Selective Traffic Enforcement
3158	DUI Avoid Campaign 2015
3159	Selective Traffic Enforcement
3160	Avoid DUI Campaign
3161	Local JAG
3163	2014 COPS Hiring SRO
3181	STRYVE Grant
3182	DOJ Office of Justice Program
3183	Cal OES
3184	CARES Act
3185	United Way EFSP
3205	CalGRIP 6
3216	Public Works Awards & Contrib-St
3251	CA Beverage Container Recycling
3252	CLLS -Adult Literacy
3254	State of California Library

# CHART OF ACCOUNTS

## FUND

Fund	Description
3255	California Endowment
3256	First Five Monterey County
3281	CalGrip 821-14 & 15
3282	BSCC-Board of St&Comm Correction
3283	BSCC-Board of St&Comm Correction
3302	Cal ID / RAN Grant
3310	Animal Shelter Grants
3315	Public Works Awards & Contrib
3401	Community Foundation Grant
3453	Comm Foundation - D & L Packard
3454	Library Awards and Contributions
3455	Claire Giannini Grant
3462	Police Body Cameras
3480	Library - Other Contributions
3681	Community Safety Grants
	<b>Debt Service</b>
4101	1997 COPs
4102	1999 COPs
4103	Steinbeck COP
4104	2014 COP Consolidation
4105	Long Term Debt (Moved to 9899)
4106	2018 Lease-PS Building-Police
4107	COP 2018B T.R.I.P. Total Rd Impv
4108	Energy Improvement
4109	2015 Refunding COP 2005 A & B
4110	2018 Lease-EI Gabilan Library
4111	Refunding Bonds Series 2020A-1
4112	Refunding Bonds Series 2020A-2
	<b>Special Assessments</b>
4201	Assessment District Admin
4202	Assessment Districts-Debt Svc
4203	Assessment District Reserve
4204	2019 Spec Tax Bond Monte Bella
4205	2019 Spec Tax Bond Monte Bella 2
4206	2019 Spec Tax Bond Monte Bella 3
5300	Assessment District - Projects
5301	2019 Spec Tax Bond Monte Bella
5302	2019 Spec Tax Bond Monte Bella 2
5303	2019 Spec Tax Bond Monte Bella 3
	<b>Special Aviation</b>
5101	Special Aviation Fund - State
5102	Special Aviation Fund - Federal
	<b>Special Construction Assistance</b>
5201	Special Const Assist - Fed & St
5202	Special Const Assist-MX Bonds
5203	Special Const Assist - Others
5204	Special Const Assist - TDA

# CHART OF ACCOUNTS FUND

<u>Fund</u>	<u>Description</u>
	<b>Capital Projects</b>
5800	Capital Projects
	<b>Enterprise</b>
6100	Municipal Airport
6200	Industrial Waste
6300	Municipal Golf Courses
6301	Fairways Golf Course
6302	Twin Creek Golf Course
6400	Sewer
6500	Storm Sewer (NPDES)
6600	Crazy Horse Landfill
6700	Water Utility
6800	Parking District
6801	Downtown Parking District
6802	Preferential Parking
6803	Parking Enforcement
6900	Permit Services
	<b>Internal Service</b>
7101	Internal Services Administration
7102	Internal Services Insurances
7103	Worker's Comp Self-Insurance
7104	General Liability Self-Insurance
7120	Internal Services-Fleet Maint
	<b>Agency</b>
8102	SUBA Business Improvement Dist
8104	Economic Development
8106	Flexible Spending
8107	Cafeteria Benefit
8108	Downtown Comm Benefit District
	<b>Pension Trust</b>
8701	Deferred Compensation-Trust Deed
8702	Deferred Comp - Separations
8703	Deferred Compensation Admin
8704	Deferred Compensation-CCFCU
	<b>Trust</b>
8801	Trust Deposits
8802	Community Center Deposits
8803	Sherwood Hall Deposits
8804	Other Agency Fees
8805	MAS Municipal Auditing Services
8806	Sales Tax
8807	Payroll Deposits Fund
8808	KDF Los Padres
8809	Regional Dev Traffic Impact Fees
8810	Evidence Room Safe Trust
8811	DSA/ADA State Fee fr Business Li
8812	Mtry Co. Conv & Visitors Bureau

# CHART OF ACCOUNTS FUND

<u>Fund</u>	<u>Description</u>
8813	SVTVB TID - Welcoming Center <b>RORF-RedevObligationRetirement</b>
8914	RORF-Redev Obligation Retirement
8915	Successor Agency Administration <b>Transaction</b>
9999	Pooled Cash and Investment Fund

# CHART OF ACCOUNTS DEPARTMENT

<u>Department</u>	<u>Description</u>
00	Non Dept/Transfers
10	City Council
12	Administration
14	Legal
16	Human Resources
20	Finance
30	Community Development
40	Police
45	Fire
50	Public Works
55	Recreation
60	Library
70	Grant
80	Non Departmental
81	Trust Accounts

# CHART OF ACCOUNTS DIVISION

<u>Division</u>	<u>Description</u>
0000	Non-Departmental
1000	City Council
1111	City Manager's Office
1113	Community Safety
1120	City Clerk
1140	Human Resources
1245	Risk Management
1246	General Insurances
1247	Workers' Compensation Insurance
1248	Liability Insurance
1355	Economic Development
1356	Salinas Valley Enterprise Zone
1400	City Attorney's Office
2030	Finance Administration
2031	Accounting
2032	Purchasing
2033	Information Technology
2034	Revenue & Licensing
2140	Assessment Dist Administration
2141	Assessment District Debt Service
2502	RORF
2505	Successor Agency Admin
3111	Plan Project Implementation PPI
3112	Public Services
3113	Relocation and Contingencies
3114	PPI Activity Delivery
3220	Housing & Community Development
3221	Rehabilitation
3222	NSP
3225	First Time Home Buyers
3230	Inclusionary Housing
3240	Special Programs
3310	County of Monterey
3350	Permit Services
3353	Code Enforcement
3461	Advanced Planning
3462	Current Planning
4110	Police Administration
4111	Community Relations
4112	Personnel & Training
4116	Special Operations
4130	Support Services
4131	Technical Services
4132	Word Processing
4133	Evidence & Property
4134	Records
4137	Maintenance Services

# CHART OF ACCOUNTS DIVISION

<u>Division</u>	<u>Description</u>
4170	Animal Control Services
4171	Animal Control Svc -Agencies
4220	Field Operations
4221	Traffic
4250	Retired Annuitants
4340	Investigations
4341	Narcotics
4342	School Resource Officers
4343	Violence Suppression
4380	Asset Seizure
4390	Joint Gang Task Force
4505	Fire Administration
4510	Suppression
4511	Youth Explorer Program
4520	Emergency Medical Services
4530	Prevention
4540	Training
4560	Vehicle Maintenance
4570	Hazardous Material Control
4571	Hazardous Material-County
5110	Engineering Administration
5115	Development Engineering
5120	Engineering Services
5122	Dev, Traffic & Transportation
5125	Eng Water & Solid Waste Division
5126	NPDES Storm Water
5128	GIS Division
5230	Maintenance Administration
5231	Graffiti Abatement
5232	Facilities Maintenance
5233	Fleet/Equipment Maintenance
5234	Street Maintenance
5235	Street Lights
5236	Traffic Signals
5237	Environmental Compliance
5238	Parks and Community Services
5239	Urban Forestry
5340	Airport
5441	Industrial Waste
5442	Sanitary Sewer
5443	NPDES Storm Drain Sewer
5444	NPDES Street Sweeping
5445	Hitchcock Road Water
5446	Downtown Parking
5447	Preferential Parking
5448	Parking Enforcement
5560	Woodside Park



# CHART OF ACCOUNTS DIVISION

<u>Division</u>	<u>Description</u>
5561	Downtown Mall
5562	Airport Business Park
5563	North East
5564	Harden Ranch
5565	Vista Nueva
5566	Mira Monte
5567	Monte Bella
6005	Library Administration
6009	Technical Services
6010	Support Services
6011	Steinbeck Library
6012	Cesar Chavez Library
6013	El Gabilan Library
6015	Community Education
6231	Recreation Admin
6232	Neighborhood Services
6233	Closter Park
6234	El Dorado Park
6235	Central Park
6236	Facility Services
6237	Reimbursable Rec Activities
6238	Youth Sports
6239	Recreation Center
6240	Firehouse Rec Center
6241	Hebbron Heights Rec Center
6242	Afterschool Programs
6243	Community Center
6244	Breadbox Rec Center
6245	Firehouse After School
6246	Hebbron Family Center
6247	Sherwood Rec Center
6248	Youth Services & Comm Engagement
6249	Aquatic Center
7101	Police Grants and Reimbursements
7102	Community Safety
7103	Project Safe Neighborhoods
7104	Federal Reimbursements
7105	ASPCA-Community Cat
7106	Other Reimbursements
7107	Monterey County Reimbursement
7109	Monterey County Reimbursement
7110	Selective Traffic Enf Program
7111	2020 ABC - OTS Grant
7120	Avoid DUI Campaign 2016
7221	Homeland Security-Planning
7222	Homeland Security-Equipment
7223	Office for Victims of Crime

# CHART OF ACCOUNTS DIVISION

<u>Division</u>	<u>Description</u>
7330	Learning Center
7331	Summer Reading Program
7332	Tanimura Family Foundation
7333	Raising A Reader Program
7334	Innovation & Technology
7335	CA Endowment-Youth Leadership
7336	F5MC-Packard Playgroup Expansion
7337	Nat'l Center For Family Literacy
7338	Listos Para Empezar? Digital Lit
7339	Women`s Fund of Monterey County
7340	Library Literacy
7341	Cesar Chavez Park: Planning
7342	Pacific Library Partnership
7343	Library Donations
7344	Library Literacy- Contributions
7345	F5MC-Read, Grow, Play Program
7346	Student Success Initiative
7347	Paletero Program
7348	Integrated Service Collaborative
7349	Kinder Boot Camp
7350	Family Literacy
7351	ZIP Books
7352	Thriving Youth Strategy
7353	Wheels on the Bus
7354	GARE
7355	FINRA Foundation
7356	Meeting the Digital Divide
7399	Library Awards and Contributions
7401	Electric Vehicle Replacement
7402	BJA-SSP 2015 (Smart Supervision)
7406	STRYVE
7407	PW Awards & Contributions
7408	Law Enforcement Grant
7409	Violence Prevention Effort
7410	CalVIP
7411	CalVIP 821-20
7415	Phase 37
7416	Phase CARES
8001	Community Programs
8002	Elections
8003	65 West Alisal
8004	Debt Service
8005	Other Services
8006	Twin Creeks Golf Course
8007	Fairways Golf Course
8008	Oldtown Salinas Association
8009	Salinas United Business Assoc

# CHART OF ACCOUNTS DIVISION

<u>Division</u>	<u>Description</u>
8010	Intermodal Transp Center
8011	Downtown Comm Benefit District
8101	Sunrise House-Administration
8102	Counseling
8103	Crisis Intervent
8104	Prevention
8105	SUHSD Grant
8106	CDBG
8107	Harden Grant
8108	MPF Grant
8109	Monterey Co Friday Night Live
8110	MCOE Youth Center
8111	Behavioral Health - Prevention
8112	Community Foundation
8113	Nancy Buck Ransom
8114	Receivership Case
8120	Building-Seismic Fees
8121	Building Standards Admin Fund
8122	Love's Stores Planning
8123	Weed Abatement
8124	Prepaid Building Fees
8125	Deposits-Permit Center
8126	Deposits-Planning
8127	Payroll Tax
8128	Icma/HL/Taxes W/H
8129	COBRA-Insurance Premium
8130	EDD Childcare Building Maint
8131	Misc Trust Deposits
8132	Sales Tax
8133	Beverage Container Recycling
8134	MAS Municipal Auditing Services
8135	KDF Pointe Apartments
8136	Deferred Compensation
8137	AFLAC Section 125
8138	Cafeteria Benefit Insurances
8139	ADA State Fee Business License
8140	MO. CO. Tourism Impvt Dist
8141	TID - Welcome Center
8142	Community Center Deposits
8143	Friends of the Library
8144	Sherwood Hall Deposits
8145	Adult Literacy Donations
8146	Library Donations
8147	Library Misc Oper
8148	Fire Training
8149	Animal Shelter Donations
8150	Spay/Neuter Voucher Program

# CHART OF ACCOUNTS DIVISION

<u>Division</u>	<u>Description</u>
8151	PD-Fingerprint Fees
8152	Spayed/Neutered Fees
8153	SPD-Asset Forfeiture
8154	Evidence Room Safe Trust
8155	Day Care Center - MAOF
8156	Graffiti Removal Reimbursement
8157	TAMC Regional Dev Impact Fee
8158	MRWPCA Fees
8159	Mobilehome Rent Mediation
8160	Deposits-Public Works
9001	Permanent Homeless Shelter
9002	Striping Improvements at City St
9003	Street Safety Education
9004	E Alisal Street Parking
9005	Soccer Field Cesar Chavez Park
9006	Lincoln Ave. Storm Drain Improve
9007	Lincoln Ave. Sanitary Sewer Imp
9008	Sanitary Sewer Master Plan Updat
9009	Industrial Waste Liftstation
9010	CCTV Inspections
9011	LaGuardia Lift Station Upgrade
9012	Airport/John Street
9014	City Yard Gates Upgrade
9015	Tree Inventory (GIS) Data Col Sy
9016	Purchasing Tree Stock & Material
9017	Motorola Radios
9018	Permit Center Workspace Reorg
9021	Housing Production Fund
9022	Tennis Court Improvements
9023	Airport Security & Access Cntrl
9024	Airport Vehicle Replacement
9025	Tatum`s Garden ADA Sidewalk
9026	Steaming Ahead Historic Railroad
9027	Natividad Creek Detention
9028	Urban Greening Plan
9029	GIS Tree Inventory
9030	Street Maint Equip Replacement
9031	45 Soledad St Demolition
9032	Tasers and Camera Systems
9033	E Salinas Street Lights
9034	Alisal Airport Multi-Use Trail
9035	Bread Box Building Improvements
9036	Airport Compatibility Land Use
9037	Rehabilitate Taxiways A and C
9038	Airport Terminal Fencing
9039	Main Gate Back Up Generator
9040	City Infill Housing

# CHART OF ACCOUNTS DIVISION

<u>Division</u>	<u>Description</u>
9041	Inclusionary Housing Ord Update
9042	Farmworker Housing Study
9043	Tree Planting - Forest Mgmt Plan
9044	Fencing Repairs at Various Parks
9045	CDD Vehicle Replacement
9046	Gabilan Play Lot
9047	TRAKIT Business License
9048	Restroom Replacement
9049	E Salinas Street Lights (Ph12)
9050	Core Area Development
9051	E Salinas Street Lights (Ph13)
9052	Women's Club Upgrade
9053	NE Maint Improvement District
9054	Downtown Parking Lighting
9055	NE Maintenance District Dog Park
9056	Vista Nueva Subdivision Impvts
9057	Corporate Hangar Develop - South
9058	NPDES Permit Prof Services
9059	Natividad Creek Dog Park
9060	Playground Improvements at Parks
9061	La Paz Park Stage Area Recon
9062	4 Bridge St Env Remediation
9063	Downtown Parking Mgmt Plan
9064	Monterey St Garage Improvements
9065	10 Soledad Street
9066	Salinas St Security Camera
9067	Sanborn/John Intersec Impvts
9068	City Cleanup Program
9069	Contamination Mitigation
9070	2010 Chinatown Rebound Update
9071	Williams Rd Street/Streetscape
9072	100 Block Main St Lights Repl
9073	Downtown Public Restrooms
9074	N Davis Rd Guard Rail Impvt
9075	S Salinas Dry Weather Storm
9076	Bardin/Alisal Street Island
9077	Reg Groundwater Sustainability
9078	FGA West Area - EIR
9079	FGA Central Area - EIR
9080	San Juan Grade Road Improvements
9081	Striping and Signing Improvement
9083	Airport Electrical Impvt & Devel
9084	Traffic Impvts Skyway/Airport
9085	Utility Underground Districts
9086	Natividad Creek Silt Removal
9088	Mortensen, Mercer & Skyway Blvd
9089	N Sanborn Rd Impvts

# CHART OF ACCOUNTS

## DIVISION

<u>Division</u>	<u>Description</u>
9090	Downtown Complete Streets
9091	Main Street Railroad Crossing
9092	Park Nexus Study
9093	Permit Center Technology Upgrade
9094	Priority Traffic Signals
9095	Alisal Market Place
9096	Weapons & Safety Equipment
9098	Neighborhood Services
9100	El Gabilan Lib Open Day Collect
9101	Airport ALP Update & Report
9102	PCs & Networking
9103	Geographic Information Systems
9104	Police Technology Upgrades
9105	Street Trees
9106	Parking Lot Resurfacing
9107	Open Space Improvements
9108	Fiber Conn,Virtual Desktop & ERP
9109	Permit Center Impl Citygate
9110	Street Maint Vehicle Replacement
9111	Tech & Business Process Innovat
9112	Natividad/Laurel Intersection
9113	El Gabilan Library Sorter
9114	Salinas River Outfall Channel
9117	Sanborn/US 101 Impvts - Ag Ind
9118	John & Abbott Intersection Impvt
9119	PD Parking Lot Iron Fencing
9120	Monte Bella Subdivision Imprvts
9121	Mira Monte Subdivision Imprvts
9122	LEOC Police Building
9124	Lift Stations Backup Generator
9125	Sprung Shelter Navigation Center
9126	Sanitary Sewer Pipes Repair
9127	Silt Removal Gabilan Creek
9128	Williams Rd Median Island Impvts
9129	CSI Equipment
9130	Salinas River Maintenance Prog
9131	City Web Page
9132	Emergency Operations Center
9133	Sun/Market Intersection
9134	State CARES Act Allocation
9135	Fremont/El Sausal Safe Routes
9136	ED Element Analysis
9137	City Park Sign Improvements
9138	Corp Yard Storm Drain NPDES
9139	Storm Sewer Drainage Repairs
9140	Kern/101 Ramps - Mobray
9141	Front St/East Alisal St Int

# CHART OF ACCOUNTS DIVISION

<u>Division</u>	<u>Description</u>
9142	Safety Tree Trimming City Parks
9144	Email Server Upgrade
9145	W Laurel Dr Improvements
9146	Financial & HR Mgmt ERP System
9147	Generator Replacement
9149	West Alvin Dr Crossing
9150	ADA Curb & Ramps
9151	Facility Upgrades-Airport T-52
9152	Permit Center Fee Study
9153	Downtown Traffic & Parking Study
9154	Terminal Landside Storefront Reh
9156	Land Purchase Contingency Fund
9157	RWY 8/26 Helipad Design
9158	TRAKIT Update
9159	Network Equipment Upgrades
9160	Wireless Network Coverage
9161	Geographic Information Systems
9162	City Street Sign Reflectivity
9163	Traffic Calming Improvements
9164	Salinas Train Station Impvts
9165	Hebbron Family Center Imprvts
9166	New El Gabilan Library
9167	Lincoln Rec Center Bldg Impvts
9168	New John Steinbeck Library
9169	Rossi Rico Community Park
9170	Boronda & N Main Intersec Impvt
9171	E Bernal Drive Improvements
9172	Reconstruct Parking Lot #16
9173	Davis Rd Impvt E Laurel-Rossi
9174	Steinbeck Library Fire
9175	Santa Rita Storm Channel
9176	ITC Bicycle-Pedestrian Bridge
9177	Gabilan Creek Fish Ladder
9178	FGA W Area-Specific Plan Applic
9179	FGA Central-Specific Plan Appl
9181	Downtown Streets Team
9182	Public Outreach/Ballot Polling
9183	Tree Replacement - Storm Damage
9184	Energy-Related Impvts City Facilities
9185	T/S Alvin & Linwood
9186	SVG Partners/Thrive Accelerator
9187	Shelter Operations
9188	Pedestrian Crossing Enhancements
9189	Cesar Chavez Park Playground
9190	Capital One-Eco Dev Incentive
9191	Rec Center Repairs/Improvements
9192	Enrichment Trips for Youth

# CHART OF ACCOUNTS DIVISION

<u>Division</u>	<u>Description</u>
9193	Computer Room Cooling Equipment
9194	Library Books and Materials
9195	Computers Upgrade LCSD
9196	Safe Routes to School Plan
9197	E-Fleet Replacement
9198	Airport Lighting Cntrl & Monitor
9199	Rec & Park MV Carryover FY 12-13
9200	Vision Zero Action Plan
9201	Library MV Carryover FY 12-13
9202	Police MV Carryover FY12-13
9203	Telephone System City-Wide
9204	Info System MV Carryover 13-14
9205	Chinatown Homeless Center Imprvt
9206	Homeless Warming Shelter
9207	Fire MV Carryover 13-14
9208	Forbes Ag Tech Summit
9209	IT Strategic Plan and Assessment
9210	Fire Command/Staff Vehicles
9211	Social Media Communication
9212	CIP Charter Review
9213	Fire Radio Comm/Mobile Data
9214	PD Records Management System
9215	HUD Consolidated Plan
9216	ADA Pedestrian Ramp Inst
9217	Facilities ADA Transition Plan
9218	Bardin Rd Safe Route to School
9219	E Alvin/Linwood/Maryal Routes
9220	E Laurel Dr Sidewalk & Lights
9221	Sanitary Sewer Lines Evaluation
9222	E Lake St Pump Station Upgrade
9223	T/S Boronda & Sanborn Rd
9224	Chinatown Renewal Street
9225	Airport Electr Upgrades-Design
9226	Fleet Consolidation Replacement
9227	T/S Constitution & Las Casitas
9228	Sherwood Hall Upgrade
9229	Vibrancy Plan General Plan
9230	Vibrancy Plan Infrastructure
9231	Vibrancy Plan State Highways
9232	Vibrancy Plan Parking
9233	Land Acquisition-PD Station
9234	Chinatown Pedestrian Crossing
9235	Fire Station Renovations
9236	Division Street Plan
9237	Street Tree Trimming
9238	T/S Alisal & Murphy
9239	Rotunda & CM Conf Room Upgrade



# CHART OF ACCOUNTS DIVISION

<u>Division</u>	<u>Description</u>
9240	342 Front Street
9241	Carpet & Remodeling 2nd Floor CH
9242	Harden Ranch Playground
9243	Sewer Maintenance Equipment
9244	New Police Facility Debt Service
9245	ED Element GPA/EIR
9246	EDE Alisal Vibrancy Plan
9247	ED Element - Proj Mgmt EDE Imp
9248	Soledad St Brownfield Clean Up
9249	Parking Enforcement
9250	Police Body Worn Cameras
9251	Ag-Industrial Park EIFD
9252	Digital NEST
9253	ADA Traffic Signal Upgrades
9254	Culvert Rehab Gavilan/Natividad
9255	City Bridges Rehab
9256	Chinatown Navigation Ctr&Sprung
9258	City Urbanization History
9259	Violence Prevention Effort
9260	Reimbursable Disaster Events
9261	Sanitary Sewer Pumps City Hall
9262	North Maint St Intersection
9263	Alisal Corridor Complete Sts Pln
9264	Salinas Valley Sector-Based Int
9265	Freight Building Renovation
9266	Bridge Maintenance Program
9267	Streetlight Installation
9268	T/S E Laurel and St Edwards
9269	Facilities Vehicle Replacement
9270	Parks Vehicle Replacement
9271	Urban Forestry Equip Replacement
9273	Fleet Vehicle Replacement
9274	Wastewater Equipment
9275	Runway 13/31 Rehab & Const
9276	Runway 8/26, 13/31 & Heliport Re
9277	Bardin Road & Sanitary Sewer Imp
9278	N Main St/Boronda Rd Impvts
9279	Homelessness Service Coordinate
9280	T/S Buckhorn and Sanborn
9281	T/S Boronda and Falcon
9283	Sanitary Sewer Mgmt System
9284	Underground Storage Tank
9287	Williams Road Widening
9288	Asset Management CCTV
9290	Safe Streets Pilot Program
9299	Real Estate Management
9300	West Wing Fire Dept. Renovation

# CHART OF ACCOUNTS DIVISION

<u>Division</u>	<u>Description</u>
9301	Pavement Management System Plan
9302	East Lake Streets Sewer Repairs
9304	Abbott St Safety Building
9337	E Market St Recon & Slurry Seal
9344	Safety Radio Sys- (NGEN)
9346	Natividad Creek Community Park
9347	Natividad Creek Pk Maint Bldg
9348	WDR-Grease Traps Inspection
9356	Asbestos/Mold Remediation
9357	Building Permit TechnologySystem
9358	T/S Williams Rd & Garner Av
9365	Street Sweepers Acquisition
9370	Development Impact Fee Study
9377	Fire EMS & Safety Equipment
9379	Sherwood Tennis Center Impvt
9380	Park & Open Space Master Plan
9382	Fire Mobile Data Up-grades
9383	City Facilities Doors & Exits
9384	Fire Hose & Nozzle Replacement
9385	Police Vehicles and Equipment-MV
9386	Library Planning & Impvt(MV)
9390	Constitution Soccer Exp & Lights
9391	School Safety Enhancements
9394	Replace Carpet
9395	Monterey Garage Improvements
9397	Park Pathway Improvements
9399	Freight Terminal Rehab
9402	Airport Security System
9403	Monte Bella Park
9404	Fairways Tree Removal
9411	Fire Hydrant Repairs
9416	Azahel Cruz Pocket Park
9431	Traffic Signal Coordination
9436	Storm Water Monitoring NPDES
9438	Annual City Sts Rehab Program
9450	Economic Development
9451	Closter Park Improvements
9453	Fire Training
9454	Lower Natividad Creek Park
9460	West Wing Conference Room
9461	Congestion Mgmt Agency City %
9462	Northeast Library
9466	Emergency Generators
9480	Chavez Library Courtyard Resurface
9501	Hangar Painting
9503	Garner Ave Improvements
9507	Archer Street Improvements

# CHART OF ACCOUNTS DIVISION

<u>Division</u>	<u>Description</u>
9508	Rossi Alley Improvements
9509	La Paz Park Improvements
9510	E Boronda Rd Traffic Congestion
9511	E Boronda Rd T/S Coordination
9512	NPDES Public Education
9513	NPDES Storm System Mapping
9525	Fleet Replacement
9526	City Hall Fire Alarms
9527	Fire Safety Gear & Equipment
9533	Electric Locking System
9534	Electric Locking Sys Permit Ctr
9535	Sherwood Recreation Center
9540	Fire Apparatus Replacement
9541	Fire Stations Repairs
9579	Police Vehicle Replacement
9588	Fire Vehicles
9598	Street Maint Equipment
9607	Bicycle Lane Installations
9612	City Hall Improvements
9618	ADA Transition Plan - City-Wide
9626	Fire Station 7
9627	Natividad Creek Multi-Complex
9631	Airport Blvd Widening
9640	City Wide Recreation Trails
9643	Senior Center
9654	Traffic Signal Installation
9655	E Alisal/Skyway Blvd Roundabout
9662	Traffic Fee Ordinance Update
9663	Groundwater Monitoring Fairways
9667	Computer Aided Design System
9670	El Dorado Park Improvements
9672	Pavement Management System
9684	Copier Rental Program
9701	General Plan
9709	Water Re-Use Feasibility Study
9712	Sherwood Hall Repairs-Carpet
9714	Chavez Park Water Pump
9716	Steinbeck Library Up-grades
9718	Reroof Public Buildings
9720	Sidewalk & Drainage Repairs
9723	E Romie Lane Widening
9725	Sanitary Sewer Equipment
9735	Priority 1 Storm Sewer Lines
9737	Ball Field Repairs
9742	Sewer Pipe Repairs
9743	Repairs to Lift Stations
9756	Central Park Improvements

# CHART OF ACCOUNTS DIVISION

<u>Division</u>	<u>Description</u>
9757	Nativ Ck arPk Skate/BMX Track
9765	Sherwood Hall Repairs
9769	Rec Courts Resurface
9772	Park Lights Replacement
9775	Street Median Landscaping
9793	Park Drinking Fountain Repl.
9794	IW Treatment Facility Repairs
9840	Irrigation Contrl.Sys.Retrofit
9853	Priority 1 Sanitary Sewer Line
9854	Prevention Initiative
9856	Fairways Improvements
9867	Martella/Preston Assessment Dist
9873	Skating Activity Centers
9875	City Facilities Repainting
9878	Davis Rd Widen (Market-Blanco)
9881	Maryal Drive Reconstruction
9893	US 101 Impvt thru Salinas
9899	Harris Rd & 101 Overpass
9902	Carr Lake Development
9904	New Police Facility-Construction
9922	Transit Improvements
9923	Davis (Blanco-Reservation)
9924	E Laurel Dr Improvements
9926	Sidewalk Repair (MV)
9927	Park Surveillance Cameras
9928	Playground Surfacing
9931	Peach, Cherry & Sun St Impvts
9933	Del Mar Drive Improvements
9934	Vale, Happ, Palmetto & New St
9935	Misc. Storm Drain Improvements
9940	IW Shunt Connection
9941	IW Conveyance/Facility Impvt
9942	IW Conveyance System Improvement
9943	Aquatic Center Expansion
9944	Aquatic Center Solar Panels
9951	T/S Main St & John St
9952	Development Mitigation - Tynan V
9953	T/S Front St & John St
9954	T/S Front St & Alisal St
9955	T/S US 101 SB Ramp at Market
9956	T/S US 101 NB Ramp at Kern St
9957	T/S US 101 SB Ramp at John St
9958	T/S US 101 NB Ramp@John & Wood
9959	NPDES Compliance Inspections
9960	Streetlight Energy Retrofit
9961	Energy Miser Appliances/Lights
9962	Sanitary Sewer GIS Mapping

# CHART OF ACCOUNTS DIVISION

<u>Division</u>	<u>Description</u>
9963	Greenbelt Improvement Project
9964	Parking Lot Resurfacing-Parks
9966	Double Pane Windows
9967	Weatherization City Facilities
9968	Library Efficiency Asses & Mod
9969	Steinbeck & Chavez Roof Repair
9970	El Gabilan Expansion
9976	Circle Drive
9977	Employee Parking Lot Gates
9981	Slurry Seal Improvements
9983	Fit Testing
9984	Fire Training Tower
9985	Mobile Command Veh Recur Cost
9987	Fire Station Alerting Sys Update
9988	Staff Mgmt Software/Subcrip
9989	Fire Breathing Apparatus
9992	Commercial Washer & Dryer
9993	Sherwood Park Tennis Court Imp
9995	Laurel Heights Park
9996	Natividad Creek Nature Center

# CHART OF ACCOUNTS

## REVENUE BY OBJECT

<u>Account Number</u>	<u>Description</u>
<b>50</b>	<b>Taxes</b>
50.1010	Taxes - Property Taxes-Secured CY
50.1020	Taxes - Property Taxes-Unsecured CY
50.1030	Taxes - Property Taxes-Supp Assessment
50.1040	Taxes - Property Taxes - Interest
50.1050	Taxes - Property Taxes-Secured PY
50.1060	Taxes - Property Taxes-Unsecured PY
50.1070	Taxes - Property Taxes-HOPTR
50.1080	Taxes - Property Taxes-Transfer
50.1090	Taxes - Property Taxes-Tax Increments
50.1120	Taxes - Property Taxes-Veh Lic In-Lieu
50.1129	Taxes - ROPS Pass Through Payments
50.1130	Taxes - Property Taxes-Residual Prop Tax
50.1140	Taxes - Property Taxes-Assessment Dist
50.2010	Taxes - Sales Tax
50.2020	Taxes - Sales Tax In-Lieu
50.2030	Taxes - Transactions and Use Tax-MV
50.2040	Taxes - Transactions and Use Tax-MG
50.2045	Taxes - Excise Tax - Cannabis
50.2050	Taxes - City of Salinas-SB 172
50.2060	Taxes - Utility Users
50.2070	Taxes - Transient Occupancy
50.2080	Taxes - Business License
50.2081	Taxes - Cannabis Business License
50.2090	Taxes - Business Lic Surcharge
<b>51</b>	<b>Franchise Fees</b>
51.2160	Franchise Fees - AT&T
51.2170	Franchise Fees - Cable TV
51.2180	Franchise Fees - Electric
51.2190	Franchise Fees - Garbage
51.2200	Franchise Fees - Gas
51.2210	Franchise Fees - Recycling Shares
51.2220	Franchise Fees - Towing
<b>52</b>	<b>Licenses &amp; Permits</b>
52.1205	Licenses & Permits - Cannabis Permit-New Application
52.1206	Licenses & Permits - Cannabis Permit-Amendment Major
52.1207	Licenses & Permits - Cannabis Permit-Amendment Minor
52.1208	Licenses & Permits - Cannabis Permit-Amendment Admin
52.1209	Licenses & Permits - Cannabis Permit-Renewal
52.1210	Licenses & Permits - Cannabis Permit-Appeal
52.3010	Licenses & Permits - Mechanical Permits
52.3020	Licenses & Permits - Building Permits
52.3030	Licenses & Permits - Plumbing Permits
52.3040	Licenses & Permits - Electrical Permits
52.3050	Licenses & Permits - Encroachment Permits
52.3060	Licenses & Permits - Re-Roofing Permits
52.3070	Licenses & Permits - Building Demolition Permit

# CHART OF ACCOUNTS

## REVENUE BY OBJECT

<u>Account Number</u>	<u>Description</u>
52.3080	Licenses & Permits - Building Permit Surcharge
52.4010	Licenses & Permits - Animal Licenses
52.4020	Licenses & Permits - Bicycle Licenses
52.4030	Licenses & Permits - Pawn Broker/False Alarm Permits
52.5010	Licenses & Permits - Parking Lot Permits
52.5020	Licenses & Permits - Salinas St Garage Permits
52.5030	Licenses & Permits - Garage Sale Permits
52.5040	Licenses & Permits - Monterey St Garage Permits
52.5050	Licenses & Permits - Transportation Permits
52.5060	Licenses & Permits - Preferential Permits
52.5070	Licenses & Permits - Monterey St Garage - Hourly
52.5075	Licenses & Permits - Parking Validation
52.5275	Licenses & Permits - Error
52.8010	Licenses & Permits - Other Licenses & Permits
52.8015	Licenses & Permits - Cannabis Business Admin Permit
<b>53</b>	<b>Fines and Forfeits</b>
53.3010	Fines and Forfeits - Code Enforcement Violations
53.3011	Fines and Forfeits - Building Enforcement
53.3012	Fines and Forfeits - NPDES Citations
53.3405	Fines and Forfeits - C & D Penalty
53.4010	Fines and Forfeits - Vehicle Code Fines
53.4011	Fines and Forfeits - Vehicle Code Fines-Red Light Cam
53.4020	Fines and Forfeits - Parking Fines
53.8010	Fines and Forfeits - General Code Fines
<b>54</b>	<b>Use of money and property</b>
54.5010	Use of money and property - Hangar Rent
54.5020	Use of money and property - Aircraft Parking
54.5030	Use of money and property - Building Rental
54.5040	Use of money and property - Ground Leases
54.5050	Use of money and property - Fuel Fees
54.5060	Use of money and property - Use Permits
54.5070	Use of money and property - Flight Fees
54.5080	Use of money and property - Refuse Fees
54.8010	Use of money and property - Investment Earnings
54.8020	Use of money and property - Gain on Sale of Invest
54.8030	Use of money and property - Possessory Interest
54.8050	Use of money and property - Rental Income
54.8051	Use of money and property - ITC Lease
54.8060	Use of money and property - Building Lease
54.8070	Use of money and property - First Tee Lease
54.8080	Use of money and property - Sierra Lease
<b>55</b>	<b>Intergovernmental</b>
55.2013	Intergovernmental - Inter Agency Transfers
55.3013	Intergovernmental - TRAKIT-Permit System Charges
55.3023	Intergovernmental - Developers Contributions-Haciend
55.4003	Intergovernmental - Fire Mitigation Fees
55.4013	Intergovernmental - County CSA 74-Safety Equipment

# CHART OF ACCOUNTS

## REVENUE BY OBJECT

Account Number	Description
55.4023	Intergovernmental - HAZMAT Reimbursement
55.4033	Intergovernmental - Monterey County RAN
55.4043	Intergovernmental - Monterey Co. Animal Shelter
55.4053	Intergovernmental - City Animal Shelter
55.4063	Intergovernmental - City of Marina(Animal Shelter)
55.4073	Intergovernmental - Measure X - TAMC
55.4083	Intergovernmental - Emergency Radio Mitigation Fee
55.4202	Intergovernmental - State Fire Reimbursement
55.4212	Intergovernmental - State Office of Emergency Svs
55.4222	Intergovernmental - Post Training Reimbursement
55.4232	Intergovernmental - State Seizure Reimbursement
55.4242	Intergovernmental - Abandoned Vehicle Abatement
55.4252	Intergovernmental - Supp Law Enforcement (AB 3229)
55.4292	Intergovernmental - SB1 Loan Repayment
55.4501	Intergovernmental - Federal Reimbursements
55.4510	Intergovernmental - Federal CARES Act
55.4520	Intergovernmental - FEMA
55.5013	Intergovernmental - Air District
55.5023	Intergovernmental - MRWPCA
55.5033	Intergovernmental - City Industrial Waste Facility
55.5043	Intergovernmental - Alisal Steinbeck Park Maint.
55.5053	Intergovernmental - Developers Contributions
55.5063	Intergovernmental - Construction Assistance Others
55.5073	Intergovernmental - Monterey County
55.5074	Intergovernmental - Other Agencies
55.5083	Intergovernmental - Developers-FGA West
55.5093	Intergovernmental - Developers-FGA Central
55.5103	Intergovernmental - Developers-FGA East
55.5104	Intergovernmental - Developers-Cloverfield
55.5202	Intergovernmental - State Gas Tax - 2106
55.5212	Intergovernmental - State Gas Tax - 2107
55.5222	Intergovernmental - State Gas Tax - 2107.5
55.5232	Intergovernmental - Other State Grant & Reimb
55.5242	Intergovernmental - Rebates/Refunds & Reimb
55.5252	Intergovernmental - State Gas Tax - 2105 (P-111)
55.5262	Intergovernmental - State Gas Tax - 2103 (TCR)
55.5272	Intergovernmental - Regional Surface Transp Program
55.5274	Intergovernmental - State Air Resources Board
55.5282	Intergovernmental - State Highway Maintenance
55.5292	Intergovernmental - SB1 Road Maintenance & Rehab
55.5501	Intergovernmental - Federal Aid - Airport
55.5511	Intergovernmental - Other Federal Grant
55.5521	Intergovernmental - Federal TEA
55.6202	Intergovernmental - CLSB Direct Loan Fund
55.6212	Intergovernmental - Public Library Fund
55.6222	Intergovernmental - State CLSA Literacy Grant
55.7013	Intergovernmental - Packard Foundation



# CHART OF ACCOUNTS

## REVENUE BY OBJECT

<u>Account Number</u>	<u>Description</u>
55.7202	Intergovernmental - State Aid - Airport
55.7212	Intergovernmental - State Traffic Grant (Federal)
55.7222	Intergovernmental - BSCC Grant
55.7232	Intergovernmental - Cal EMA
55.7501	Intergovernmental - Block Grant
55.7511	Intergovernmental - SAFER-FEMA Grant Reimb
55.7521	Intergovernmental - HOME Inv Partnership (HUD)
55.7531	Intergovernmental - Emergency Solutions Grant
55.7532	Intergovernmental - Emergency Solutions & Housing
55.7541	Intergovernmental - Federal BJA
55.7542	Intergovernmental - SB2
55.7545	Intergovernmental - Federal Homeland Security
55.7551	Intergovernmental - Economic Development Grant
55.7561	Intergovernmental - COPS Grant Reimbursement
55.8013	Intergovernmental - County Housing In-Lieu
55.8014	Intergovernmental - Local Agency Reimbursement
55.8023	Intergovernmental - Library Contributions
55.8033	Intergovernmental - Mo Co Superintendent of School
55.8202	Intergovernmental - Motor Vehicle In-Lieu
55.8212	Intergovernmental - State Mandated Costs
55.8222	Intergovernmental - CA Endowment
55.8223	Intergovernmental - Disaster Reimbursements
<b>56</b>	<b>Charges for Services</b>
56.1010	Charges for Services - Minute/Agenda Sales Fee
56.1020	Charges for Services - Candidate Filing Fees
56.1140	Charges for Services - Legal Services
56.1141	Charges for Services - Cannabis Work Permit Fee
56.2010	Charges for Services - Bus License Applic Review Fees
56.2020	Charges for Services - Returned Check Charges
56.2030	Charges for Services - Credit Card Convenience Fee
56.3010	Charges for Services - Tentative Map Review Fees
56.3020	Charges for Services - Minor Subdivision Review Fees
56.3030	Charges for Services - Development Agreement
56.3040	Charges for Services - General Plan Amendment Fees
56.3050	Charges for Services - General Plan/Zoning Fees
56.3060	Charges for Services - Rezoning/Prezoning Fees
56.3070	Charges for Services - Planning Decision Appeal
56.3080	Charges for Services - Conditional Use Permit Fee
56.3090	Charges for Services - Prelim Project Review Fee
56.3100	Charges for Services - Planned Unit Development Fee
56.3110	Charges for Services - Freeway Sign Plan Amend Fees
56.3120	Charges for Services - Architectural Review Charges
56.3130	Charges for Services - Environment Assessment Fee
56.3140	Charges for Services - Environment Impact Report Fee
56.3150	Charges for Services - Annexation Review Fee
56.3160	Charges for Services - Temporary Use of Land Review
56.3170	Charges for Services - Sign Review & Permits

# CHART OF ACCOUNTS

## REVENUE BY OBJECT

Account Number	Description
56.3180	Charges for Services - Technical Assistance Fees
56.3190	Charges for Services - Variance Fees
56.3200	Charges for Services - Advance Planning Fees
56.3210	Charges for Services - Site Plan Review
56.3220	Charges for Services - Planning Inspection Fee
56.3230	Charges for Services - EIR Review Fee
56.3240	Charges for Services - Building Permit Review
56.3250	Charges for Services - Time Extension of Permits
56.3260	Charges for Services - Precise & Specific Plan Review
56.3270	Charges for Services - Home Occupation Permits
56.3280	Charges for Services - Fire Plan Check Fee-Permit Ctr
56.3290	Charges for Services - Other Planning Fees
56.3400	Charges for Services - Building Plan Check Fees
56.3410	Charges for Services - Special Building Inspection
56.3420	Charges for Services - Reinspection Service
56.3430	Charges for Services - Residential Report
56.3440	Charges for Services - Microfilm Fee
56.3450	Charges for Services - Special Code Inspection
56.3460	Charges for Services - Other Building Fees
56.4010	Charges for Services - Bingo License Application Fee
56.4020	Charges for Services - Special Police Service Fees
56.4030	Charges for Services - Police Report Fees
56.4040	Charges for Services - Police False Alarm Fees
56.4050	Charges for Services - Vehicle Fix-it-ticket Sign Off
56.4060	Charges for Services - Fingerprint Fees
56.4070	Charges for Services - Card Room Fees
56.4080	Charges for Services - Police Photo Charges
56.4090	Charges for Services - Animal Shelter Fees
56.4100	Charges for Services - Noise Regulation Fees
56.4110	Charges for Services - Special Event - Police
56.4120	Charges for Services - Police Record Review Charges
56.4130	Charges for Services - Vehicle ID Number Check
56.4140	Charges for Services - Abandon Vehicle Abatement Fee
56.4150	Charges for Services - Firearm Dealers
56.4160	Charges for Services - Booking Fees Charges
56.4161	Charges for Services - Tobacco Retailer Lic Fee Mo. Co.
56.4170	Charges for Services - Vehicle Release Fees (Towing)
56.4180	Charges for Services - Vehicle Impound Fee (Towing)
56.4190	Charges for Services - Animal Shelter Citation Fees
56.4410	Charges for Services - Rural Fire Service
56.4420	Charges for Services - Emergency Medical Service
56.4430	Charges for Services - Fire Code Mandated Insp Fee
56.4440	Charges for Services - State Mandated Inspection Fees
56.4450	Charges for Services - Fire Plan Check Fee-Fire Dept
56.4460	Charges for Services - Special Fire Permits
56.4470	Charges for Services - Structural Fire Report Fees
56.4480	Charges for Services - Fireworks Fees

# CHART OF ACCOUNTS

## REVENUE BY OBJECT

<u>Account Number</u>	<u>Description</u>
56.4490	Charges for Services - Fireworks Surcharge
56.4500	Charges for Services - Fire Hazard Inspection Fees
56.4505	Charges for Services - Fire Hazard Response Fee
56.4510	Charges for Services - Fire False Alarm Fees
56.4515	Charges for Services - Fire Emergency Stand By Time
56.4520	Charges for Services - Special Event - Fire
56.4530	Charges for Services - Admin Fire Citations
56.4540	Charges for Services - Fire Dept Service Charge
56.4550	Charges for Services - Outside Fire Plan Review
56.4560	Charges for Services - Fire Apparatus Fee
56.4570	Charges for Services - Other Fire Fees & Training
56.4580	Charges for Services - ALS Cost Recovery Fee
56.4590	Charges for Services - VAC Cost Recovery Fee
56.5010	Charges for Services - Subdivision Map Check Fees
56.5020	Charges for Services - Subdivision Imp Plan Check Fee
56.5030	Charges for Services - Subdivision Imp Inspection Fee
56.5040	Charges for Services - Industrial Waste Fees
56.5050	Charges for Services - Sanitary Sewer Surcharge Fees
56.5060	Charges for Services - Special Traffic Marking Reques
56.5065	Charges for Services - USA Service Fee
56.5070	Charges for Services - Routing/Escorting/Overload
56.5080	Charges for Services - Review and Inspection Fees
56.5090	Charges for Services - Street Tree Pruning
56.5100	Charges for Services - Special Public Works Fees
56.5110	Charges for Services - Street Tree Fee
56.5120	Charges for Services - Sanitary Sewer Impact Fee
56.5130	Charges for Services - Storm Sewer Impact Fee
56.5140	Charges for Services - Neighborhood Park Impact Fee
56.5141	Charges for Services - WASP Park Impact Fee
56.5142	Charges for Services - CASP Park Impact Fee
56.5150	Charges for Services - Street/Traffic Impact Fees
56.5160	Charges for Services - Facilities Impact Fees
56.5170	Charges for Services - Annexation Impact Fees
56.5180	Charges for Services - Library Impact Fee
56.5190	Charges for Services - Fire Protection Service Fee
56.5200	Charges for Services - AutoCAD
56.6010	Charges for Services - Concessions
56.6020	Charges for Services - Sherwood Tennis Use Fees
56.6030	Charges for Services - Reserved Picnic Area Use Fee
56.6040	Charges for Services - Ball Field Use Fee
56.6050	Charges for Services - Youth Sports League Fees
56.6060	Charges for Services - Reimbursable Fee Activities
56.6070	Charges for Services - Community Center Rental Fees
56.6071	Charges for Services - Community Center Service Fees
56.6080	Charges for Services - Other Rec Bldg Rental Fee
56.6081	Charges for Services - Box Office Charges
56.6090	Charges for Services - Neighborhood Center Rental Fee

# CHART OF ACCOUNTS

## REVENUE BY OBJECT

<u>Account Number</u>	<u>Description</u>
56.6100	Charges for Services - Recreation Facility Use Fees
56.6300	Charges for Services - Other Library Fees
56.6310	Charges for Services - Library Copying Fees
56.6320	Charges for Services - Overdue Library Fines
56.6330	Charges for Services - Lost/Damaged Material Fees
56.6340	Charges for Services - Library - Donations
56.8010	Charges for Services - Financial Assessment
56.8013	Charges for Services - Public Art Charge
56.8020	Charges for Services - Administrative Service Revenue
56.8030	Charges for Services - Sale of Printed Material
56.8035	Charges for Services - Cannabis Monitoring Fee
56.8037	Charges for Services - Monitoring Fees
56.8040	Charges for Services - Cost of Issuance/Monitoring Fees
56.8050	Charges for Services - Research Fees
56.8060	Charges for Services - Copying Fees
56.8070	Charges for Services - Holiday Parade of Lights
56.8080	Charges for Services - Airshow Charges
56.8090	Charges for Services - Parade Permit Fees
56.8100	Charges for Services - Map Sales
56.8110	Charges for Services - Rental Income
56.8120	Charges for Services - Special Events Fee
56.8130	Charges for Services - Other General Government Fees
<b>57</b>	<b>Other Revenue</b>
57.1010	Other Revenue - Workers Comp Premiums
57.1020	Other Revenue - Workers Comp Reimb
57.1030	Other Revenue - CalPERS Ind Disability Reimb
57.1040	Other Revenue - Liability Insurance
57.1050	Other Revenue - Unreimbursed Medical Contrib
57.1060	Other Revenue - Miscellaneous Insurances
57.1410	Other Revenue - Legal Code Enforcement Recovery
57.2010	Other Revenue - Deferred Compensation
57.2011	Other Revenue - Deferred Compensation - PY
57.2020	Other Revenue - Separations - Trust Deeds
57.2030	Other Revenue - Trust Deed Fee
57.2040	Other Revenue - Bond Calls
57.2041	Other Revenue - Bond Reserves
57.3010	Other Revenue - Other Loans
57.3020	Other Revenue - Housing Revolving Loans
57.3030	Other Revenue - Micro Loan Program
57.4010	Other Revenue - Donated Assets
57.5010	Other Revenue - Woodside Park Maint Assessment
57.5020	Other Revenue - Downtown Mall Maint Assessment
57.5030	Other Revenue - Airport Bus Park Maint Assess
57.5040	Other Revenue - N/E Landscape Maint Assessment
57.5050	Other Revenue - Harden Ranch Maint Assessment
57.5060	Other Revenue - Vista Nueva
57.5070	Other Revenue - Mira Monte

# CHART OF ACCOUNTS

## REVENUE BY OBJECT

Account Number	Description
57.5080	Other Revenue - Monte Bella
57.5090	Other Revenue - Graffiti Removal Reimbursement
57.6010	Other Revenue - Literacy Other Contributions
57.8010	Other Revenue - Unclaimed Property Sales
57.8020	Other Revenue - Surplus Property
57.8030	Other Revenue - Land & Building Sale
57.8031	Other Revenue - Land Sale
57.8040	Other Revenue - Loss/Damage Reimb
57.8050	Other Revenue - Miscellaneous Receipts
57.8060	Other Revenue - Business Impvt Dist Assess
57.8070	Other Revenue - Grants & Contributions
57.8080	Other Revenue - Miscellaneous Deposits
57.8090	Other Revenue - Spayed/Neutered Fees
57.8100	Other Revenue - Insurance Reimb
57.8110	Other Revenue - Weed Abatement Fees
57.8120	Other Revenue - Seismic Safety Fees
57.8130	Other Revenue - Fingerprint Fees-State
57.8140	Other Revenue - Subpoena-Civil
57.8150	Other Revenue - Community Center Deposits
57.8160	Other Revenue - Day Care Reimbursements
57.8170	Other Revenue - MAS - Business License Fee
57.8180	Other Revenue - Friends of the Library
57.8190	Other Revenue - Love's Stores Deposits
57.8200	Other Revenue - JPA - Grants & Contributions
57.8210	Other Revenue - County Probation Grant
57.8220	Other Revenue - SUHSD Grant
57.8230	Other Revenue - Sales Tax
57.8240	Other Revenue - SPD Asset Forfeitures
57.8250	Other Revenue - Payroll Tax
57.8260	Other Revenue - Mobilehome Registration Fees
57.8270	Other Revenue - Police Evidence Room Safe
57.8280	Other Revenue - Sherwood Hall Deposits
57.8285	Other Revenue - Contributions & Donations
57.8290	Other Revenue - Library Donations
57.8300	Other Revenue - Literacy Donations
57.8310	Other Revenue - Library Misc Oper
57.8320	Other Revenue - California Endowment
57.8330	Other Revenue - Youth Alternative to Violence
57.8340	Other Revenue - Assistance to Firefighter AFG
57.8350	Other Revenue - SRA Contribution
57.8360	Other Revenue - Monterey One Water (MRWPCA) Fees
57.8370	Other Revenue - Prepaid Buidling Fees
57.8380	Other Revenue - Monterey County Friday Night
57.8390	Other Revenue - CLSA Families for Literacy
57.8400	Other Revenue - Mo Co Behavioral Health - Prev
57.8410	Other Revenue - City Contribution
57.8415	Other Revenue - Other Agency Contribution

# CHART OF ACCOUNTS

## REVENUE BY OBJECT

<u>Account Number</u>	<u>Description</u>
57.8420	Other Revenue - Airport Contribution
57.8430	Other Revenue - Harden Foundation Grant
57.8440	Other Revenue - Icma/MM/Taxes W/H
57.8450	Other Revenue - NGEN Receipts
57.8460	Other Revenue - Inclusionary Housing
57.8470	Other Revenue - Building Standards Admin Fees
57.8480	Other Revenue - Cal Ema PSN
57.8490	Other Revenue - Animal Shelter Donations
57.8500	Other Revenue - Spay/Neuter Voucher Prog
57.8510	Other Revenue - KDF Tenant Services
57.8520	Other Revenue - Fire Training
57.8530	Other Revenue - Body Worn Cameras (MPF)
57.8540	Other Revenue - Public Agency Dues
57.8550	Other Revenue - EZ Voucher Fees
57.8560	Other Revenue - Airport Cardlock Deposits
57.8570	Other Revenue - Deposits-Permit Center
57.8575	Other Revenue - Deposits-Public Works
57.8580	Other Revenue - Deposits-Planning
57.8590	Other Revenue - Dependent Care Contributions
57.8600	Other Revenue - Health Ins
57.8605	Other Revenue - PERS Retirement Cost Share
57.8610	Other Revenue - Dental Ins
57.8620	Other Revenue - Vision Ins
57.8630	Other Revenue - TID - Welcome Center
57.8640	Other Revenue - Regional Dev Impact Fee
57.8650	Other Revenue - Mo.Co.Tourism Hotel Impvt Dist
57.8660	Other Revenue - County Drug Grant
<b>58</b>	<b>Other Financing Sources</b>
58.8010	Other Financing Sources - Loans/Lease Proceeds
58.8011	Other Financing Sources - Loan Proceeds
58.8013	Other Financing Sources - Bond Proceeds
58.8020	Other Financing Sources - Bond Premium
<b>90</b>	<b>Transfers In</b>
90.1000	Transfers In - General Fund
90.1100	Transfers In - Measure E
90.1200	Transfers In - Measure G
90.1300	Transfers In - Measure X
90.2032	Transfers In - Dev Fees - Park & Playgrounds
90.2104	Transfers In - Airport Bus Park Maint Dist
90.2105	Transfers In - N.E. Landscape MD
90.2106	Transfers In - Harden ranch M.D.
90.2107	Transfers In - Vista Nueva M.D.
90.2108	Transfers In - Miramonte Landscape M.D.
90.2109	Transfers In - Monte Bella Maint District
90.2202	Transfers In - Supp Law Enforcement
90.2301	Transfers In - Dev Fees - Storm & Sewer
90.2302	Transfers In - Dev Fees - Park & Playgrounds

# CHART OF ACCOUNTS

## REVENUE BY OBJECT

<u>Account Number</u>	<u>Description</u>
90.2303	Transfers In - Dev Fees - Library
90.2305	Transfers In - Dev Fee - Annexations
90.2306	Transfers In - Dev Fees - Arterial
90.2307	Transfers In - Development Fees - Fire
90.2401	Transfers In - Gas Tax - 2107
90.2402	Transfers In - Gas Tax - 2106
90.2403	Transfers In - Gas Tax - 2105
90.2404	Transfers In - Gas Tax - Motor Vehicle Fuel Tax
90.2501	Transfers In - Emergency Medical Services
90.2502	Transfers In - Asset Seizure
90.2503	Transfers In - Traffic Safety
90.2505	Transfers In - Rec Park Fund
90.2506	Transfers In - PEG
90.2508	Transfers In - Contributions & Donations
90.2510	Transfers In - Measure X - TAMC
90.2511	Transfers In - SB1 Road Maintenance & Rehab
90.2602	Transfers In - HAS - Affordable Housing
90.2910	Transfers In - CDBG
90.2911	Transfers In - CDBG - Covid 19
90.2940	Transfers In - Emergency Solutions Grant HUD
90.2941	Transfers In - Emergency Solutions Grant-COC
90.2942	Transfers In - CA Emergency Solutions & Housing
90.2943	Transfers In - ESG-CV HUD
90.3106	Transfers In - Homeland Security
90.3111	Transfers In - SAFER
90.3113	Transfers In - Relocation and Contingencies
90.3115	Transfers In - Asst to Firefighters Grant
90.3116	Transfers In - COPS NGEN Grant
90.3182	Transfers In - DOJ Office of Justice Program
90.3256	Transfers In - First Five Monterey Co
90.4101	Transfers In - 1997 COPs
90.4103	Transfers In - Steinbeck COP
90.4104	Transfers In - 2014 COP Consolidated
90.4108	Transfers In - Energy Improvement
90.4109	Transfers In - 2015 Refunding COP 2005 A & B
90.4203	Transfers In - Assessment District Reserve
90.5102	Transfers In - Federal Aid - Airport
90.5201	Transfers In - Spec Const Assist - Fed, State
90.5202	Transfers In - from Special Const Assist-Bond
90.5203	Transfers In - Spec Const Assist - Other
90.5301	Transfers In - 2019 Spec Tax Bond Monte Bella
90.5302	Transfers In - 2019 Spec Tax Bond Monte Bella 2
90.5303	Transfers In - 2019 Spec Tax Monte Bella 3
90.6100	Transfers In - Airport Fund
90.6200	Transfers In - Industrial Waste
90.6301	Transfers In - Fairways Golf Course
90.6302	Transfers In - Twin Creek Golf Course

# CHART OF ACCOUNTS REVENUE BY OBJECT

<u>Account Number</u>	<u>Description</u>
90.6400	Transfers In - Sewer Fund
90.6500	Transfers In - Storm Sewer (NPDES)
90.6600	Transfers In - Crazy Horse Landfill
90.6801	Transfers In - Downtown Parking
90.6900	Transfers In - Permit Services
90.8104	Transfers In - Economic Development
90.8106	Transfers In - Flexible Spending
90.8701	Transfers In - Deferred Comp - Trust Deeds
90.8702	Transfers In - Deferred Comp - Separations
90.8801	Transfers In - Trust Deposits
90.8802	Transfers In - Community Center Deposits
90.8803	Transfers In - Sherwood Hall Deposits
90.8806	Transfers In - Sales Tax
90.8807	Transfers In - Payroll Deposits Fund
90.8808	Transfers In - KDF Los Padres
90.8914	Transfers In - RORF-Redev Obligation Retirement
90.8915	Transfers In - Successor Agency



# CHART OF ACCOUNTS

## EXPENDITURE BY OBJECT

Account Number	Description
<b>61</b>	<b>Salaries &amp; Benefits</b>
61.1100	Salaries & Benefits - Regular Pay
61.1104	Salaries & Benefits - Regular Pay - Cost Recovery
61.1140	Salaries & Benefits - Regular Pay-Special Events
61.1200	Salaries & Benefits - Annual Leave
61.1210	Salaries & Benefits - Annual Leave Accrued
61.1220	Salaries & Benefits - Annual Leave Buy Back
61.1300	Salaries & Benefits - Sick
61.1310	Salaries & Benefits - Workers Compensation
61.1400	Salaries & Benefits - Holiday
61.1410	Salaries & Benefits - Holiday-Floating
61.1500	Salaries & Benefits - Paid Time Leave Used
61.1510	Salaries & Benefits - Paid Time Leave Earned
61.2000	Salaries & Benefits - Temporary Pay
61.2140	Salaries & Benefits - Temporary Pay - Special Events
61.3000	Salaries & Benefits - Overtime - Regular
61.3010	Salaries & Benefits - Overtime - Court
61.3020	Salaries & Benefits - Overtime -Call Back
61.3030	Salaries & Benefits - Overtime Payroll-Temp
61.3040	Salaries & Benefits - Overtime - Holiday
61.3050	Salaries & Benefits - Overtime - Mtg/Trng
61.3060	Salaries & Benefits - Overtime - Explorers
61.3070	Salaries & Benefits - Overtime-FLSA
61.3080	Salaries & Benefits - Overtime Payroll
61.3090	Salaries & Benefits - Overtime Payroll
61.3091	Salaries & Benefits - OT Motorcycle Safety - Sat
61.3092	Salaries & Benefits - OT Motorcycle Safety - Operating
61.3100	Salaries & Benefits - Overtime Payroll
61.3110	Salaries & Benefits - Overtime Payroll
61.3120	Salaries & Benefits - OT Spec Events - Other
61.3130	Salaries & Benefits - OT - Violence/Crime Response
61.3140	Salaries & Benefits - OT - Spec Events
61.3144	Salaries & Benefits - O/T - Cost Recovery
61.3150	Salaries & Benefits - Background Investigations
61.3160	Salaries & Benefits - Rangemaster
61.3190	Salaries & Benefits - Overtime Call Back CSI
61.3200	Salaries & Benefits - Overtime Call Back Lab
61.3220	Salaries & Benefits - Overtime-Hold Over
61.3230	Salaries & Benefits - Overtime - Traffic Enforcement
61.3240	Salaries & Benefits - Overtime - Distracted Driving
61.3250	Salaries & Benefits - Overtime - Other
61.3260	Salaries & Benefits - Overtime Tac/Med
61.3270	Salaries & Benefits - Overtime Tac/Med Training
61.3290	Salaries & Benefits - Fire Incident Ext Past 0800
61.3300	Salaries & Benefits - OES Training
61.3320	Salaries & Benefits - OT - Out of County
61.3330	Salaries & Benefits - OT - Minimum Staffing

# CHART OF ACCOUNTS

## EXPENDITURE BY OBJECT

<u>Account Number</u>	<u>Description</u>
61.3350	Salaries & Benefits - OT - Emergency Callback
61.3360	Salaries & Benefits - OT - HazMat
61.3370	Salaries & Benefits - OT - Fire
61.3440	Salaries & Benefits - Overtime - DO NOT USE Ciclovía
61.4000	Salaries & Benefits - Reimbursable Payroll Costs
61.4010	Salaries & Benefits - Health Club/Fitness Bonus
61.4020	Salaries & Benefits - Termination Payroll Costs
61.4030	Salaries & Benefits - Merit Bonus
61.4040	Salaries & Benefits - Termination-Vacation
61.4050	Salaries & Benefits - Termination-Other
61.4060	Salaries & Benefits - Other Payroll Costs
61.4061	Salaries & Benefits - Grant Match Payroll & Benefits
61.4062	Salaries & Benefits - Police Recruiting Incentive
61.4063	Salaries & Benefits - MOU Bonus
61.7000	Salaries & Benefits - Flexible Leave
61.7010	Salaries & Benefits - Administrative Leave
61.7020	Salaries & Benefits - Cafeteria Plan
61.7030	Salaries & Benefits - Management Leave
61.7040	Salaries & Benefits - Deferred Comp - Directors
61.7050	Salaries & Benefits - Residential/Conf Stipends
61.7060	Salaries & Benefits - Other Compensation
61.7070	Salaries & Benefits - Health Savings Acct-RHS
61.8010	Salaries & Benefits - Uniform Allowance
61.8020	Salaries & Benefits - Auto Allowance
61.8210	Salaries & Benefits - OASDI
61.8220	Salaries & Benefits - PERS-Normal Cost
61.8221	Salaries & Benefits - PERS-UAL
61.8230	Salaries & Benefits - New York Life
61.8240	Salaries & Benefits - ICMA
61.8250	Salaries & Benefits - Medicare
61.8300	Salaries & Benefits - Health Insurance-City
61.8310	Salaries & Benefits - Health,Dental,Vis - Firefighters
61.8320	Salaries & Benefits - Health Ins - PS Retirees
61.8330	Salaries & Benefits - Health Ins-PERS
61.8340	Salaries & Benefits - Health Insurance - Cobra
61.8341	Salaries & Benefits - EAP Concern
61.8350	Salaries & Benefits - Dental Insurance
61.8360	Salaries & Benefits - Vision Insurance
61.8400	Salaries & Benefits - Health Insurance - Admin Fee
61.8410	Salaries & Benefits - Health Ins - Severance Benefit
61.8420	Salaries & Benefits - Post Employment Health Benefit
61.8430	Salaries & Benefits - PERS Retirees PEMHCA MinER Contr
61.8431	Salaries & Benefits - NonPERS Retirees PEMHCA Min Cont
61.8440	Salaries & Benefits - Health Ins- IAFF Concession
61.8500	Salaries & Benefits - Life Insurance
61.8510	Salaries & Benefits - Life Insurance-Firefighters
61.8600	Salaries & Benefits - Long-Term Disability

# CHART OF ACCOUNTS

## EXPENDITURE BY OBJECT

<u>Account Number</u>	<u>Description</u>
61.8610	Salaries & Benefits - Long Term Dis - Firefighters
61.8620	Salaries & Benefits - Long Term Dis - Police Officers
61.8630	Salaries & Benefits - Workers Compensation Premiums
61.8635	Salaries & Benefits - Refund PERS Member Contribution
61.8700	Salaries & Benefits - Overtime Meals
61.8710	Salaries & Benefits - Unemployment
61.8720	Salaries & Benefits - Employee Concessions
61.8800	Salaries & Benefits - Deferred Comp - Withdrawals
61.9960	Salaries & Benefits - Vacancy Factor
61.9970	Salaries & Benefits - Frozen - Vacant
61.9980	Salaries & Benefits - Furlough Pay
61.9990	Salaries & Benefits - CIP/Program Reg Salary Deduct
61.9991	Salaries & Benefits - Deduct Recruiting Incentive
61.9992	Salaries & Benefits - Regular Pay-CIP Budget Only
<b>62</b>	<b>Supplies &amp; Materials</b>
62.1000	Supplies & Materials - Office Supplies
62.1010	Supplies & Materials - Toners
62.1200	Supplies & Materials - Printing Costs
62.1500	Supplies & Materials - Other Office Supplies
62.2000	Supplies & Materials - Building Maintenance Supplies
62.2010	Supplies & Materials - Vehicle Maintenance Supplies
62.2020	Supplies & Materials - Equipment Maintenance Supplies
62.2030	Supplies & Materials - Parks Materials
62.2100	Supplies & Materials - Janitorial-Supplies
62.2110	Supplies & Materials - Health & Safety Supplies
62.2200	Supplies & Materials - Lights-Supplies
62.2300	Supplies & Materials - Rolling Stock-Supplies
62.2310	Supplies & Materials - Rolling Stock-Supplies
62.2320	Supplies & Materials - Rolling Stock-Supplies
62.2400	Supplies & Materials - Fixed Equipment-Supplies
62.2500	Supplies & Materials - Other R & M Supplies
62.3100	Supplies & Materials - Fuel - Diesel
62.3200	Supplies & Materials - Fuel - Unleaded
62.3300	Supplies & Materials - Fuel - Unleaded Plus
62.3400	Supplies & Materials - Oils And Lubricants
62.4000	Supplies & Materials - Small Tools & Equipment
62.4100	Supplies & Materials - Power Equip
62.4200	Supplies & Materials - Hand Tools
62.4300	Supplies & Materials - Other Tools & Equip
62.5100	Supplies & Materials - Safety Clothing
62.5110	Supplies & Materials - Laundry Service
62.5120	Supplies & Materials - Other clothing & Equip
62.5130	Supplies & Materials - Other clothing & equip-SWAT
62.5200	Supplies & Materials - Safety Equipment
62.5210	Supplies & Materials - Fire Hose & Nozzle Replacement
62.6000	Supplies & Materials - Street Materials
62.6100	Supplies & Materials - Asphalt & Paving

# CHART OF ACCOUNTS

## EXPENDITURE BY OBJECT

<u>Account Number</u>	<u>Description</u>
62.6300	Supplies & Materials - Sand & Gravel
62.6400	Supplies & Materials - Traffic & Safety Supplies
62.6500	Supplies & Materials - Other Street Materials
62.6600	Supplies & Materials - Pesticides
62.6700	Supplies & Materials - Other Chemicals
62.7000	Supplies & Materials - Books and Publications
62.7100	Supplies & Materials - Books
62.7120	Supplies & Materials - Bilingual Books
62.7130	Supplies & Materials - Leased Books
62.7190	Supplies & Materials - Friends of the Library-Misc
62.7200	Supplies & Materials - Periodicals
62.7210	Supplies & Materials - Publications & Trade Journals
62.7220	Supplies & Materials - A - V Materials
62.8000	Supplies & Materials - Special Dept Supplies
62.8004	Supplies & Materials - Library Programming Supplies
62.8005	Supplies & Materials - Fireworks Surcharge
62.8010	Supplies & Materials - E-Resources
62.8350	Supplies & Materials - Crime Lab Spec Dept Supplies
62.8510	Supplies & Materials - IT Communications Hardware
62.8520	Supplies & Materials - Computer Supplies & Hardware
62.8530	Supplies & Materials - Computer Aided Design
62.8540	Supplies & Materials - Mobile Data
62.8550	Supplies & Materials - Mobile Data Software
62.8990	Supplies & Materials - Special Dept Supplies-Deduct
<b>63</b>	<b>Outside Services</b>
63.1000	Outside Services - Communications
63.1020	Outside Services - NGEN Operation & Maintenance
63.1030	Outside Services - 911 System
63.1040	Outside Services - ACJIS
63.1050	Outside Services - Internet/Cable
63.1060	Outside Services - False Alarm Outsource Charges
63.1070	Outside Services - Tel/Siemens ABN-AMRO
63.1080	Outside Services - 911/MDT Maintenance & Support
63.1081	Outside Services - MRWPCA Wash Water
63.1100	Outside Services - Telephone-Basic Rental
63.1110	Outside Services - City Wide Technology Maint
63.1120	Outside Services - IT Communications
63.1150	Outside Services - Leased Lines
63.1160	Outside Services - Cell Phones
63.1180	Outside Services - Pagers
63.1200	Outside Services - Telephone
63.1210	Outside Services - Mobile Data Connections
63.1300	Outside Services - Telegram-Telex-Teletype
63.1350	Outside Services - Communications
63.1400	Outside Services - Postage
63.2010	Outside Services - Water
63.2020	Outside Services - Gas

# CHART OF ACCOUNTS

## EXPENDITURE BY OBJECT

<u>Account Number</u>	<u>Description</u>
63.2030	Outside Services - Electricity
63.2060	Outside Services - Electricity -Street Lights
63.2070	Outside Services - Electricity - Traffic Signal
63.2100	Outside Services - Sewerage - MRWPCA
63.2110	Outside Services - Refuse
63.2200	Outside Services - Other Utilities
63.3010	Outside Services - Rents
63.3012	Outside Services - Facility Expense
63.3040	Outside Services - Capital Leases
63.3050	Outside Services - Leases
63.3100	Outside Services - Rent - Land
63.3200	Outside Services - Rent - Building
63.3220	Outside Services - Rent-Expo Site
63.3300	Outside Services - Rent - Equipment
63.3310	Outside Services - Rent - Copier
63.4010	Outside Services - Maint & Repairs Aquatic Center
63.4100	Outside Services - Maint & Repairs - Bldg & Grounds
63.4200	Outside Services - Maint & Repairs- Furn & Fixtures
63.4300	Outside Services - Maint & Repairs - Equipment
63.4400	Outside Services - Maint & Repairs - Auto & Truck
63.4500	Outside Services - Maintenance - Janitorial
63.4600	Outside Services - Maintenance - Radios
63.4700	Outside Services - Maint & Repairs - Traffic Signal
63.4900	Outside Services - Maintenance & Repairs- Others
63.4980	Outside Services - Maintenance - Software
63.5010	Outside Services - Professional Services
63.5030	Outside Services - Grant Writing/Service Fees
63.5040	Outside Services - Events
63.5050	Outside Services - PD/Q Prog-Business Attraction
63.5060	Outside Services - Custodian Fees on Investments
63.5100	Outside Services - Legal Services
63.5105	Outside Services - Legal Svcs Code Enforcement
63.5200	Outside Services - Audit Services
63.5210	Outside Services - Muni Services B/L & UUT Audits
63.5220	Outside Services - Cannabis Monitoring
63.5260	Outside Services - DCI
63.5270	Outside Services - Contract Out Senior Planner
63.5280	Outside Services - P-Bid Study and Formation
63.5300	Outside Services - Architectural Services
63.5380	Outside Services - Interpreting Services
63.5390	Outside Services - Labor Relations
63.5400	Outside Services - Engineering Services
63.5460	Outside Services - Inspection Services
63.5500	Outside Services - Appraisal Services
63.5540	Outside Services - Storm Water Monitoring Service
63.5600	Outside Services - Medical Exams
63.5650	Outside Services - Recruitment

# CHART OF ACCOUNTS

## EXPENDITURE BY OBJECT

<u>Account Number</u>	<u>Description</u>
63.5700	Outside Services - Plan Checks
63.5710	Outside Services - Contract Inspection
63.5720	Outside Services - Rehab Loan Initial Charges
63.5730	Outside Services - Real Estate/Title/Escrow Servs
63.5810	Outside Services - Community Center Programs
63.5820	Outside Services - Rec Centers & Playgrounds
63.5830	Outside Services - Sports & Aquatics Programs
63.5831	Outside Services - Aquatic Center Security
63.5840	Outside Services - Prevention Programs
63.5900	Outside Services - Other Professional Services
63.5901	Outside Services - GASB Actuarial
63.5905	Outside Services - Boots Road
63.5906	Outside Services - Granicus
63.5910	Outside Services - E-Resources Services
63.6010	Outside Services - Other Outside Services
63.6020	Outside Services - Sponsorships
63.6030	Outside Services - Weed Abatement Services
63.6060	Outside Services - Polygraph Services
63.6070	Outside Services - Consulting Services
63.6080	Outside Services - Bank Charges
63.6100	Outside Services - Outside Printing
63.6200	Outside Services - Fundraising Events
<b>64</b>	<b>Other Charges</b>
64.1000	Other Charges - Administrative Overhead
64.1005	Other Charges - Public Art Charge
64.1010	Other Charges - Advertising
64.1020	Other Charges - Marketing
64.1030	Other Charges - Due to Monterey County
64.1100	Other Charges - Legal Publications
64.1200	Other Charges - Advertising - Recruitment
64.1900	Other Charges - Advertising - Other
64.2000	Other Charges - Travel, Conferences, Meetings
64.2010	Other Charges - Travel
64.2100	Other Charges - Travel-Mayor
64.2110	Other Charges - Travel-Council District 1
64.2120	Other Charges - Travel-Council District 2
64.2130	Other Charges - Travel-Council District 3
64.2140	Other Charges - Travel-Council District 4
64.2150	Other Charges - Travel-Council District 5
64.2160	Other Charges - Travel-Council District 6
64.2500	Other Charges - Training
64.2550	Other Charges - Tuition Reimbursement
64.2560	Other Charges - Kauffman Training Assistance
64.4040	Other Charges - New York Life Pension ER Contrib
64.4050	Other Charges - Insurance
64.4200	Other Charges - Liability Claims/Legal Defense
64.4210	Other Charges - Liability Claims Admin

# CHART OF ACCOUNTS

## EXPENDITURE BY OBJECT

<u>Account Number</u>	<u>Description</u>
64.4220	Other Charges - Excess Liability Insurance
64.4400	Other Charges - Unemployment Claims
64.4490	Other Charges - Other Insurance
64.4530	Other Charges - Biennial Physicals
64.4540	Other Charges - COBRA Administration
64.4550	Other Charges - Employee Physicals
64.4560	Other Charges - DMV & Immunizations
64.4570	Other Charges - DOT Testing
64.4580	Other Charges - Employee Assistance Program
64.4600	Other Charges - Workers Comp Claims
64.4610	Other Charges - Workers Comp Admin
64.4620	Other Charges - Excess Workers Comp Insurance
64.4630	Other Charges - Relocation-Moving Expenses
64.4640	Other Charges - CalPERS Ind Disability Advance
64.4650	Other Charges - Health Insurance Excess
64.4700	Other Charges - Unreimbursed Medical Expenses
64.4710	Other Charges - Dependent Care Expenses
64.5120	Other Charges - Tax Administration
64.5300	Other Charges - Contribution to SUBA
64.5310	Other Charges - Contribution to Oldtown
64.5320	Other Charges - Contributions to Other Agencies
64.5325	Other Charges - Deferred City Fees
64.5330	Other Charges - TOT Tax Sharing
64.5360	Other Charges - Sales Tax Incentive Program
64.5370	Other Charges - Contribution to Acosta Plaza
64.5400	Other Charges - Refunds & Reimbursements
64.5405	Other Charges - Employee Cost Reimbursements
64.5410	Other Charges - Agency Reimbursement
64.5415	Other Charges - Miscellaneous Expenditures
64.5500	Other Charges - Membership & Dues
64.5510	Other Charges - Waste Discharge Fee
64.5520	Other Charges - Permit Fees
64.5530	Other Charges - Licenses
64.5540	Other Charges - Taxes
64.5550	Other Charges - Sales Tax
64.5560	Other Charges - Field Trips/Other Activities
64.5800	Other Charges - Rounding
64.5810	Other Charges - Relocation & Contingency
64.5820	Other Charges - Contingencies
64.5830	Other Charges - Cost Recovery
64.6000	Other Charges - El Grito Festival
64.6010	Other Charges - Rodeo
64.6020	Other Charges - Carnival
64.6021	Other Charges - Fourth of July Fireworks
64.6030	Other Charges - Kiddie Kapers
64.6040	Other Charges - California Air Show
64.6050	Other Charges - Ciclovía

# CHART OF ACCOUNTS

## EXPENDITURE BY OBJECT

<u>Account Number</u>	<u>Description</u>
64.6060	Other Charges - Parade of Lights
64.7000	Other Charges - FORA
64.7001	Other Charges - Ground Water Sustainability JPA
64.7002	Other Charges - Monterey Bay Housing Trust
64.7010	Other Charges - National League of Cities
64.7020	Other Charges - Association Memberships
64.7030	Other Charges - League Of Calif Cities
64.7040	Other Charges - Chamber of Commerce
64.7045	Other Charges - Sister City Association
64.7050	Other Charges - Economic Development Corp.
64.7051	Other Charges - Other Econ Development Incentive
64.7060	Other Charges - Legislative Advocacy
64.7070	Other Charges - AMBAG
64.7080	Other Charges - LAFCO
64.7090	Other Charges - PERS Coalition
64.7100	Other Charges - Air District
64.7110	Other Charges - Cable TV Taping (MCOE)
64.7120	Other Charges - Convention & Visitors Bureau
64.7130	Other Charges - California Welcome Center
64.7140	Other Charges - Girls Inc of the Central Coast
64.7150	Other Charges - Mo. Co. Cities Association
64.7160	Other Charges - Special Comm Events-City Sponsor
64.7161	Other Charges - Food & Wine Festival
64.7162	Other Charges - Veterans Day Parade
64.7163	Other Charges - Founder's Day Event
64.7170	Other Charges - Neighborhoods
64.7180	Other Charges - Recognition
64.7190	Other Charges - Youth Commision
64.7200	Other Charges - Mayor's Recognitions
64.7210	Other Charges - Community Circles
64.7220	Other Charges - Sun Street Center
64.9999	Other Charges - Special Events - City Contrib
<b>65</b>	<b>Debt Service</b>
65.1000	Debt Service - Bond-Principal
65.1030	Debt Service - Principal on Loans/Leases
65.2000	Debt Service - Bond-Interest
65.2030	Debt Service - Interest on Loans/Leases
65.3000	Debt Service - Paying Agent Fees
65.3010	Debt Service - Cost of Issuance
65.3030	Debt Service - Refunding Debt
<b>66</b>	<b>Capital Outlays</b>
66.1000	Capital Outlays - Land
66.2000	Capital Outlays - Buildings
66.3000	Capital Outlays - Building Improvements
66.3010	Capital Outlays - Remodeling & Alteration
66.3500	Capital Outlays - Acquisition/Predevelopment
66.3600	Capital Outlays - Contribution - Bldg Construction



# CHART OF ACCOUNTS

## EXPENDITURE BY OBJECT

Account Number	Description
66.3601	Capital Outlays - Contribution - Fixed Assets
66.4000	Capital Outlays - Improvements
66.5000	Capital Outlays - Other Equipment
66.5010	Capital Outlays - Mach, Furniture & Equip
66.5100	Capital Outlays - Machinery
66.5200	Capital Outlays - Furniture
66.5300	Capital Outlays - Office Equipment
66.5400	Capital Outlays - Equipment
66.5410	Capital Outlays - Audio/Digital/Video Equipment
66.5420	Capital Outlays - Digital Equipment
66.5430	Capital Outlays - Telephone Equipment
66.5440	Capital Outlays - Radio Equipment
66.5500	Capital Outlays - Vehicles
66.5540	Capital Outlays - Police Vehicles (Insurance)
66.5550	Capital Outlays - Police Equipment
66.5560	Capital Outlays - Body Worn Cameras
66.5570	Capital Outlays - SCBA's
66.5580	Capital Outlays - EMS PPE
66.5600	Capital Outlays - Radio Equipment-Other Agencies
66.5610	Capital Outlays - Radio Equipment-City
66.5720	Capital Outlays - Infrastructure-City
66.5730	Capital Outlays - Infrastructure-County
66.5800	Capital Outlays - Computer Software
66.5810	Capital Outlays - Computer Equipment
<b>67</b>	<b>Stores Sales</b>
67.0000	Stores Sales - Stores Sales
67.1000	Stores Sales - Stores Purchases
<b>68</b>	<b>Deferred Comp</b>
68.1010	Deferred Comp - Def Comp TD Costs/Losses On Inv
68.1020	Deferred Comp - Def Comp - Trust Deed Mgmt Fee
68.1030	Deferred Comp - Deferred Comp Refunds
68.1040	Deferred Comp - Def Comp Interagency Transfer
68.1050	Deferred Comp - T/D Separation
<b>69</b>	<b>Financial Assistance</b>
69.1010	Financial Assistance - Housing Rehab-Direct Loans
69.1020	Financial Assistance - Housing Rehab-Deferred Loans
69.1030	Financial Assistance - Housing Rehab-HAA Grants
69.1040	Financial Assistance - FTHB-Down Pymt Assist
69.1100	Financial Assistance - Housing Rehab-Lead Base
69.1110	Financial Assistance - Contrib/Reimb to Other Agencies
69.1120	Financial Assistance - Legal Services for Seniors
69.1130	Financial Assistance - City Grant Cost Share
69.1200	Financial Assistance - Alliance on Aging
69.1210	Financial Assistance - AmeriCorps Vista
69.1220	Financial Assistance - Boys and Girls Clubs
69.1221	Financial Assistance - Girls Inc of the Central Coast
69.1230	Financial Assistance - CA Partnership for Safe Comm

# CHART OF ACCOUNTS

## EXPENDITURE BY OBJECT

<u>Account Number</u>	<u>Description</u>
69.1240	Financial Assistance - CASP
69.1250	Financial Assistance - Central Coast Ctr. Independent
69.1260	Financial Assistance - Central Coast HIV/(John XXIII)
69.1262	Financial Assistance - Community Homeless Solutions
69.1270	Financial Assistance - Comm Human Services Project
69.1280	Financial Assistance - CSUMB
69.1290	Financial Assistance - First Mayor's House
69.1300	Financial Assistance - Food Bank
69.1310	Financial Assistance - Franciscan Workers
69.1320	Financial Assistance - Gateway Apartments
69.1330	Financial Assistance - Girl Scouts of Monterey Bay
69.1340	Financial Assistance - Green Vehicles
69.1350	Financial Assistance - Grid Alternatives
69.1351	Financial Assistance - Multi Family Housing
69.1360	Financial Assistance - Grow Salinas
69.1361	Financial Assistance - Eden Council Hope & Opportunity
69.1370	Financial Assistance - Housing Resource Center
69.1380	Financial Assistance - Housing Resource Ctr of MoCo
69.1390	Financial Assistance - Interim-Mental Health Wellness
69.1400	Financial Assistance - Lagunas Haciendas
69.1402	Financial Assistance - Lagunas Haciendas Phase 3
69.1410	Financial Assistance - Legal Services for Seniors
69.1420	Financial Assistance - Meals on Wheels
69.1421	Financial Assistance - Methodist Church
69.1430	Financial Assistance - Monterey Co-Sheriff's Office
69.1440	Financial Assistance - Monterey County
69.1450	Financial Assistance - Monterey County Dist Atty
69.1460	Financial Assistance - Monterey County Probation Dept
69.1461	Financial Assistance - Monterey Co Office of Education
69.1470	Financial Assistance - NCCD
69.1480	Financial Assistance - Ombudsman (Alliance on Aging)
69.1490	Financial Assistance - Partners for Peace
69.1500	Financial Assistance - Peacock Acres Inc.
69.1510	Financial Assistance - Project Sentinel
69.1511	Financial Assistance - Rancho Cielo
69.1520	Financial Assistance - Rebuilding Together
69.1530	Financial Assistance - Salinas Police Activity League
69.1531	Financial Assistance - Salvation Army
69.1532	Financial Assistance - Salinas Regional Board Authority
69.1533	Financial Assistance - San Benito County
69.1535	Financial Assistance - Natividad Medical Foundation
69.1536	Financial Assistance - Downtown Street Team
69.1540	Financial Assistance - Second Chance Youth Program
69.1550	Financial Assistance - Shelter Outreach Plus (ESG)
69.1560	Financial Assistance - Steinbeck Cluster
69.1570	Financial Assistance - Suicide Prev. & Crisis Center
69.1580	Financial Assistance - Sunrise House JPA

# CHART OF ACCOUNTS

## EXPENDITURE BY OBJECT

Account Number	Description
69.1582	Financial Assistance - Sun Street Center
69.1590	Financial Assistance - United Farm Workers Foundation
69.1600	Financial Assistance - Vista De La Terraza
69.1610	Financial Assistance - Vista de la Terraza (Carr Ave)
69.1620	Financial Assistance - Wesley Oaks Subdivision
69.1630	Financial Assistance - YWCA of Monterey County
69.1640	Financial Assistance - Monterey College of Law
69.7140	Financial Assistance - Girls Inc of Central Coast
<b>95</b>	<b>Transfers Out</b>
95.1000	Transfers Out - General Fund
95.1100	Transfers Out - Measure E
95.2306	Transfers Out - Dev Fees - Arterial
95.2404	Transfers Out - Gas Tax - Motor Vehicle Fuel Tax
95.2501	Transfers Out - Emergency Medical Service Fund
95.2503	Transfers Out - Traffic Safety
95.2504	Transfers Out - Vehicle Abatement
95.2508	Transfers Out - Contributions & Donations
95.2509	Transfers Out - KDF Los Padres Dev Social Svcs
95.2602	Transfers Out - HSA - Affordable Housing
95.2910	Transfers Out - Community Development
95.2930	Transfers Out - Home Investment Partnership
95.2941	Transfers Out - Emergency Solutions Grant-COC
95.3109	Transfers Out - Police Reimbursable Costs
95.3256	Transfers Out - First Five Monterey County
95.3281	Transfers Out - CalGRIP 821-14 & 15
95.4101	Transfers Out - 1997 COPs
95.4102	Transfers Out - 1999 COPs
95.4103	Transfers Out - Steinbeck Ctr Debt Service
95.4104	Transfers Out - 2014 COP Consolidation
95.4106	Transfers Out - 2018 Lease - Public Safety Bldg
95.4107	Transfers Out - Measure X Bonds
95.4108	Transfers Out - Energy Efficient Debt Svc
95.4109	Transfers Out - 2015 Refunding COP 2005 A & B
95.4110	Transfers Out - 2018 Lease-El Gabilan Library
95.4202	Transfers Out - Assessment District Debt Svc
95.4204	Transfers Out - 2019 Spec Tax Bond Monte Bella
95.4205	Transfers Out - 2019 Spec Tax Monte Bella No. 2
95.4206	Transfers Out - 2019 Spec Tax Monte Bella No. 3
95.5201	Transfers Out - Special Const Assist - Fed,State
95.5202	Transfers Out - Special Const Assist - Bonds
95.5203	Transfers Out - Special Const Assist - Others
95.5800	Transfers Out - to Capital Projects
95.6100	Transfers Out - Municipal Airport
95.6200	Transfers Out - Industrial Waste
95.6302	Transfers Out - Twin Creek Golf Course
95.6500	Transfers Out - Storm Sewer (NPDES)
95.6801	Transfers Out - Downtown Parking District

# CHART OF ACCOUNTS EXPENDITURE BY OBJECT

<u>Account Number</u>	<u>Description</u>
95.6803	Transfers Out - Parking Enforcement
95.6900	Transfers Out - Permit Services
95.7101	Transfers Out - Int Serv - Administration
95.7102	Transfers Out - Int Serv - Insurances
95.7103	Transfers Out - Int Serv - Workers Comp
95.7104	Transfers Out - Int Serv - General Liability
95.7120	Transfers Out - Int Serv - Fleet Maint
95.8702	Transfers Out - Deferred Comp Separations
95.8704	Transfers Out - Deferred Comp - CCFCU
95.8801	Transfers Out - Trust Deposits
95.8802	Transfers Out - Community Center Deposits
95.8806	Transfers Out - Sales Tax
95.8914	Transfers Out - RORF-Redev Obligation Retirement
95.8915	Transfers Out - Successor Agency

# SALARY SCHEDULE

City of Salinas  
Classification - Salary Schedule  
As of July 1, 2021

Benefit Group

14	Executive Group
15	AMPS
16	Confidential Management
17	Confidential Management 2
18	Fire Supervisors
19	IAFF
20	Police Management
21	POA
22	POA-Recruit
23	Crew Sups
24	Crew Sups 2
25	SEIU
26	SMEA
27	Confidential Miscellaneous
29	Temporary

11.1000	City Mayor	369.2300	Bi-weekly Pay
11.1001	City Council	276.9200	Bi-weekly Pay
12.1005	City Manager	112.9808	Hourly
13.1010	City Attorney	98.2890	Hourly

Grade	Position	Step 1	Step 2	Step 3	Step 4	Step 5
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Executive Group

14.1014	Assistant Chief of Police	83.3458	87.5157	91.8946	96.4827	101.3118
14.1034	Assistant Development Dir	58.6502	61.5842	64.6640	67.8959	71.2928
14.1013	Chief of Police	85.3293	89.5980	94.0756	98.7814	103.7215
14.1022	Community Development Dir	70.6261	74.1600	77.8621	81.7595	85.8454
14.1031	Deputy PW Dir/City Engr	62.1862	65.2978	68.5677	71.9962	75.5955
14.1025	Finance Director	69.2555	72.7176	76.3487	80.1682	84.1759
14.1016	Fire Chief	84.5917	88.8268	93.2697	97.9336	102.8312
14.1027	Human Resources Director	67.9110	71.3082	74.8741	78.6223	82.5519
14.1028	Lib/Community Svc Dir	67.9110	71.3082	74.8741	78.6223	82.5519
14.1019	Public Works Director	70.6261	74.1600	77.8621	81.7595	85.8454

# SALARY SCHEDULE

City of Salinas  
Classification - Salary Schedule  
As of July 1, 2021

Grade	Position	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
AMPS								
15.1121	Airport Manager	48.5062	50.9288	53.4760	56.1476	58.9578	61.9134	
15.4032	Animal Services Administrator	53.7182	56.4056	59.2283	62.1861	65.2990	68.5673	
15.5021	Associate Engineer	44.4225	46.6444	48.9768	51.4272	53.9951	56.6946	
15.3021	Associate Planner	38.7399	40.6781	42.7130	44.8516	47.0944	49.4476	
15.5001	Asst Public Works Director	55.0612	57.8158	60.7090	63.7408	66.9314	70.2815	
15.5002	Asst PW Director/City Engineer	61.2891	64.3571	67.5784	70.9591	74.5064	78.2269	
15.3107	Chief Building Official	55.0612	57.8158	60.7090	63.7408	66.9314	70.2815	
15.5003	City Engineer	61.2891	64.3571	67.5784	70.9591	74.5064	78.2269	
15.3104	Code Enforcement Manager	45.0733	47.3295	49.6967	52.1817	54.7842	57.5251	
15.3031	Community Dev Analyst	37.4457	39.3214	41.2871	43.3567	45.5232	47.8002	
15.6007	Community Education Mgr	37.8124	39.7090	41.6955	43.7789	45.9730	48.2711	
15.1146	Community Safety Admin	41.4948	43.5643	45.7515	48.0356	50.4374	52.9569	
15.6101	Community Services Manager	39.3214	41.2871	43.3567	45.5232	47.8002	50.1883	
15.2108	Computer Systems Administrator	51.1781	53.7390	56.4246	59.2418	62.2111	65.3189	
15.5026	Const Inspector Supv	39.1277	41.0863	43.1421	45.3016	47.5649	49.9391	
15.4028	Crime Analyst	40.0964	42.1040	44.2081	46.4231	48.7416	51.1781	
15.5441	Deputy Dir of Envir/Maint	53.7182	56.4056	59.2283	62.1861	65.2990	68.5673	
15.6001	Deputy Librarian	41.4948	43.5643	45.7515	48.0356	50.4374	52.9569	
15.5421	Environ Resource Planner	44.6371	46.8729	49.2124	51.6694	54.2581	56.9644	
15.5382	Facilities Maintenance Manager	45.0733	47.3295	49.6967	52.1817	54.7842	57.5251	
15.2017	Finance Management Analyst	40.4842	42.5054	44.6371	46.8729	49.2124	51.6694	
15.5336	Fleet Maintenance Manager	45.0733	47.3295	49.6967	52.1817	54.7842	57.5251	
15.5016	GIS Administrator	44.6371	46.8729	49.2124	51.6694	54.2581	56.9644	
15.3026	Housing Services Supv	38.7399	40.6781	42.7130	44.8516	47.0944	49.4476	
15.2101	Information Systems Mgr	52.4378	55.0612	57.8158	60.7090	63.7408	66.9314	
15.3017	Inspection Services Manager	51.6694	54.2581	56.9644	59.8162	62.8132	65.9486	
15.2111	Integration/Appl Admin	51.1781	53.7390	56.4246	59.2418	62.2111	65.3189	
15.6016	Literacy Program Mgr	36.7147	38.5515	40.4827	42.5018	44.6356	46.8640	
15.5384	Maintenance Manager	45.0733	47.3295	49.6967	52.1817	54.7842	57.5251	
15.4030	Management Analyst	40.4842	42.5054	44.6371	46.8729	49.2124	51.6694	
15.6017	Marketing & Development Coord	37.6325	39.5153	41.4948	43.5643	45.7515	48.0356	
15.2106	Network/Sys Administrator	51.1781	53.7390	56.4246	59.2418	62.2111	65.3189	
15.5423	NPDES Permit Manager	44.6371	46.8729	49.2124	51.6694	54.2581	56.9644	
15.5301	Park Grnds Frstry Ops Mgr	45.0733	47.3295	49.6967	52.1817	54.7842	57.5251	
15.3105	Permit Center Coordinator	36.7120	38.5530	40.4843	42.5055	44.6371	46.8729	
15.3101	Permit Ctr Mgr/Bldg Off	55.0612	57.8158	60.7090	63.7408	66.9314	70.2815	
15.3001	Planning Manager	51.6694	54.2581	56.9644	59.8162	62.8132	65.9486	
15.1171	Police Records Coord	36.7120	38.5530	40.4843	42.5055	44.6371	46.8729	
15.1111	Police Services Admin	55.0612	57.8158	60.7090	63.7408	66.9314	70.2815	
15.6021	Princ Library Technician	29.4689	30.9410	32.4875	34.1146	35.8165	37.6127	
15.3006	Principal Planner	48.0121	50.4092	52.9347	55.5750	58.3572	61.2811	
15.1136	Pub Works Admin Mgr	45.0733	47.3295	49.6967	52.1817	54.7842	57.5251	
15.1151	Pub Works Admin Supv	40.4843	42.5055	44.6371	46.8729	49.2124	51.6694	
15.1127	Public Information Officer	48.0121	50.4092	52.9347	55.5750	58.3572	61.2811	
15.6100	Rec/Com Svcs Superintendent	49.6822	52.1712	54.7734	57.5155	60.3973	63.4122	
15.6105	Recreation-Parks Superintendent	49.4476	51.9186	54.5141	57.2412	60.1068	63.1108	
15.2011	Revenue Officer	36.1859	37.9993	39.9028	41.8960	43.9935	46.1945	
15.2016	Senior Accountant	36.1859	37.9993	39.9028	41.8960	43.9935	46.1945	
15.2021	Senior Buyer	36.1859	37.9993	39.9028	41.8960	43.9935	46.1945	
15.5011	Senior Civil Engineer	51.4272	53.9951	56.6946	59.5322	62.5085	65.6372	
15.6011	Senior Librarian	37.6325	39.5153	41.4948	43.5643	45.7515	48.0356	
15.3103	Senior Plan Check Engineer	51.4272	53.9951	56.6946	59.5322	62.5085	65.6372	
15.3011	Senior Planner	44.6371	46.8729	49.2124	51.6694	54.2581	56.9644	

# SALARY SCHEDULE

City of Salinas  
Classification - Salary Schedule  
As of July 1, 2021

Grade	Position	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
15.3111	Sr Code Enforcement Officer	39.1277	41.0863	43.1421	45.3016	47.5649	49.9391	
15.3106	Sr Combo Bldg Insp	39.1277	41.0863	43.1421	45.3016	47.5649	49.9391	
15.3013	Sr Community Development Analyst	40.4843	42.5055	44.6371	46.8729	49.2124	51.6694	
15.2116	Sr Programmer/Analyst	44.4129	46.6344	48.9642	51.4154	53.9815	56.6825	
15.5451	Street Maintenance Mgr	45.0733	47.3295	49.6967	52.1817	54.7842	57.5251	
15.5446	Supt of Maintenance Serv	49.4476	51.9186	54.5141	57.2412	60.1068	63.1108	
15.1156	Technical Serv Coord	40.0964	42.1040	44.2081	46.4231	48.7416	51.1781	
15.6006	Technical Services Mgr	37.8124	39.7090	41.6955	43.7789	45.9730	48.2711	
15.5008	Traffic Engineer	51.4272	53.9951	56.6946	59.5322	62.5085	65.6372	
15.5006	Transportation Manager	51.6694	54.2581	56.9644	59.8162	62.8132	65.9486	
15.5416	Wastewater Manager	45.0733	47.3295	49.6967	52.1817	54.7842	57.5251	
Confidential Management								
17.2006	Accounting Manager	42.5183	44.6531	46.8822	49.2265	51.6854	54.2727	
16.1101	Assistant City Attorney	62.2104	65.3245	68.5941	72.0258	75.6265	79.4029	
16.1037	Assistant City Manager	86.6783	91.0154	95.5684	100.3443	105.3637		
17.2001	Asst Finance Director	49.2265	51.6854	54.2727	56.9817	59.8393	62.8251	
16.1131	City Clerk	45.5246	47.8010	50.1925	52.6987	55.3334	58.1028	
16.1150	Community Relations Manager	40.0931	42.0957	44.2008	46.4084	48.7307	51.1615	
16.1146	Deputy City Attorney	40.2608	42.2764	44.3908	46.6105	48.9350	51.3833	
16.1141	Deputy City Attorney II	42.2986	44.4142	46.6351	48.9682	51.4134	53.9838	
16.1161	Human Resource Analyst II	38.1882	40.0999	42.1063	44.2140	46.4229	48.7400	
17.1106	Human Resources Officer	56.7046	59.5419	62.5212	65.6487	68.9320	72.3772	
16.1116	Sr Deputy City Attorney	50.1925	52.6987	55.3334	58.1028	61.0078	64.0613	
16.1137	Sr Economic Development Manager	53.6636	56.3417	59.1614	62.1169	65.2257	68.4879	
16.1160	Sr Human Resource Analyst	43.9535	46.1491	48.4592	50.8780	53.4294	56.0955	
FSA								
18.4521	Battalion Chief EMS/Trng-40 Hour	61.7515	64.8327	68.0744	71.4836	75.0596	78.8172	
18.4526	Battalion Chief EMS/Trng-56 Hour	44.1082	46.3091	48.6246	51.0597	53.6128	56.2978	
18.4506	Battalion Chief-40 Hours	61.7515	64.8327	68.0744	71.4836	75.0596	78.8172	
18.4511	Battalion Chief-56 Hours	44.1082	46.3091	48.6246	51.0597	53.6128	56.2978	
18.4516	BC/Fire Marshal	61.7515	64.8327	68.0744	71.4836	75.0596	78.8172	
18.4517	BC/Fire Marshal-56 Hours	44.1082	46.3091	48.6246	51.0597	53.6128	56.2978	
18.4501	Deputy Fire Chief	69.7474	73.2333	76.9000	80.7482	84.7846	89.0231	
18.4503	Deputy Fire Chief-56 Hour	49.8196	52.3095	54.9286	57.6773	60.5604	63.5879	
18.4531	Emergency Med Svcs Offcr	52.5565	55.1777	57.9381	60.8382	63.8849	67.0774	
IAFF								
19.4576	FF Hired Post 9/2013-40 Hours	36.1388	37.9478	39.8462	41.8410	43.9320	46.1331	
19.4586	FF/Prmdc Hire Post 9/2013-40Hour	36.1388	37.9478	39.8462	41.8410	43.9320	46.1331	
19.4591	FF/Prmdc Hire Post 9/2013-56Hour	25.8134	27.1056	28.4615	29.8864	31.3801	32.9522	
19.4566	FF/Prmdc Hire Pre 9/2013-40 Hour	37.9478	39.8462	41.8410	43.9320	46.1331	48.4372	
19.4571	FF/Prmdc Hired Pre 9/2013-56Hour	27.1056	28.4615	29.8864	31.3801	32.9522	34.5980	
19.4581	FF-Hired Post 9/2013-56 Hours	25.8134	27.1056	28.4615	29.8864	31.3801	32.9522	
19.4556	FF-Hired Pre 9/2013-40 Hours	37.9478	39.8462	41.8410	43.9320	46.1331	48.4372	
19.4561	FF-Hired Pre 9/2013-56 Hours	27.1056	28.4615	29.8864	31.3801	32.9522	34.5980	
19.4536	Fire Captain-40 Hours	47.5018	49.8750	52.3716	54.9855	57.7368	60.6257	
19.4541	Fire Captain-56 Hours	33.9298	35.6249	37.4083	39.2753	41.2405	43.3041	
19.4546	Fire Engineer-40 Hours	41.8410	43.9320	46.1331	48.4372	50.8585	53.4034	
19.4551	Fire Engineer-56 Hours	29.8864	31.3801	32.9522	34.5980	36.3275	38.1453	
19.4601	Fire Fighter Recruit-56 Hours	24.6982	25.9362	27.2334	28.5992	30.0288	31.5323	
19.4596	Firefighter Recruit-40 Hours	34.5774	36.3108	38.1267	40.0389	42.0404	44.1451	
PMA								
20.4001	Deputy Chief of Police	78.0252	81.9256	86.0272	90.3301	94.8471	99.5904	
20.4006	Police Commander	72.4885	76.1149	79.9240	83.9159	88.1108	92.5219	
20.4011	Police Sergeant	61.3994	64.4643	67.6916	71.0744	74.6332	78.3678	

# SALARY SCHEDULE

City of Salinas  
Classification - Salary Schedule  
As of July 1, 2021

Grade	Position	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
POA/POA Recruit								
21.4016	Criminalist	49.0585	51.5165	54.0861	56.7937	59.6392	62.6163	
21.4021	Police Officer	42.5854	44.7147	46.9491	49.2951	51.7596	54.3488	
21.4026	Police Officer-New Hire	40.5546	42.5854	44.7147	46.9491	49.2951	51.7596	54.3488
22.4036	Police Recruit	30.2567	30.8429	32.3869	34.0075	35.7111	37.4976	
CREW Sups								
24.5381	Facility Maint Mech Crew Sup	37.0772	38.9300	40.8826	42.9278	45.0728	47.3318	
23.5456	P.S. Maint Crew Supv	37.0772	38.9300	40.8826	42.9278	45.0728	47.3318	
24.5311	Park Maint Crew Supv	37.0772	38.9300	40.8826	42.9278	45.0728	47.3318	
24.5461	SL/Traffic Sig Crew Sup	37.0772	38.9300	40.8826	42.9278	45.0728	47.3318	
23.5306	Urban Forestry Crew Supv	37.0772	38.9300	40.8826	42.9278	45.0728	47.3318	
24.5711	Wastewater Crew Sup	37.0772	38.9300	40.8826	42.9278	45.0728	47.3318	
SEIU								
25.5376	Airport Operations Supv	36.0129	37.8124	39.7090	41.6955	43.7789	45.9730	
25.5411	Comm Facilities Svr Wkr	20.4462	21.4706	22.5365	23.6649	24.8553	26.0942	
25.5361	Equipment Inventory Tech	25.5960	26.8764	28.2123	29.6243	31.1125	32.6628	
25.5366	Equipment Mechanic I	24.1424	25.3466	26.6136	27.9424	29.3404	30.8080	
25.5356	Equipment Mechanic II	26.6136	27.9424	29.3404	30.8080	32.3445	33.9641	
25.5396	Facility Maint Mechanic	23.6649	24.8553	26.0942	27.3955	28.7661	30.2056	
25.5401	Facility Maint Worker	22.2113	23.3256	24.4953	25.7205	27.0078	28.3507	
25.5398	Graffiti Abatement Worker	21.8929	22.9865	24.1424	25.3466	26.6136	27.9424	
25.5466	Inmate Crew Coordinator	27.8039	29.1951	30.6557	32.1852	33.7911	35.4870	
25.5481	Motor Sweeper Operator	25.2222	26.4818	27.8039	29.1951	30.6557	32.1852	
25.5499	Neighborhood Svcs Worker	20.5431	21.5676	22.6474	23.7824	24.9729	26.2189	
25.5331	Park Maint Worker	22.2113	23.3256	24.4953	25.7205	27.0078	28.3507	
25.4081	Pub Safety Facilities Wkr	20.4462	21.4706	22.5365	23.6649	24.8553	26.0942	
25.5477	Pub Works Resource Coordinator	27.8039	29.1951	30.6557	32.1852	33.7911	35.4870	
25.5486	Public Serv Maint Wkr III	25.2222	26.4818	27.8039	29.1951	30.6557	32.1852	
25.5496	Public Svc Maint Wkr I	20.5431	21.5676	22.6474	23.7824	24.9729	26.2189	
25.5491	Public Svc Maint Wkr II	22.6474	23.7824	24.9729	26.2189	27.5273	28.9044	
25.5471	Public Svc Maint Wkr IV	27.8039	29.1951	30.6557	32.1852	33.7911	35.4870	
25.5351	Pump Maint Mechanic	26.6136	27.9424	29.3404	30.8080	32.3445	33.9641	
25.5391	Senior Airport Technician	26.6136	27.9424	29.3404	30.8080	32.3445	33.9641	
25.5476	SL/Traffic Signal Tech	25.2222	26.4818	27.8039	29.1951	30.6557	32.1852	
25.5406	Sr Comm Facilities Svc Wk	21.8929	22.9865	24.1424	25.3466	26.6136	27.9424	
25.5479	Sr Equipment Mechanic	30.6721	32.2036	33.8148	35.5062	37.2770	39.1436	
25.5386	Sr Facility Maint Mech	26.6136	27.9424	29.3404	30.8080	32.3445	33.9641	
25.5377	Sr Park Maintenance Worker	26.8764	28.2123	29.6243	31.1125	32.6628	34.2964	
25.5316	Sr Urban Forestry Worker	26.8764	28.2123	29.6243	31.1125	32.6628	34.2964	
25.4076	Sr Vehicle Maint Asst	22.1075	23.2149	24.3778	25.5960	26.8764	28.2123	
25.5326	Urban Forestry Worker I	22.9865	24.1424	25.3466	26.6136	27.9424	29.3404	
25.5321	Urban Forestry Worker II	24.3778	25.5960	26.8764	28.2123	29.6243	31.1125	
25.5436	Wastewater Operator	25.9696	27.2709	28.6275	30.0603	31.5623	33.1405	
SMEA								
26.7046	Administrative Aide	24.5984	25.8260	27.1183	28.4752	29.8968	31.3892	
26.7001	Administrative Analyst I	29.6059	31.0856	32.6426	34.2710	35.9897	37.7926	
26.7091	Administrative Clerk I	15.4039	16.1728	16.9805	17.8269	18.7251	19.6554	
26.7086	Administrative Clerk II	16.1728	16.9805	17.8269	18.7251	19.6554	20.6376	
26.7041	Administrative Secretary	24.5984	25.8260	27.1183	28.4752	29.8968	31.3892	
26.4071	Animal Care Tech	21.2450	22.3109	23.4289	24.5984	25.8260	27.1183	
26.4056	Animal Control Officer	22.5372	23.6614	24.8441	26.0845	27.3896	28.7596	
26.4046	Animal Services Supv	26.0845	27.3896	28.7596	30.1939	31.7059	33.2888	
26.4086	Animal Servs Office Asst	18.9963	19.9462	20.9413	21.9881	23.0865	24.2429	
26.5031	Assistant Engineer	34.6134	36.3451	38.1606	40.0733	42.0764	44.1826	



# SALARY SCHEDULE

City of Salinas  
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Grade	Position	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
26.3041	Assistant Planner	32.3261	33.9479	35.6473	37.4304	39.3045	41.2687	
26.3036	Asst Redev Project Mgr	34.6134	36.3451	38.1606	40.0733	42.0764	44.1826	
26.3126	Bldg Permit Spec	31.8609	33.4568	35.1303	36.8879	38.7358	40.6677	
26.3151	Code Enforcement Officer I	28.9016	30.3425	31.8609	33.4568	35.1303	36.8879	
26.3136	Code Enforcement Officer II	31.7059	33.2888	34.9559	36.7070	38.5419	40.4739	
26.3131	Comb Bldg Inspector II	31.7059	33.2888	34.9559	36.7070	38.5419	40.4739	
26.3141	Combo Bldg Insp I	28.9016	30.3425	31.8609	33.4568	35.1303	36.8879	
26.3051	Comm Improve Asst	25.3348	26.5948	27.9259	29.3216	30.7883	32.3261	
26.7003	Community Safety Program Coord	29.6059	31.0856	32.6426	34.2710	35.9897	37.7926	
26.4066	Community Service Officer	22.5372	23.6614	24.8441	26.0845	27.3896	28.7596	
26.2126	Computer Operator	28.1973	29.6059	31.0856	32.6426	34.2710	35.9897	
26.5051	Construction Inspector	28.9016	30.3425	31.8609	33.4568	35.1303	36.8879	
26.5071	Engineering Aide I	22.4210	23.5452	24.7211	25.9553	27.2539	28.6174	
26.5066	Engineering Aide II	24.7211	25.9553	27.2539	28.6174	30.0452	31.5443	
26.5056	EngineeringTech	27.2539	28.6174	30.0452	31.5443	33.1275	34.7814	
26.5431	Env Compliance Insp I	28.9016	30.3425	31.8609	33.4568	35.1303	36.8879	
26.5426	Env Compliance Insp II	31.7059	33.2888	34.9559	36.7070	38.5419	40.4739	
26.4061	Evidence Technician	22.5372	23.6614	24.8441	26.0845	27.3896	28.7596	
26.4606	Fire Inspector	30.1939	31.7059	33.2888	34.9559	36.7070	38.5419	
26.4030	Forensic Specialist II	31.7059	33.2888	34.9559	36.7070	38.5419	40.4739	
26.5058	GIS Analyst I	29.6059	31.0856	32.6426	34.2710	35.9897	37.7926	
26.5057	GIS Analyst II	32.5673	34.1942	35.9019	37.6961	39.5884	41.5731	
26.5064	GIS Technician I	22.2520	23.3597	24.5423	25.7539	27.0404	28.3904	
26.5063	GIS Technician II	24.7211	25.9553	27.2539	28.6174	30.0452	31.5443	
26.3046	Housing Rehab Specialist	30.1939	31.7059	33.2888	34.9559	36.7070	38.5419	
26.2130	Information Technologies Tech I	25.3776	26.6453	27.9770	29.3782	30.8438	32.3907	
26.2128	Information Technologies Tech II	28.1973	29.6059	31.0856	32.6426	34.2710	35.9897	
26.2122	Information Technology Analyst	29.6059	31.0856	32.6426	34.2710	35.9897	37.7926	
26.5036	Junior Engineer	31.3892	32.9595	34.6134	36.3451	38.1606	40.0733	
26.5059	Labor Compliance Officer I	25.5740	26.8534	28.1973	29.6059	31.0856	32.6426	
26.6024	Lib Automation Svc Coord	29.0325	30.4868	32.0086	33.6222	35.2952	37.0595	
26.6031	Librarian I	24.2429	25.4577	26.7241	28.0616	29.4638	30.9370	
26.6026	Librarian II	26.0845	27.3896	28.7596	30.1939	31.7059	33.2888	
26.6066	Library Aide	15.1092	15.8646	16.6579	17.4908	18.3654	19.2836	
26.6056	Library Clerk	16.9805	17.8269	18.7251	19.6554	20.6376	21.6714	
26.6071	Library Page	14.3159	15.0316	15.7831	16.5722	17.4008	18.2708	
26.6051	Library Technician	19.2742	20.2370	21.2450	22.3109	23.4289	24.5984	
26.6046	Literacy Asst	19.2742	20.2370	21.2450	22.3109	23.4289	24.5984	
26.6061	Literacy Clerk	16.9805	17.8269	18.7251	19.6554	20.6376	21.6714	
26.6041	Literacy Specialist	21.2450	22.3109	23.4289	24.5984	25.8260	27.1183	
26.6106	Neighborhood Svcs Coord	29.6059	31.0856	32.6426	34.2710	35.9897	37.7926	
26.2124	Network/System Specialist	29.8899	31.3872	32.9528	34.6055	36.3389	38.1531	
26.7081	Office Assistant	18.9963	19.9462	20.9413	21.9881	23.0865	24.2429	
26.7061	Office Technician	22.5372	23.6614	24.8441	26.0845	27.3896	28.7596	
26.5346	Parking Operation Officer	28.9016	30.3425	31.8609	33.4568	35.1303	36.8879	
26.3156	Permit Center Clerk	20.0430	21.0381	22.0914	23.2027	24.3592	25.5740	
26.7067	Permit Services Technician	25.3348	26.5948	27.9259	29.3216	30.7883	32.3261	
26.3121	Plan Checker I	32.9595	34.6134	36.3451	38.1606	40.0733	42.0764	
26.3116	Plan Checker II	35.2983	37.0688	38.9232	40.8681	42.9163	45.0615	
26.3146	Plumbing Inspector I	28.9016	30.3425	31.8609	33.4568	35.1303	36.8879	
26.7076	Police Services Tech	19.4712	20.4449	21.4648	22.5378	23.6637	24.8490	
26.7085	Print Shop Technician	22.4210	23.5452	24.7211	25.9553	27.2539	28.6174	
26.3037	Project Coordinator	34.6134	36.3451	38.1606	40.0733	42.0764	44.1826	
26.4068	Property Evidence Supervisor						34.9212	

# SALARY SCHEDULE

City of Salinas  
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Grade	Position	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
26.7026	Public Works Assistant	25.3348	26.5948	27.9259	29.3216	30.7883	32.3261	
26.2051	Purchasing Technician	22.5372	23.6614	24.8441	26.0845	27.3896	28.7596	
26.5061	PW Compliance Officer I	25.5740	26.8534	28.1973	29.6059	31.0856	32.6426	
26.5046	PW Compliance Officer II	28.9016	30.3425	31.8609	33.4568	35.1303	36.8879	
26.6121	Recreation Asst	17.8269	18.7182	19.6541	20.6368	21.6686	22.7520	
26.6111	Recreation Coordinator	29.6059	31.0856	32.6426	34.2710	35.9897	37.7926	
26.2048	Revenue Technician	23.7422	24.9240	26.1666	27.4699	28.8397	30.2823	
26.7071	Secretary	18.9963	19.9462	20.9413	21.9881	23.0865	24.2429	
26.7056	Senior Police Svc Tech	22.5372	23.6614	24.8441	26.0845	27.3896	28.7596	
26.6114	Senior Recreation Assistant	19.9462	20.9435	21.9906	23.0901	24.2446	25.4568	
26.6116	Sports Program Asst	19.9462	20.9435	21.9906	23.0901	24.2446	25.4568	
26.2056	Sr Accounting Clerk	21.5616	22.6469	23.7777	24.9666	26.2138	27.5254	
26.2041	Sr Accounting Technician	25.9553	27.2539	28.6174	30.0452	31.5443	33.1275	
26.5041	Sr Construction Inspector	30.9370	32.4812	34.1094	35.8153	37.6117	39.4917	
26.4051	Sr Evidence Technician	24.5984	25.8260	27.1183	28.4752	29.8968	31.3892	
26.6036	Sr Librarian Technician	21.2450	22.3109	23.4289	24.5984	25.8260	27.1183	
26.2046	Sr Purchasing Technician	25.9553	27.2539	28.6174	30.0452	31.5443	33.1275	
26.2123	Sr. Info Technology Analyst	32.5731	34.1943	35.9020	37.6962	39.5885	41.5731	
26.7005	Street Outreach Specialist	18.9963	19.9462	20.9413	21.9881	23.0865	24.2429	
26.7036	Supvsg Police Serv Tech	25.2134	26.4717	27.7963	29.1871	30.6442	32.1739	
26.7031	Supvsg Wrld Proc Operator	24.5984	25.8260	27.1183	28.4752	29.8968	31.3892	
26.2121	Telecom Svc Tech	31.7059	33.2888	34.9559	36.7070	38.5419	40.4739	
26.4021	Victim Advocate	22.7569	23.8941	25.0894	26.3365	27.6546	29.0439	
26.7066	Word Processing Operator	18.9963	19.9462	20.9413	21.9881	23.0865	24.2429	
Confidential Miscellaneous								
27.7027	Assistant City Clerk						40.3212	
27.7016	Community Safety Assist	27.0013	28.3524	29.7710	31.2573	32.8176	34.4594	
27.7061	Confidential Office Technician	23.5628	24.7382	25.9747	27.2715	28.6360	30.0684	
27.2036	Deferred Comp Technician	28.2105	29.6224	31.1018	32.6555	34.2902	36.0062	
27.7021	Deputy City Clerk	27.0013	28.3524	29.7710	31.2573	32.8176	34.4594	
27.7006	Executive Assistant	28.9130	30.3656	31.8786	33.4730	35.1483	36.9046	
27.7051	Human Resource Technician	24.2586	25.4677	26.7378	28.0754	29.4804	30.9531	
27.2026	Payroll Supervisor	34.2902	36.0062	37.8099	39.7014	41.6874	43.7749	
27.2031	Payroll Technician	28.2105	29.6224	31.1018	32.6555	34.2902	36.0062	
27.7017	Sr Human Resources Technician	28.2105	29.6224	31.1018	32.6555	34.2902	36.0062	
27.7077	Sr Risk Management Technician	28.2105	29.6224	31.1018	32.6555	34.2902	36.0062	
Temporary								
29.9003	Accountant	26.6943	28.0269	29.4289	30.9058	32.4519		
29.9006	Administrative Aide	21.1269	22.1828	23.2904	24.4558	25.6789		
29.9008	Administrative Analyst I	25.4177	26.6881	28.0248	29.4228	30.8984		
29.9011	Administrative Clerk I	15.3098	16.0752	16.8789	17.7228	18.6089		
29.9021	Administrative Secretary	21.1269	22.1828	23.2904	24.4558	25.6789		
29.9026	Animal Care Tech	18.9693	19.9211	20.9193	21.9635	23.0596		
29.9031	Animal Care Worker	14.6562	15.3890	16.1584	16.9663	17.8146		
29.9036	Animal Control Officer	19.3500	20.3193	21.3346	22.4019	23.5154		
29.9041	Animal Serv Aide	14.6562	15.3890	16.1584	16.9663	17.8146		
29.9042	Animal Services Mgr	32.1346	33.7443	35.4289	37.2058	39.0693		
29.9046	Associate Planner	31.0558	32.6135	34.2461	35.9596	37.7596		
29.9001	Asst Finance Officer	42.4500	44.5731	46.8000	49.1424	51.6058		
29.9056	City Clerk	36.6693	38.5039	40.4308	42.4500	44.5731		
29.9066	Code Enforcement Officer I	24.8135	26.0596	27.3578	28.7250	30.1615		
29.9063	Code Enforcement Officer II	28.3096	29.7231	31.2115	32.7750	34.4135		
29.9071	Comm Improve Asst	21.7500	22.8346	23.9769	25.1769	26.4346		
29.9078	Community Outreach Assistant	21.7500	22.8346	23.9769	25.1769	26.4346		

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City of Salinas  
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Grade	Position	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
29.9081	Community Service Officer	19.3500	20.3193	21.3346	22.4019	23.5154		
29.9091	Community Services Asst	18.1558	19.0673	20.0193	21.0231	22.0731		
29.9096	Community Services Mgr	31.5173	33.0981	34.7539	36.4904	38.3193		
29.9106	Confidential Secretary	17.1231	17.9769	18.8769	19.8231	20.8154		
29.9111	Crime Analyst	32.1346	33.7443	35.4289	37.2058	39.0693		
29.9126	Deputy Fire Chief	60.6058	63.6404	66.8250	70.1654	73.6731		
29.9131	Deputy Fire Marshall	43.4943	45.6635	47.9481	50.3481	52.8693		
29.9141	Engineering Aide I	19.2519	20.2211	21.2308	22.2923	23.4058		
29.9146	Engineering Aide II	21.2308	22.2923	23.4058	24.5769	25.8058		
29.9151	Engineering Tech	23.4058	24.5769	25.8058	27.0923	28.4481		
29.9152	Environmental Resource Planner	35.7808	37.5693	39.4500	41.4231	43.4943		
29.4061	Evidence Technician	19.3500	20.3193	21.3346	22.4019	23.5154		
29.9155	Evidence Technician	19.3500	20.3193	21.3346	22.4019	23.5154		
29.9156	Executive Assistant	23.7461	24.9346	26.1808	27.4904	28.8635		
29.9161	Facility Maintenance Wkr	17.8096	18.6981	19.6328	20.6135	21.6461		
29.9166	Finance Director	61.5115	64.5865	67.8115	71.2039	74.7635		
29.9171	Fire Inspector	25.9328	27.2250	28.5865	30.0173	31.5173		
29.9176	Fire Plan Checker	27.7558	29.1461	30.6000	32.1346	33.7443		
29.9178	Fire Prevention Aide	21.1269	22.1828	23.2904	24.4558	25.6789		
29.9181	Firearms Examiner	29.8731	31.3673	32.9365	34.5865	36.3115		
29.9186	GIS Administrator	35.7808	37.5693	39.4500	41.4231	43.4943		
29.9191	GIS Technician	21.2308	22.2923	23.4058	24.5769	25.8058		
29.9196	Homework Center Assistant	14.4384	15.1603	15.9183	16.7142	17.5499		
29.9201	Human Resource Analyst II	31.3673	32.9365	34.5865	36.3115	38.1346		
29.9206	Human Resources Analyst I	29.8731	31.3673	32.9365	34.5865	36.3115		
29.9211	Human Resources Technician	19.9212	20.9193	21.9635	23.0596	24.2135		
29.9216	Industrial Waster Crew Suprv	23.7461	24.9346	26.1808	27.4904	28.8635		
29.9217	Information Technologies Tech I	21.7922	22.8825	24.0249	25.2243	26.4861		
29.9101	Information Technologies Tech II	24.2135	25.4250	26.6943	28.0269	29.4289		
29.9218	Interim Assist Chief of Police	75.8769	79.6731	83.6596	87.8365	92.2328		
29.9221	Junior Engineer	26.9596	28.3096	29.7231	31.2115	32.7750		
29.9231	Legal Secretary	22.1828	23.2904	24.4558	25.6789	26.9596		
29.9236	Librarian I	20.8154	21.8539	22.9443	24.0923	25.2981		
29.9241	Librarian II	22.4019	23.5154	24.6923	25.9328	27.2250		
29.9246	Library Clerk	15.3078	16.0731	16.8767	17.7205	18.6065		
29.9251	Library Page	14.0919	14.7964	15.5362	16.3130	17.1286		
29.9256	Library Technician	16.5519	17.3828	18.2481	19.1596	20.1231		
29.9261	Literacy Assistant	16.5519	17.3828	18.2481	19.1596	20.1231		
29.9266	Literacy Clerk	15.3078	16.0731	16.8767	17.7205	18.6065		
29.9271	Literacy Specialist	19.1605	20.1185	21.1244	22.1806	23.2896		
29.9276	Management Analyst	34.0132	35.7112	37.5022	39.3806	41.3462		
29.9281	Neighborhood Svcs Worker	16.4711	17.2961	18.1558	19.0673	20.0193		
29.9286	Network/Sys Administrator	41.0193	43.0673	45.2250	47.4808	49.8578		
29.9291	Office Assistant	16.3096	17.1231	17.9769	18.8769	19.8231		
29.9296	Office Technician	19.3500	20.3193	21.3346	22.4019	23.5154		
29.9301	Park Maintenance Aide	14.0251	14.7264	15.4627	16.1757	16.8945		
29.9306	PC Services Coordinator	30.3115	31.8289	33.4211	35.0943	36.8481		
29.9311	PD Personnel/Trng Spec	24.6923	25.9328	27.2250	28.5865	30.0173		
29.9316	Planning Manager	41.4231	43.4943	45.6635	47.9481	50.3481		
29.9326	Police Commander	58.8693	61.8115	64.9039	68.1519	71.5558		
29.9331	Police Officer	35.6019	37.3846	39.2539	41.2154	43.2750		
29.9333	Police Records Coord	30.6000	32.1346	33.7443	35.4289	37.2058		
29.9336	Police Reserve	26.8269	28.1654	29.5789	31.0558	32.6135		
29.9341	Police Sergeant	49.8578	52.3558	54.9693	57.7211	60.6058		

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29.9346	Police Services Tech	16.3096	17.1231	17.9769	18.8769	19.8231		
29.9354	Public Serv Maint Aide	14.5789	15.3115	16.0731	16.8808	17.7231		
29.9356	Public Serv Maint Wkr I	16.4711	17.2961	18.1558	19.0673	20.0193		
29.9351	Public Serv Maint Wkr II	18.1558	19.0673	20.0193	21.0231	22.0731		
29.9366	Recreation Aide	14.7964	15.5362	16.3130	17.1286	17.9850		
29.9371	Recreation Assistant	17.7205	18.6065	19.5368	20.5136	21.5392		
29.9376	Recreation Coordinator	25.4250	26.6943	28.0269	29.4289	30.9058		
29.9381	Recreation Leader I	15.2381	16.0000	16.8000	17.6400	18.5220		
29.9391	Recreation Program Spec	16.0797	16.8836	17.7277	18.6140	19.5447		
29.9396	Redev Project Manager	37.3846	39.2539	41.2154	43.2750	45.4385		
29.9618	Ret Annuity Asst Finance Director	48.1433	50.5481	53.0784	55.7278	58.5225		
29.9660	Ret Annuity Pub Works Admin Supv	40.4843	42.5055	44.6371	46.8729	47.5482		
29.9643	Ret Annuity Integr/Appl Admi	51.1781	53.7390	56.4246	59.2418	62.2111		
29.9620	Retired Annuity Comb Bldg Ins II	31.7059	33.2888	34.9559	36.7070	38.5419		
29.9625	Retired Annuity Comb Bldg Insp I	28.9016	30.3425	31.8609	33.4568	35.1303		
29.9610	Retired Annuity Accounting Mgr	42.5183	44.6531	46.8822	49.2265	51.6854		
29.9615	Retired Annuity Animal Srv Mgr	37.2493	39.1153	41.0681	43.1276	45.2878		
29.9630	Retired Annuity Computer Oper	28.1973	29.6059	31.0856	32.6426	34.2710		
29.9635	Retired Annuity Evidence Tech	22.5372	23.6614	24.8441	26.0845	27.3896		
29.9640	Retired Annuity Fire Inspector	30.1939	31.7059	33.2888	34.9559	36.7070		
29.9650	Retired Annuity Office Tech	22.5372	23.6614	24.8441	26.0845	27.3896		
29.9655	Retired Annuity Police Officer	42.5854	44.7147	46.9491	49.2951	51.7596		
29.9401	Revenue Technician	20.4173	21.4385	22.5115	23.6308	24.8135		
29.9421	Scorekeeper I	14.5124	15.2380	15.9999	16.7998	17.6397		
29.9416	Scorekeeper II	15.3862	16.1555	16.9632	17.8113	18.7018		
29.9423	Senior Fire Inspector	29.8731	31.3673	32.9365	34.5865	36.3115		
29.9426	Senior Librarian	30.1615	31.6731	33.2596	34.9211	36.6693		
29.9431	Senior Planner	35.7808	37.5693	39.4500	41.4231	43.4943		
29.9436	Senior Police Services Tech	19.3500	20.3193	21.3346	22.4019	23.5154		
29.9516	Sports Official I	14.5124	15.2380	15.9999	16.7998	17.6397		
29.9461	Sports Official II	15.4558	16.2285	17.0399	17.8918	18.7863		
29.9526	Sports Program Asst	18.8781	19.8220	20.8131	21.8537	22.9463		
29.9531	Sr Accounting Clerk	19.2519	20.2211	21.2308	22.2923	23.4058		
29.9536	Sr Accounting Technician	22.2923	23.4058	24.5769	25.8058	27.0923		
29.9538	Sr Facilities Maint Mechanic	21.8628	22.9544	24.1028	25.3084	26.5706		
29.9541	Sr Library Technician	18.2481	19.1596	20.1231	21.1269	22.1828		
29.9543	Sr Programmer.Anakyst	37.9443	38.8423	41.8328	43.9269	46.1193		
29.9546	Sr Recreation Asst	18.8781	19.8220	20.8131	21.8537	22.9463		
29.9548	Street Outreach Specialist	16.9615	17.8096	18.6981	19.6328	20.6135		
29.9551	Student Intern	14.5124	15.2380	15.9999	16.7998	17.6397		
29.9561	Technical Serv Coord	32.1346	33.7443	35.4289	37.2058	39.0693		
29.9566	Vehicle Maint Assistant	15.4558	16.2289	17.0423	17.8961	18.7846		
29.9571	Vouchering Technician	20.0193	21.0231	22.0731	23.1750	24.3346		
29.9576	Wastewater Operator	20.8154	21.8539	22.9443	24.0923	25.2981		
29.9581	Webmaster/Sys Analyst	31.3673	32.9365	34.5865	36.3115	38.1346		
29.9583	Word Processing Operator	16.3096	17.1231	17.9769	18.8769	19.8231		
29.9596	Youth Program Assistant	14.3057	15.0209	15.7719	16.5604	17.3884		
29.9601	Youth Program Leader	15.3078	16.0731	16.8767	17.7205	18.6065		