



**SALINAS**

RICH IN LAND | RICH IN VALUES

CITY OF SALINAS, CALIFORNIA

**PROPOSED  
OPERATING BUDGET  
FY 2016 – 2017**





CITY OF SALINAS  
PROPOSED OPERATING BUDGET  
Fiscal Year 2016 – 2017



**JOE GUNTER**  
Mayor



**JOSE CASTAÑEDA**  
Councilmember  
District 1



**TONY BARRERA**  
Councilmember  
District 2



**STEVE MCSHANE**  
Councilmember  
District 3



**GLORIA DE LA ROSA**  
Councilmember  
District 4



**KIMBLEY CRAIG**  
Councilmember  
District 5



**JYL LUTES**  
Councilmember  
District 6

**RAY E. CORPUZ, JR.**  
City Manager

**CHRISTOPHER A. CALLIHAN**  
City Attorney

**CARY ANN SIEGFRIED**  
Library and Community Services Director

**KELLY J. McMILLIN**  
Police Chief

**EDMOND A. RODRIGUEZ**  
Fire Chief

**JIM PIA**  
Assistant City Manager

**GARY PETERSEN**  
Public Works Director

**MEGAN HUNTER**  
Community Development Director

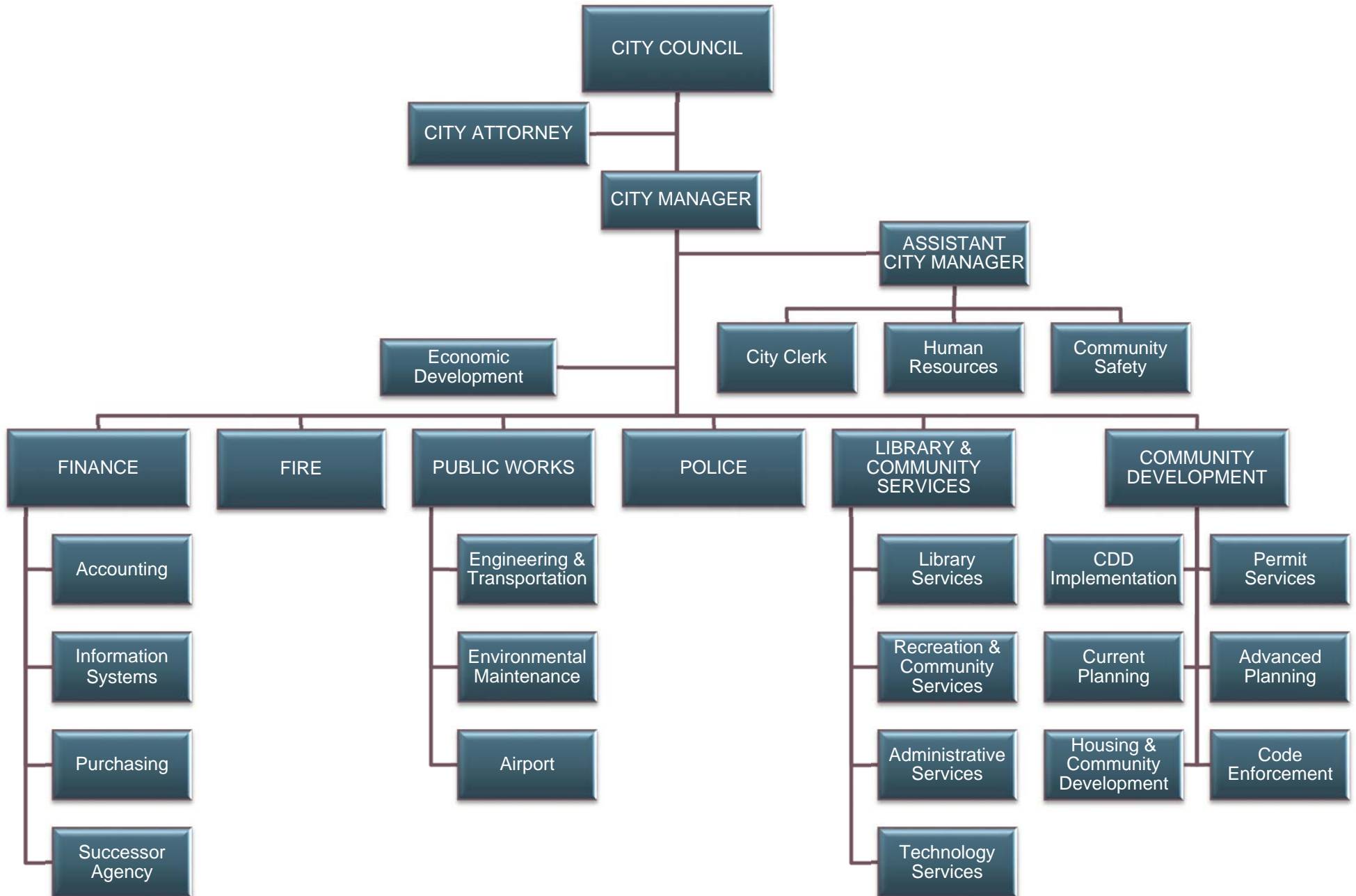
**MATT N. PRESSEY, CPA**  
Finance Director



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# CITY OF SALINAS Organizational Chart





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## City of Salinas

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June 14, 2016

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

It is my privilege to present the Proposed FY 2016-17 Annual Budget.

#### **Restoring Services**

With the passage of Measure G in November 2014, the City has begun the process of restoring services and making strategic investments into public facilities and infrastructure. Each of the department's plans are focused on delivering services and programs that are aligned with the City Council Strategic Plan goals and initiatives. Program services are ranked in the highest priority based budget quartiles A and B. They also reflect the main interests of the community, as determined by extensive community outreach, surveys, comments, and engagement and department needs.

The City has taken on the monumental tasks of creating historic water agreements, a new Economic Development Element implementation action plan, working with multiple stakeholders to redesign downtown, relighting the entire city to improve energy efficiency and addressing specific issues regarding homelessness. The City has implemented multiple large infrastructure and equipment projects, technology projects, successfully competed and been awarded large grants for safety services and equipment and more to service the needs and expectations of our community. The full list of major accomplishments from FY 2015-16 is included in the summaries at the beginning of each department's section of this budget document.

#### **City Council Goals and Objectives**

On January 23, 2016 and March 1, 2016, the City Council conducted strategic planning sessions and came up with their goals and initiatives for FY 2016-17. Each department has defined a specific plan to accomplish the City Council goals. For FY 2016-17 the following is a list that covers the priority initiatives by City Council Goal categories:

- **Economic Diversity and Prosperity**
  - ✓ Complete the Economic Development Element and Coordinate with Major Economic Development Initiatives
  - ✓ Alisal Vibrancy Plan
  - ✓ AgTech Ecosystem Development
  - ✓ Alisal Marketplace
  - ✓ Revitalize Chinatown

- ✓ Entitle and Develop the Future Growth Area
- ✓ Enhance Permit Center Operations
- **Safe, Livable Community**
  - ✓ Recruit, Hire and Retain Public Safety Officers
  - ✓ Re-establish State and Federal Partnerships to Fight Crime in the City
  - ✓ Update Technology in Public Safety
  - ✓ Prepare and Present to the Public a Community Policing Plan that Includes Support and Involvement of Neighborhoods
  - ✓ Improve Code Enforcement in the City
- **Effective, Sustainable Government**
  - ✓ Review the Format, Structure, Purpose, and Processes of Existing Boards, Commissions, and City Council
  - ✓ Inventory and Determine Cost Effectiveness of Outside Consultants
  - ✓ Enhance Community Input and Participation
- **Excellent Infrastructure**
  - ✓ Increase the Rate of Planned Infrastructure Improvements
  - ✓ Housing Element
  - ✓ Engage Deep Water Desalination
  - ✓ Begin Installation of Dark Fiber
  - ✓ Update the General Plan
- **Quality of Life**
  - ✓ Explore Carr Lake Opportunities
  - ✓ El Gabilan Library Expansion
  - ✓ Conduct Needs Assessment and Develop an Open Space Master Plan
  - ✓ Upgrade Community and Recreational Centers
  - ✓ Continue Collaboration with the County and Social Service Providers to Address the Needs of the Homeless

**Budget Summary**

<b>Operating Budget:</b>	
General Fund, Measure V & G	\$ 107,349,840
Other Operating Funds	<u>34,093,174</u>
Total Operating Budget	141,443,014
<b>Capital Budget</b>	<u>24,270,900</u>
<b>Total City Budget</b>	<u><u>\$ 165,713,914</u></u>

As shown in the table above, the City’s Total Proposed FY 2016-17 General Fund/Measure V/ Measure G Operating Budget totals \$107,349,840. 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 \$34,093,174 and the Capital Improvement Budget totaling \$ 24,270,900. The total City Budget is \$165,713,914.

**Budget Process**

The FY 2016-17 budget process started in February 2016 with the review of the projected revenue forecast and the compilation of the cost of service. In March 2016, 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, a template for performance measures, and CIP budget worksheets. All departments were trained on how to enter and use the new budget system. New requests for Measure G funding were to align with City Council goals, and fall within Priority Based Budgeting quartile A and B programs as determined by the feedback from the community meetings. Individual departmental budget meetings were conducted with the Finance Director and City Manager during April and culminated with this budget document.

**Measure V**

The expenditure budget totals \$12.4 million. The revenue budget is estimated at \$11,705,000, which is an increase \$449,000, or 4.0%.

Compared to the prior year adopted budget, the total budget increased by \$490,084 as shown in the table below. Most of the change related to the increases in personnel costs including PERS and health insurance. The number of full time authorized positions under Measure V shows an increase of 0.9 FTE position when compared to the previous fiscal year. Two Recreation Coordinator positions were partially funded by Community Development Block Grant funds in the prior year and now one is fully funded with Measure V and one fully funded from the General Fund.

**Measure V  
FY 2016-17 Operating Budget**

	<u>FY 15/16</u>	<u>% of</u>	<u>FY 16/17</u>	<u>% of</u>		<u>%</u>
	<u>Amended</u>	<u>Total</u>	<u>Proposed</u>	<u>Total</u>	<u>Change</u>	<u>Change</u>
Code Enforcement	359,700	3.0%	384,455	3.1%	\$ 24,755	6.9%
Finance	60,000	0.5%	62,000	0.5%	2,000	3.3%
Fire Marshall	92,600	0.8%	97,265	0.8%	4,665	5.0%
Insurance	191,300	1.6%	201,300	1.6%	10,000	5.2%
Paramedic Program	640,000	5.4%	640,000	5.2%	-	0.0%
Legal	15,000	0.1%	10,000	0.1%	(5,000)	-33.3%
Library	4,832,400	40.7%	4,972,611	40.2%	140,211	2.9%
Public Works	982,800	8.3%	1,147,536	9.3%	164,736	16.8%
Parks & CS	969,387	8.2%	1,087,355	8.8%	117,968	12.2%
Community Safety	239,400	2.0%	260,598	2.1%	21,198	8.9%
Police	<u>3,500,100</u>	<u>29.5%</u>	<u>3,509,651</u>	<u>28.3%</u>	<u>9,551</u>	<u>0.3%</u>
	<u>\$11,882,687</u>	<u>100.0%</u>	<u>\$12,372,771</u>	<u>100.0%</u>	<u>\$ 490,084</u>	<u>4.1%</u>

Included in the total of the table above is a \$640,000 transfer out to cover the Paramedic Program. Please see the Measure V section of this Operating Budget document for more details on Measure V. Measure V is also funding \$1,120,000 out of its reserve for the El Gabilan Library Expansion project and \$50,000 for the joint Salinas History Project with Cal State Monterey Bay (CSUMB).

**Measure G Oversight Committee**

On May 19, 2016, the Measure G Committee met and received a presentation from staff on the budget proposal and will communicate their annual report to the City Council on May 31, 2016.

The City contracts with HdL Companies to monitor, audit, and estimate sales tax. They are estimating the Measure G sales tax for FY 2016-17 to be \$22,840,000. This represents a 3.8% increase from FY 2015-16. Auto sales are the main driver of the increase followed by restaurants and hotels. The FY 2016-17 budget includes \$10,837,300 in capital improvement projects (CIP), a \$2,361,100 transfer out to cover restoring services on Friday (furlough) and general liability insurance premium (mainly for public safety), and a \$9,966,663 operating budget. The CIP includes such projects as the new public safety facility, police and fire vehicles, street improvements, sidewalk improvement, and economic development initiatives in the Alisal. The details of the proposed capital projects are located in the capital improvement budget document for FY 2016-17.

**Measure G  
FY 2016-17 Operating Budget**

	<u>Amended</u>	<u>% of</u>	<u>Proposed</u>	<u>% of</u>		<u>%</u>
	<u>FY 15/16</u>	<u>Total</u>	<u>FY 16/17</u>	<u>Total</u>	<u>Change</u>	<u>Change</u>
Police	\$4,004,600	48.4%	\$ 4,910,656	49.3%	\$ 906,056	22.6%
Fire	1,132,300	13.7%	1,290,370	12.9%	158,070	14.0%
PW - Build / Improve /	1,358,000	16.4%	1,525,724	15.3%	167,724	12.4%
Code Enforcement	321,600	3.9%	380,010	3.8%	58,410	18.2%
Recreation - Youth Prevention	665,500	8.0%	794,700	8.0%	129,200	19.4%
Community Safety - Prevention	171,100	2.1%	244,990	2.5%	73,890	43.2%
Economic Development	74,700	0.9%	95,710	1.0%	21,010	28.1%
Support - Technology	180,800	2.2%	264,980	2.7%	84,180	46.6%
Support - Finance	158,100	1.9%	212,080	2.1%	53,980	34.1%
Support - Human Resources	111,200	1.3%	136,183	1.4%	24,983	22.5%
Support - Administration	<u>100,400</u>	<u>1.2%</u>	<u>111,260</u>	<u>1.1%</u>	<u>10,860</u>	<u>10.8%</u>
	<u>\$8,278,300</u>	<u>100.0%</u>	<u>\$ 9,966,663</u>	<u>100.0%</u>	<u>\$ 1,688,363</u>	<u>20.4%</u>

The number of positions funded by Measure G during FY 2015-16 and proposed for FY 2016-17 and 2017-18 are summarized as follows:



	<u>FY 15/16</u>	<u>FY 16/17</u>	<u>FY 17/18</u>
Police - Sworn	17.0	27.0	37.0
Police - Non-Sworn Support	12.0	12.0	12.0
Fire - Sworn	-	12.0	14.0
Fire - Non-Sworn Support	1.0	1.0	1.0
Code Enforcement	4.0	4.0	4.0
Public Works - Clean-up	1.0	1.0	1.0
Public Works - Park Maint.	1.0	1.0	1.0
Public Works - Streets	6.0	6.0	6.0
Recreation - Youth Prevention	6.0	6.0	6.0
Community Safety - Prevention	1.0	3.0	3.0
Support - Technology	2.0	2.0	2.0
Support - Finance	2.0	2.0	2.0
Support - Human Resources	1.0	1.0	1.0
Support - Administration	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>
Total Positions	<u>55.0</u>	<u>79.0</u>	<u>91.0</u>

A total of 55 positions were funded with Measure G funds in the first year, FY 2015-16, as shown above. In FY 2016-17, 79 positions are proposed. The increases between the fiscal years are for 10 police officers, 12 existing grant funded fire fighters that are transitioned to this funding, as the grant funding expires, and lastly, 2 Street Outreach Specialist staff as part of the Community Safety program. In year 3, FY 2017-18, 10 more police officers are added (8 for the SRO grant plus two new) and 2 more fire fighters will transition from the SAFER grant to Measure G.

Please see the Measure G section of this Operating Budget document for more details on Measure G.

### **State Budget and Local Impacts**

Governor Jerry Brown released his revised FY 2016-17 Budget on May 13, 2016. The Governor presented reiterated his warning that California must prepare for the next inevitable downturn. The Revised FY 2016-17 Budget recognizes that California's tax revenue forecast has been reduced by \$1.9 billion since January caused by sluggish income tax and sales tax revenues. The Governor's revised FY 2016-17 budget is \$173.1 billion, which is a 1.8 percent increase over FY 2015-16. Of that total, \$122.2 billion is General Fund, which is an increase of 5.7 percent over the current budget year.

Of interest to the City is the funding of programs and project initiatives for the regional or local level, which the City will be participating in, such as:

- ✓ \$2.0 Billion in Affordable Housing Funding including Homeless
- ✓ \$1.8 Billion for Transportation (City and County portion)
  - Of this amount, \$1.01 billion would be allocated by formula for local streets and roads maintenance, \$523 million of which will go to cities each year based on population. An additional \$100 million would be set aside for a complete streets competitive grant program.

## General Fund FY 2017-18 Budget Outlook

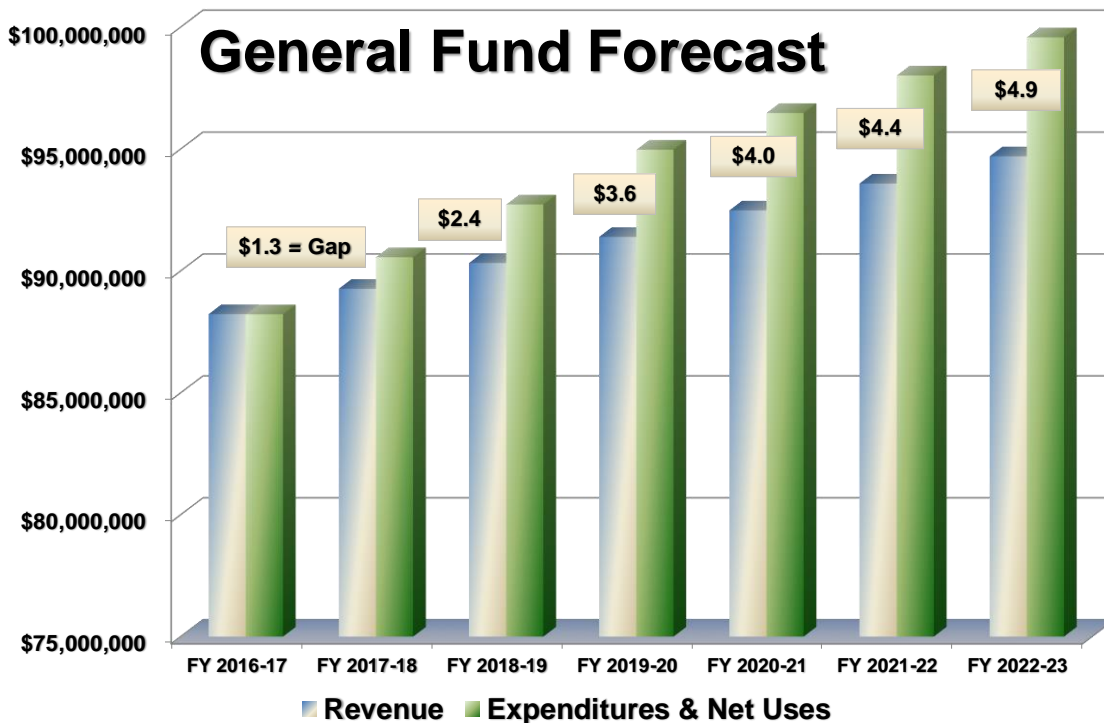
The General Fund FY 17-18 has a projected deficit of \$2.4 million, which is down about \$1.6 million from what projected last year, mainly because of the improvement of sales tax and property tax realized this fiscal year. The projected deficit amount will be difficult to manage, but with the changes made by the CalPERS Board, the projected deficit continues to grow as show below in the General Fund forecast.

## General Fund Forecast

The City’s General Fund Fiscal Forecast has been updated with revised forecasting of revenues and expenditures. The fiscal projections include the fiscal impacts of CalPERS rate increases that began in fiscal year 2015-16 and will continue during the five year ramp up period before leveling off.

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

The chart below includes the 2016-17 fiscal year included in this budget document and an additional six years for a total of seven years. The budget is balanced for FY 2016-17. In FY 2017-18 the gap grows to \$2.4 million, as mentioned. The years after FY 2018-19 include the ongoing capital costs, such as leases for capital, and do not reflect any additional one-time capital costs. It will cost the General Fund an average of \$1.1 million more a year for the CalPERS rate increases. In FY 20-21, the CalPERS rates will stabilize and reflect normal growth from that point forward.



Going forward, the City plans a variety of budget balancing strategies and the plan to address the deficit will be managed in a number of ways on a yearly basis. Examples of the budget balancing strategies include continuing to leverage the Priority Based Budgeting (PBB) tool to reduce and realign resources to where they matter most, implementing new cost recovery fee rates to recover more of the cost of services, such as planning services, evaluating overtime, leveraging technology, reducing solid waste costs, realizing more savings from the energy efficiency project than conservatively estimated, starting a new series of business license audits, and on a longer term basis, begin to grow the revenue and reap the efforts of a number of economic development efforts including: Economic development element action plan implementation, Downtown Vibrancy plan, Intermodal transportation center, Alisal Vibrancy Plan, AgTech Ecosystem Development, Alisal Market place, and more.

The forecast for Measure V and G is stable providing an additional \$11.7 million and \$22.8 million in resources, respectively.

### **Revenue Assumptions**

The City's FY 2016-17 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 and HdL Coren & Cone (the City's property tax auditors and sales tax consultants/auditors), the State Controller's office, the State Board of Equalization, and other sources as appropriate. Assumptions for General Fund major revenue sources are:

- Property Tax
  - FY 2016-17: Increase of \$413,200 assumes 2% growth based on current trends and factoring in the Monterey County Assessor estimates.
- Sales & Measure V & G Taxes
  - FY 2016-17: Increase of \$2,016,500 assumes 3.4% growth from the prior year adopted budget largely based on current year performance and projected economic trends.
- Utility Users Tax
  - FY 2016-17: Increase of \$124,000 assumes 1.0% increase to the current year actual levels, which is after a significant increase from Measure H last year.
- Franchise Fees
  - FY 2016-17: Increase of \$114,900 assumes 1.4% growth based on current year performance.
- Business License Tax
  - FY 2016-17: Decrease of \$120,000 assumes 2.6% based on current year performance and the general economic outlook.

### **Major Revenue Summary**

Ninety-three percent of the City's revenue come from the five revenue sources listed above. Of the 93%, 72% of the City of Salinas' revenue comes from two major revenue sources:

property tax and sales tax (including Measure V and Measure G). Another 21% come from utility users tax, franchise fees, and business license tax.

FY 2016-17 General Fund and Measure V & G revenue estimates total \$122,790,000 and major revenue categories are classified and discussed below:

	FY 2015-16	FY 2016-17	%	Change	%	
	Budget	Budget			Change	%
Property Tax	\$ 25,536,900	\$ 25,950,100	21%	\$ 413,200	1.6%	10.8%
Sales Tax	26,467,500	27,342,000	22%	874,500	3.3%	22.9%
Measure V Tax	11,388,000	11,690,000	10%	302,000	2.7%	7.9%
Measure G Tax	22,020,500	22,860,500	19%	840,000	3.8%	22.0%
Utility Users Tax	12,370,000	12,494,000	10%	124,000	1.0%	3.2%
Franchise Fees	8,465,100	8,580,000	7%	114,900	1.4%	3.0%
Business Lic Tax	4,600,000	4,720,000	4%	120,000	2.6%	3.1%
TOT	2,000,000	2,550,000	2%	550,000	27.5%	14.4%
Plan Ck/ Bldg Permit	1,250,000	1,350,000	1%	100,000	8.0%	2.6%
Other Rev/Transfers	4,870,500	5,253,400	4%	382,900	7.9%	10.1%
Total	<u>\$ 118,968,500</u>	<u>\$ 122,790,000</u>	<u>100%</u>	<u>\$ 3,821,500</u>	<u>3.2%</u>	<u>100.0%</u>

### Property Tax

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

- FY 2004-05 – Growth of 10.7%
- FY 2005-06 - Growth of 12.9%
- FY 2006-07 - Growth of 12.7%
- FY 2007-08 - Growth of 7.3%
- FY 2008-09 – Decline of 5.1%
- FY 2009-10 – Decline of 11.2%
- FY 2010-11 – Decline of 6.8%
- FY 2011-12 – Decline of 0.6%
- FY 2012-13 – Growth of 0.5%
- FY 2013-14 – Growth of 2.8%
- FY 2014-15 – Growth of 8.8%
- FY 2014-15 – Growth of 6.5%
- FY 2015-16 – Projected to grow 2.0%

Overall, the City's annual property tax reduced \$7.8 million (27.2%) from projections made in April 2007 (prior to the housing downturn) and now strong signs of recovery and growth have begun. Estimates for FY 2016-17 reflect a growth of \$413,200, or 1.6%, because the current year secured tax trends and a flat successor agency residual receipt that offsets the 2% growth estimated for this next fiscal year.

## Sales Tax/Measure V/Measure G

The City's share of the 7.50% sales and use tax collected on retail sales is one-percent (1%), which is credited to the General Fund. The City also receives revenues from a .5% transaction and use tax approved by Salinas's voters ten years ago and was extended with no sunset on November 6, 2012, which is accounted for separately in the Measure V Fund. Similarly, on November 4, 2014, the voters approved a one cent transaction and use tax called Measure G.

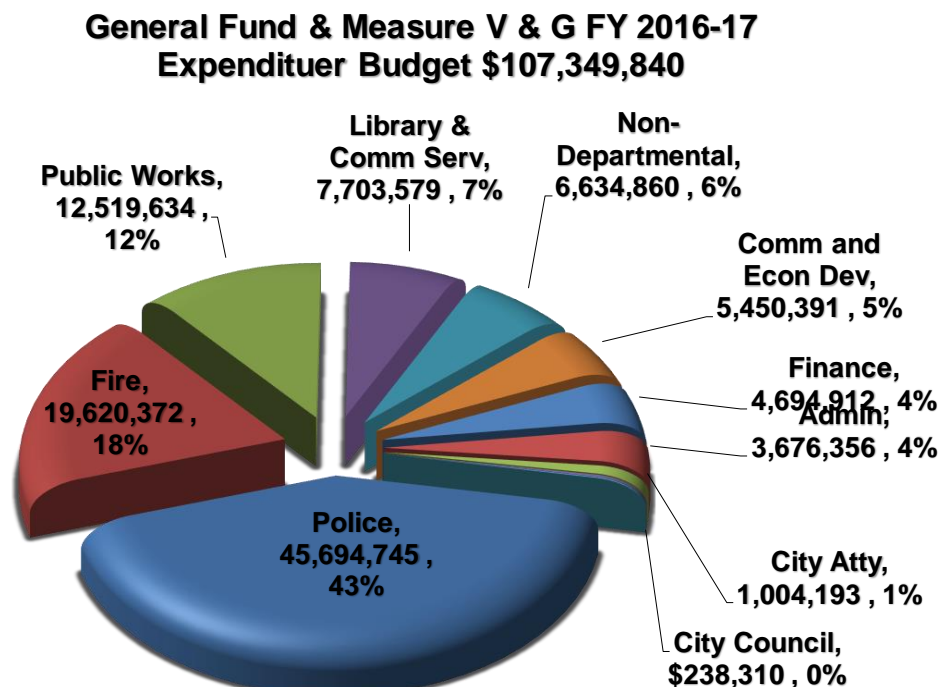
After ten consecutive quarter declines that began in April 2007 and a loss of \$4.5 million by April 2009, sales tax has shown fully recovered and has regained the peak it hit in FY 2006-07. All major business categories have shown improvement with General Consumer Goods, Autos/Transportation, and Fuel/Service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

Sales tax results for the past 41 quarters are as follows:

HdL, the City's sales tax consultants/auditors, and their partnership with Beacon Economics, have evaluated trends in each sector and national and economic drivers. They are estimating an overall FY 2016-17 increase of 3.3% from the FY 2015-16 adjusted budget. FY 2016-17 sales tax is estimated at \$27,342,000, Measure V tax estimate of \$11,690,000, and Measure G is estimated at \$22,840,000.

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

The FY 2016-17 General Fund/Measure V recommended operating budget totals \$107,168,080. Public Safety expenditures represent 61.0% of the operating budget. The recommended FY 2016-17 General Fund/Measure V & G operating budget, by department/service activity is as follows:



Note: The Fire budget excludes \$640,000 transferred out of GF for Fire Department Paramedic Services.

## 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 18% of total personnel costs. The average annual increases in CalPERS retirement costs have been 9.1% since Fiscal Year 2009-10 mainly due to the lower returns realized. Moreover, in a two-year period, CalPERS has made four major policy changes that will result in further higher pension costs for the State and CalPERS contracting employers, with three of the changes occurring two years ago with the goal to stabilize pension costs over time. The most recent change occurred on May 22, 2014. The changes amount to an increase of approximately \$2.0 million per year for five years and then level off. The costs will be spread over twenty years with the increases phased in over the first five years and ramped down over the last five years of the twenty-year amortization period. The table below reflects the changes made by CalPERS:

CalPERS Board of Administration Policy Changes

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

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



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

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

With the Governors pension reform law called Public Employees' Pension Reform Act of 2013 (PEPRA), new employees will begin to pay 50% of the normal costs of the pension. Existing city employees or new employees that have been active members in CalPERS within the last six months will continue to pay under the existing rates. City Public Safety employees pay nine (9%) percent of base salary into CalPERS; non public safety employees pay seven (7%) percent. The majority of cities in the City's labor market (comparable cities) pay a portion or the entire employee share. As a member of CalPERS, the City can only charge Public Safety employees up to 9% and non-public safety employees up to 7% for the employee share of retirement premiums. The retirement formula used by the City of Salinas for non-public safety employees is 2% @ 55, at a time when many employee bargaining groups in other cities have negotiated 2.5% @ 55. The retirement formula that the City uses for sworn Public Safety employees is 3% @ 50 with the single highest year of salary. Any new sworn Public Safety employees hired between October 17, 2011 and December 31, 2012 are employed with a retirement formula of 3% @ 55 with a three-year final compensation. Under the new law, the retirement formula is 2% at 62 for non-public safety employees and 2.7% at 57 for safety employees, with the exception of new fire employees hired after March 4, 2014, which will be under the 2.5% at 57 formula as a result of City's fourth tier of pension reform.

The City budgets \$13.0 million to pay the cost for the Public Safety retirements and \$3.3 million for non-public safety retirements.

### **Capital Improvement Program**

The Capital Improvement budget includes a number of General Fund and Measure G funded investments. The recommended General Fund items have been significantly scaled down to minimal levels. Measure G funded capital project items total \$10,837,300. Measure V is providing initial funding for the El Gabilan Library Expansion project (\$1,120,000) and the Salinas History Project (\$50,000).

The FY 2016-17 General Fund CIP Budget projects are:

<u>Project No. - Name</u>	<u>Cost</u>
9241 - Carpet for 2nd Floor City Hall	\$ 60,000
9304 - Abbott St Safety Building	215,000
9344 - Safety Radio-2007 COPS (NGEN)	210,400
9383 - City Facilities Doors & Exits	60,000
9411 - Fire Hydrant Repairs	45,000
9461 - Congestion Mgmt Agency City %	56,000
9527 - Fire Safety Gear & Equipment	60,000
9701 - General Plan	25,000
9709 - Water Re-Use Feasibility Study	<u>81,000</u>
<b>Total</b>	<b><u>\$812,400</u></b>

2016-17 Measure G Fund CIP Budget projects are:

<b>Category / Project</b>	<b>FY 2016-17 Proposed</b>
<b>Administration Department</b>	
9102 - PCs & Networking	212,000
9159 - Network Equipment Upgrades	120,000
9160 - Wireless Network Coverage	50,000
9246 - Alisal Vibrancy Plan (EDE Implem)	85,000
9247 - ED Element - Proj Mgmt EDE Impl	60,000
<b>Administration Department Total</b>	<b>527,000</b>
<b>Community Development</b>	
9042 - Farmworker Housing Study	100,000
9136 - ED Element Adoption & Impl	160,000
9229 - Downtown Vibrancy Zone Changes	100,000
<b>Community Development Total</b>	<b>360,000</b>
<b>Police Department</b>	
9214 - PD Records Management System	880,000
9244 - New Police Facility Financing	3,000,000
<b>Police Department Total</b>	<b>3,880,000</b>

Category / Project	FY 2016-17 Proposed
<b>Fire Department</b>	
9213 - Fire Radio Comm/Mobile Data Comp	58,000
9235 - Fire Station Renovations	125,000
9384 - Fire Hose & Nozzle Replacement	50,000
9527 - Fire Safety Gear & Equipment	30,000
9541 - Fire Stations Repairs	75,000
9984 - Fire Training Tower	60,000
9985 - Mobile Command Veh Recur Cost	18,000
9987 - Fire Sta. Alerting Sys Update	40,000
9988 - Fire Staff Management Software	30,000
9992 - Commercial Washer & Dryer	17,000
<b>Fire Department Total</b>	<b>503,000</b>
<b>Engineering and Transportation</b>	
9068 - City Cleanup Program	\$ 200,000
9084 - Traffic Impvts Skyway/Airport Blvd	30,000
9163 - Traffic Calming Improvements	100,000
9205 - Chinatown Homeless Center Impvts	20,000
9231 - Vibrancy Plan State Highways	50,000
9237 - Street Tree Trimming	300,000
9438 - Annual City Sts Rehab Program	600,000
<b>Engineering and Transportation Total</b>	<b>1,300,000</b>
<b>NPDES Storm Drain Sewer Div</b>	
9058 - NPDES Permit Professional Services	200,000
9138 - Corp Yd Storm Drain NPDES	100,000
9436 - Storm Water Monitoring NPDES	200,000
9512 - NPDES Public Education	84,000
9513 - NPDES Storm System Mapping	30,000
9959 - NPDES Compliance Inspections	100,000
<b>NPDES Storm Drain Sewer Div Total</b>	<b>714,000</b>
<b>Street Maintenance Division</b>	
9720 - Sidewalk & Drainage Repairs	600,000
<b>Street Maintenance Division Total</b>	<b>600,000</b>
<b>Traffic Signals Division</b>	
9654 - Traffic Signal Installation	35,000
<b>Traffic Signals Division Total</b>	<b>35,000</b>
<b>Parks and Community Services</b>	
9737 - Ball Field Repairs	35,000
9793 - Park Drinking Fountain Repl.	30,000
9840 - Irrigation Contrl.Sys.Retrofit	70,000
<b>Parks and Community Services Total</b>	<b>135,000</b>

Category / Project	FY 2016-17 Proposed
<b>Facilities Maintenance Division</b>	
9718 - Reroof Public Buildings	85,000
9875 - City Facilities Repainting	50,000
<b>Facilities Maintenance Division Total</b>	<b>135,000</b>
<b>Fleet Replacement &amp; Maint</b>	
9045 - CEDD Vehicle Replacement	30,000
9210 - Fire Command/Staff Vehicles	181,000
9226 - Fleet Consolidation & Replacement	250,000
9365 - Street Sweepers Acquisition	71,900
9525 - Fleet Replacement	100,000
9540 - Fire Apparatus Replacement	688,200
9579 - Police Vehicle Replacement	780,000
9588 - Fire Vehicles	547,200
<b>Fleet Replacement &amp; Maint Total</b>	<b>2,648,300</b>
<b>Total</b>	<b>\$ 10,837,300</b>

The CIP is contained in a separate document and provides detailed information for each capital project included in the FY 2016-17 Capital Improvement Budget and Capital Improvement Program (FY 2016-17 through FY 2021-22).

### **General Fund, Measure V 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.

The FY 2009-10 Budget was balanced using \$9.4 million of General Fund/Measure V reserves. The use of reserves in both FY 2008-09 and FY 2009-10 was required to maintain services and were depleted to zero. Over the last four fiscal years using carryover funds and at the mid-year budget review, the City Council has approved replenishing the reserve with amounts each time. The reserves have grown and are now at \$8.4 million. As part of adopting the FY 2016-17 operating budget, staff is proposing to increase the reserves by \$144,300 and bring the reserve to a new total of \$8,528,600, which would bring the reserve up to 8.0% of operating expenditures. The Measure G reserve of \$1,760,000 is 8% of the 1<sup>st</sup> year estimated Measure G sales tax of \$22,000,000 and will function both as an operating reserve and a capital reserve. In addition to these reserves, the City has reserved \$1,500,000 for the New York Life Retirement Reserve and \$500,000 as a structural deficit contingency reserve.

Fund Balance Reserves:	<u>General Fund</u>	<u>Measure V</u>	<u>Measure G</u>	<u>Total</u>
Operating Reserve	\$ 5,730,000	\$ 894,300	\$ 1,760,000	\$ 8,384,300
Proposed Increase Reserves	<u>100,000</u>	<u>44,300</u>	<u>-</u>	<u>144,300</u>
Total Reserves	<u>\$ 5,830,000</u>	<u>\$ 938,600</u>	<u>\$ 1,760,000</u>	<u>\$ 8,528,600</u>

## **Conclusion**

Through the cooperation, communication and action of the City Council, staff and the community, the City has made major strides to restore services and make improvements where it matters most. I'm most grateful to the City's employees for their continued commitment to provide high quality and valuable service to the community. I also would like to thank the City Council for your leadership and the commitment you continue to exhibit in ensuring that the City of Salinas enhances and maintains its outstanding economic diversity and prosperity, the safety and livability of community, the effectiveness and sustainability of the government, excellent infrastructure and quality of life.

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

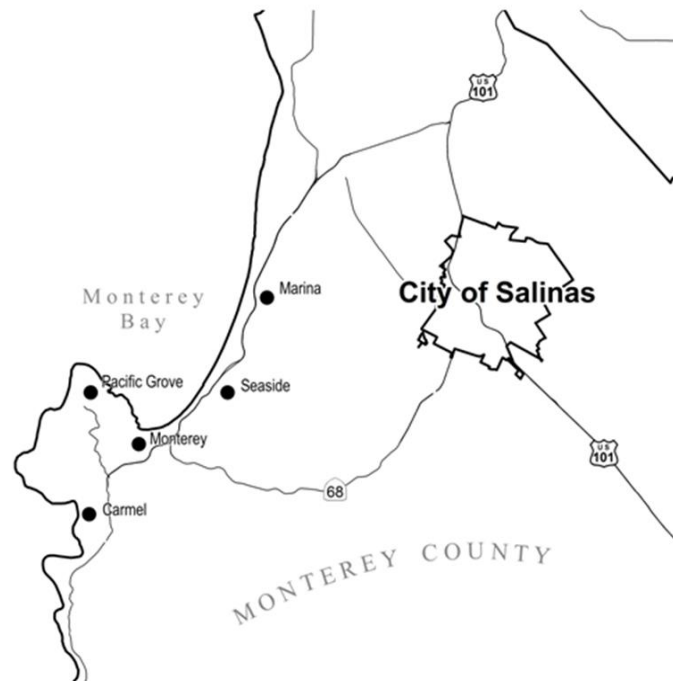
Sincerely,

Ray E. Corpuz, Jr.  
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, planning, successor agency of redevelopment), Library and Community Services (parks & community services, and library), and General Administrative Services. Business-type City services include: a Municipal Airport, Industrial Waste System, Golf (two municipal golf courses), Sanitary Sewer and Storm Drain Systems, Water Utility, Preferential and Downtown Parking District. The State Department of Finance reports the City's population at 156,103, as of January 1, 2015. The City employs about 535 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.

## **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 5.3% at any time during the year.

## **TRANSPORTATION**

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

### **Air**

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

### **Bus**

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

### **Highways**

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

### **Rail**

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

## **SCHOOLS**

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

# COMMUNITY PROFILE

## COMMUNITY SERVICES

Salinas has extensive health and medical services with two of Monterey County's four hospitals located within the City. Natividad Medical Center was recently 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 200 practicing physicians.

Fire protection and basic and advanced life support are provided by the City's full service Fire Department. Advanced life support services are provided by the Fire Department's paramedic program with 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. The Westridge Shopping Center is home to Costco, a second Wal-Mart store, Office Max, Dick's Sporting Goods and a variety of national chain restaurants. The Salinas Auto Center houses nine local dealers. In October 2007, Home Depot moved its operations from Harden Ranch Plaza to the Auto Center area to join Kohl's and other specialty stores. Additionally, Salinas' location allows quick access to the Monterey Peninsula, as well as the San Jose area.

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

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

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

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



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# BUDGET GUIDE

## **BUDGET GUIDE**

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

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

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

The annual operating budget is a financial plan for a specific period of time. Salinas prepares a one-year operating budget and a six-year capital improvement budget. 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 Fiscal Year (FY) 2016-17. It outlines strategies and objectives for the fiscal years and highlights the most critical issues facing the City.

### **Community Profile and Budget Guide**

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

### **Financial Summaries**

Local government budgets are organized or separated into various funds in order to account for revenues, which are restricted by law as to how they may be spent. Each fund functions like a separate bank account targeted to a specific purpose or purposes and the City's budget is financed by these different funds. This section of the budget presents the Budget Resolution that captures the Estimated Revenue, Interfund Transfers and Appropriations for FY 2016-17; The Appropriation Limit calculation; Fund Balance projection by fund for FY 2016-17; The Administrative Overhead Rates; A summary schedules of revenues by fund that includes actual revenues for FY

# BUDGET GUIDE

2014-15 and estimated for FY 2015-16 through FY 2016-17. Also contained here is the summary of the total full time workforce budgeted for the next two years with historical changes in staffing over time.

## **Financial Policies**

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

## **Measure V Funds**

This section provides historical information about the circumstances surrounding the conception and implementation of the Transaction and Use tax approved by Salinas' voters on November 2005. This section also includes summaries of the Measure V funds budgeted for Operating and Capital Projects for FY 2016-17 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 2016-17 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 2016-17, and a financial summary showing funding sources, actual expenditures from FY 2014-15 and projected expenditures for FY 2015-16 through FY 2016-17

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

## **STRUCTURE OF THE CITY'S FINANCES**

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

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

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

Budget years run in fiscal year cycles beginning July 1 and ending June 30. The City budget is approved and balanced by fund. The vast majority of these fund balance dollars are held for future expenses for several reasons. Special taxes, such as the gas tax, are restricted to specific services and must be carried forward for that purpose

# BUDGET GUIDE

(in this case, street improvements). Other balances may result from legal requirements, such as payment of long-term debts for bonds.

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

## **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 2015-16 final adopted budget, reducing it for any one-time capital outlay expenditures and includes a Cost-of-living adjustment of five-percent for the fire public safety group due January 1, 2017, agreed in September 2013, and cost increases for other contractual obligations (such as utilities increases, vendor service contract rate increases, etc.)

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

### **Long Range Financial Planning**

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

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

### **Reserves**

The General Fund strives to maintain a contingency or prudent reserve, with a target of 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



# BUDGET GUIDE

over the legal life of the related asset or twenty years whichever is less. Financing is generally conducted on a competitive basis and the City seeks to maintain its current bond rating.

## **Investments and Cash Management**

The City follows the practice of pooling and investing cash of all funds under its control to maximize the return in a safe and prudent manner while at the same time ensuring that the portfolio is sufficiently liquid to meet day-to-day cash needs. There is diversity in the types and maturity dates of investments, which are made in accordance with the California Government Code. The remaining final maturity on investments is limited to five years. Currently, the average life of our portfolio is generally about one year. An Investment Report is submitted to the City Council monthly, which shows investment activity and the performance of the investment portfolio. The investment policy is reviewed and readopted annually by the City Council, as required by State law.

## **BUDGET PROCESS**

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

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

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

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

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

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

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

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

Encumbrances represent commitments related to unperformed contracts for goods or services. Encumbrance accounting, under which purchase orders, contracts, and other commitments for the expenditure of monies are recorded in order to reserve that portion of the applicable appropriation, is employed as an extension of formal



# BUDGET GUIDE

budgetary integration in the governmental funds. Encumbrances outstanding at year-end are recorded as reservations of fund balance and do not constitute expenditures or liabilities because the commitments will be honored during the subsequent year.

From January through March, departments review their functional responsibilities and services and their current year budget objectives in light of any modifications in Council priorities or other direction to staff. These are considered in conjunction with projections of revenues and expenditures as the departments prepare their preliminary budget requests. Departments develop budgets, which reflect departmental goals and City Council priorities within budgetary constraints.

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

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

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

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

## **CITIZEN PARTICIPATION**

Salinas' residents are encouraged to participate in the budget planning process through a variety of avenues, such as participating in Council-appointed boards and commissions or by attending budget sessions 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 Internet Web page located at [www.ci.salinass.ca.us](http://www.ci.salinass.ca.us).

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

## **GLOSSARY OF BUDGET TERMINOLOGY**

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

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

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

# 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 2014-15 actual, the 2015-16 budget and the proposed 2016-17 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

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

# BUDGET GUIDE

**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 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.

**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.

# BUDGET GUIDE

**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 2014-15 actual & 2015-16 and 2016-17 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 2016-17

RESOLUTION NO. \_\_\_\_\_ (N.C.S.)

RESOLUTION NO. \_\_\_\_\_ (S.A.)

### RESOLUTION ADOPTING THE 2016-17 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 2016-17 commencing on July 1, 2016 be adopted as listed below:

<u>Fund Description</u>	<u>Estimated Revenue</u>	<u>Interfund Transfers</u>	<u>Appropriations</u>
<u>General Government</u>			
1000 General Fund	88,224,500	(1,935,400)	85,650,406
1100 Measure V Fund	11,705,000	28,100	11,732,771
1200 Measure G Fund	22,860,500	(2,361,100)	9,966,663
2501 Emergency Medical Services Fund	140,000	640,000	733,560
2502 Asset Seizure Fund	10,400		20,000
2200 Public Safety Fund	590,100		600,000
2503 Traffic Safety Fund	485,000	(485,000)	
2504 Vehicle Abatement Fund	110,000	50,000	204,131
2505 Recreation Park Fund	30,000		23,400
2506 Public Education Fund	185,000		150,000
<b>Total</b>	<b>124,340,500</b>	<b>(4,063,400)</b>	<b>109,080,931</b>
<u>Internal Services</u>			
7100 Internal Service Fund	7,988,000	2,178,100	9,062,110
<u>Enterprise Operations</u>			
6100 Airport	1,353,000	(64,000)	1,338,070
6200 Industrial Waste	3,055,000	(59,900)	2,087,573
6300 Golf Courses	227,700	450,000	603,500
6400 Sanitary Sewer	2,905,000		2,718,877
6500 Storm Sewer	47,000	1,845,400	2,112,866
6700 Hitchcock Road Water System	11,000		20,000
6600 Crazyhorse Landfill		(385,100)	
6800 Parking District	250,500	1,126,000	1,532,757
<b>Total</b>	<b>7,849,200</b>	<b>2,912,400</b>	<b>10,413,643</b>
<u>Assessment and Maintenance Districts</u>			
2100 Maintenance Districts	1,604,700		1,369,981
8100 Business Surcharge Districts	245,000		262,000
4200 Assessments Districts	1,352,000		1,343,000
<b>Total</b>	<b>3,201,700</b>		<b>2,974,981</b>
<u>Block Grants and Home Program</u>			
2910 Community Development Block Grant	2,751,600		1,947,973
2930 Home Investment Program	1,347,200		811,084
2957 Inclusionary Housing			4,610
2940 Emergency Shelter Program	178,203		183,908
<b>Total</b>	<b>4,277,003</b>		<b>2,947,575</b>
<u>Grants, Trusts &amp; Agencies</u>			
3000 Grants, Trusts & Agencies	1,673,200		2,120,700
2600 Successor Agency	52,000		
8703 Deferred Comp Administration	33,000		31,200
8900 Successor Agency Fund	3,264,300	(951,000)	1,672,508
<b>Total</b>	<b>5,022,500</b>	<b>(951,000)</b>	<b>3,824,408</b>

# FINANCIAL SUMMARIES

## Budget Resolution Fiscal Year 2016-17

<u>Fund Description</u>	<u>Estimated Revenue</u>	<u>Interfund Transfers</u>	<u>Appropriations</u>
<u>Debt Service</u>			
4100 Debt Service Fund	1,200	2,173,900	2,972,800
<u>Capital Projects Funds</u>			
1000 General Fund		(812,400)	
1100 Measure V Fund		(1,170,000)	
1200 Measure G Fund		(10,837,300)	
6100 Airport Fund		(125,150)	
6200 Industrial Waste		(1,970,000)	
2501 Emergency Medical Services Fund		(105,000)	
6400 Sanitary Sewer Fund		(1,252,000)	
2910 Community Development Block Grant		(3,325,000)	
6500 Storm Sewer Fund		(110,000)	
2300 Development Fee Fund	454,500	(1,082,500)	
2400 Gas Tax Fund-Capital	3,342,500	(453,000)	
2400 Gas Tax Fund-Operating		(2,250,000)	
2505 Recreation Parks Fund		(30,000)	
5100 Special Aviation Fund	20,000	(389,350)	
5200 Construction Assistance Fund Projects	2,284,200	(2,209,200)	
5300 Assessment District Project Fund	2,000		
4103 Steinbeck Center COP Refinancing Proceeds		(400,000)	
5800 Capital Projects Fund		24,270,900	24,270,900
Total	6,103,200	(2,250,000)	24,270,900
Total Budget	158,783,303	0	165,547,348

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

BE IT FURTHER RESOLVED, that the City Council authorize a Traffic Engineer classification at a salary range equal to or less than the Senior Civil Engineer and subject to a compensation study.

PASSED AND ADOPTED this 14th day of June 2016 by the following vote:

AYES:

NOES:

ABSENT:

ATTEST:

Patricia M. Barajas, City Clerk

Joseph D. Gunter, Mayor

# FINANCIAL SUMMARIES

## Appropriations Limit

RESOLUTION No. \_\_\_\_\_

A RESOLUTION SETTING THE APPROPRIATIONS LIMIT  
FOR THE CITY OF SALINAS FOR  
FISCAL YEAR 2016-17

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 2016-17 is hereby adopted at \$222,194,735 pursuant to Article XIII B of the California Constitution as amended by Proposition 111.

PASSED AND ADOPTED this 14th day of June 2016, by the following vote:

AYES:

NOES:

ABSENT:

ABSTAINED:

APPROVED:

\_\_\_\_\_  
Joseph D. Gunter, Mayor

ATTEST:

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



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# FINANCIAL SUMMARIES

## Fund Balances

Fiscal Year 2016-17

Fund	Estimated Balance 06/30/2016	Estimated Revenues FY 16-17	Budget FY 16-17	Interfund Transfers FY 16-17	Reserve Transfers FY 16-17	Estimated Balance 06/30/2017	
General	1,065,900	88,224,500	(85,650,406)	(2,747,800)	-	892,194	
General-Capital Improvement Reserve							
General-Operating Reserve	5,730,000					5,730,000	
Reserve - Deficit Contingency	500,000					500,000	
Reserve New York Life Plan	1,500,000					1,500,000	
<b>Total</b>	<b>8,795,900</b>	<b>88,224,500</b>	<b>(85,650,406)</b>	<b>(2,747,800)</b>	<b>-</b>	<b>8,622,194</b>	<b>1</b>
Measure V Fund							
Transactions & Use 1/2 cent Tax	2,128,900	11,705,000	(11,732,771)	(1,141,900)		959,229	
Cesar Chavez Expansion Reserve						-	
Measure V - Operating Reserve	871,300					871,300	
<b>Total</b>	<b>3,000,200</b>	<b>11,705,000</b>	<b>(11,732,771)</b>	<b>(1,141,900)</b>		<b>1,830,529</b>	<b>2</b>
Measure G Fund							
Transactions & Use 1 cent Tax	360,500	22,860,500	(9,966,663)	(13,198,400)		55,937	
Measure G - Operating Reserve	1,760,000					1,760,000	
<b>Total</b>	<b>2,120,500</b>	<b>22,860,500</b>	<b>(9,966,663)</b>	<b>(13,198,400)</b>		<b>1,815,937</b>	<b>3</b>
Emergency Medical Services Fund	258,200	140,000	(733,560)	535,000		199,640	4
Asset Seizure	93,500	10,400	(20,000)			83,900	
Public Safety	289,100	590,100	(600,000)			279,200	
Traffic Safety	57,500	485,000		(485,000)		57,500	
Vehicle Abatement	221,300	110,000	(204,131)	50,000		177,169	
Recreation Parks Fund	37,700	30,000	(23,400)	(30,000)		14,300	5
Public Education Fund	369,100	185,000	(150,000)			404,100	
Internal Service							
Administration	820,800	350,000	(238,420)			932,380	

# FINANCIAL SUMMARIES

## Fund Balances

Fiscal Year 2016-17

Fund	Estimated Balance 06/30/2016	Estimated Revenues FY 16-17	Budget FY 16-17	Interfund Transfers FY 16-17	Reserve Transfers FY 16-17	Estimated Balance 06/30/2017	
General Insurances	2,518,400	951,000	(530,100)			2,939,300	
Workers Compensation Insurance	3,262,400	5,726,000	(5,067,580)		(3,920,820)	-	
Liability Insurance	3,700,000	961,000	(1,390,940)	343,000	(3,446,300)	166,760	
Fleet Maintenance			(1,835,070)	1,835,100		30	
<b>Total</b>	<b>10,301,600</b>	<b>7,988,000</b>	<b>(9,062,110)</b>	<b>2,178,100</b>	<b>(7,367,120)</b>	<b>4,038,470</b>	<b>6</b>
<b>Enterprise Operations</b>							
Airport	453,700	1,353,000	(1,338,070)	(189,150)		279,480	
Industrial Waste	1,096,100	3,055,000	(2,087,573)	(2,029,900)		33,627	
Golf Courses	600,200	227,700	(603,500)	450,000		674,400	7
Sanitary Sewer	1,073,600	2,905,000	(2,718,877)	(1,252,000)		7,723	8
Storm Sewer	91,100	47,000	(2,112,866)	1,735,400		(239,366)	
Hitchcock Road Water System	34,200	11,000	(20,000)			25,200	
Downtown Parking District	(481,500)	211,100	(1,508,257)	1,126,000		(652,657)	9
Preferential Parking	5,500	39,400	(24,500)			20,400	
Carzyhorse Landfill	2,798,280			(385,100)		2,413,180	
<b>Total</b>	<b>5,671,180</b>	<b>7,849,200</b>	<b>(10,413,643)</b>	<b>(544,750)</b>		<b>2,561,987</b>	
<b>Assessment &amp; Maintenance Districts</b>							
Maintenance District Administration	200	61,500	(40,471)			21,229	
Woodside Park	39,000	38,500	(36,660)			40,840	
Downtown Mall	(35,200)		(2,400)			(37,600)	
Airport Business Park	19,100	21,700	(19,810)			20,990	
North East	42,600	663,000	(705,340)			260	
Harden Ranch	52,800	142,200	(193,290)			1,710	
Vista Nueva	135,000	30,400	(27,700)			137,700	
Mira Monte	271,800	122,700	(119,120)			275,380	10
Monte Bella	2,612,300	524,700	(225,190)			2,911,810	11

# FINANCIAL SUMMARIES

## Fund Balances

### Fiscal Year 2016-17

Fund	Estimated Balance 06/30/2016	Estimated Revenues FY 16-17	Budget FY 16-17	Interfund Transfers FY 16-17	Reserve Transfers FY 16-17	Estimated Balance 06/30/2017
Oldtown Business Surcharge District	17,000	105,000	(122,000)			-
SUBA Business Surcharge District	1,700	140,000	(140,000)			1,700
Assessment Administration		16,000				16,000
Assessment Districts Bonds	6,134,900	1,336,000	(1,343,000)			6,127,900
<b>Total</b>	<b>9,291,200</b>	<b>3,201,700</b>	<b>(2,974,981)</b>	<b>-</b>		<b>9,517,919</b>
Community Development Act of 1974	534,000	4,277,003	(2,947,575)	(3,325,000)		(1,461,572)
Grants, Trusts & Agencies						
Economic Development Corporation	109,900					109,900
Successor Agency - SRA	1,631,600	3,309,400	(1,672,508)	(951,000)		2,317,492
Grants	440,600	1,680,100	(2,120,700)			-
<b>Total</b>	<b>2,182,100</b>	<b>4,989,500</b>	<b>(3,793,208)</b>	<b>(951,000)</b>		<b>2,427,392</b>
Deferred Compensation & Retirement	32,800	33,000	(31,200)			34,600
Gas Excise Tax	(144,800)	3,342,500		(2,703,000)	12	494,700
Development Fees						
Sewers	454,700	70,000		(180,000)		344,700
Parks	186,300	20,000		(202,500)		3,800
Library Fees	135,900	2,500				138,400
Trees	(1,200)	500				(700)
Annexation	700	1,000				1,700
Arterial	658,800	250,000		(700,000)		208,800
Fire Fees	204,800	80,500				285,300
Police Fees	101,700	30,000				131,700
<b>Total</b>	<b>1,741,700</b>	<b>454,500</b>		<b>(1,082,500)</b>		<b>1,113,700</b> 13

# FINANCIAL SUMMARIES

## Fund Balances

Fiscal Year 2016-17

Fund	Estimated Balance 06/30/2016	Estimated Revenues FY 16-17	Budget FY 16-17	Interfund Transfers FY 16-17	Reserve Transfers FY 16-17	Estimated Balance 06/30/2017
Special Aviation						
California Aid to Airports	21,100	10,000				31,100
CC&F Land Sale	1,215,800	10,000		(389,350)		836,450
Federal Aviation Grants						
	<u>1,236,900</u>	<u>20,000</u>		<u>(389,350)</u>		<u>867,550</u>
Construction Assistance						
State & Federal		1,573,000		(1,648,000)		
Others		711,200		(561,200)		150,000
Construction Assistance		<u>2,284,200</u>		<u>(2,209,200)</u>		<u>75,000</u>
Debt Service	<u>2,878,379</u>	<u>1,200</u>	<u>(2,972,800)</u>	<u>1,773,900</u>		<u>1,680,679</u> 14
Assessment District Project	<u>390,600</u>	<u>2,000</u>				<u>392,600</u>
Capital Projects Revolving Fund	<u>2,000,000</u>		<u>(24,270,900)</u>	<u>24,270,900</u>		<u>2,000,000</u> 15
<b>Total All Funds</b>	<b><u>51,358,659</u></b>	<b><u>158,783,303</u></b>	<b><u>(165,547,348)</u></b>	<b><u>-</u></b>	<b><u>(7,367,120)</u></b>	<b><u>37,227,494</u></b>

# FINANCIAL SUMMARIES

## Fund Balances - Notes Fiscal Year 2016-17

	<u>Estimated FY 15-16</u>	<u>Estimated FY 16-17</u>
<b>1</b>		
Beginning General Fund Balance	9,361,600	8,795,900
Estimated Revenue	86,006,000	88,224,500
(To) From Other Funds	58,800	(1,935,400)
Estimated Expenditures		
Operating	(84,832,900)	(85,650,406)
Capital Projects-Mid Year		
Capital Projects-On-going (Minimum Required)	<u>(1,797,600)</u>	<u>(812,400)</u>
Ending General Fund Unreserved Fund Balance	8,795,900	8,622,194
Reserves		
Operating Reserve	(5,730,000)	(5,730,000)
Contingency Reserve	(500,000)	(500,000)
New York Life Reserve	<u>(1,500,000)</u>	<u>(1,500,000)</u>
Unreserved Fund Balance	<u>1,065,900</u>	<u>892,194</u>
<b>2</b>		
<b>Beginning Measure V Fund Balance</b>	<b><u>2,982,600</u></b>	<b><u>3,000,200</u></b>
Estimated Revenue	<u>11,251,000</u>	<u>11,705,000</u>
On-going Expenditures		
Operating Budget	(11,178,400)	(11,732,771)
Capital Projects	(70,000)	(1,170,000)
(To) From Other Funds	<u>15,000</u>	<u>28,100</u>
Total On-going Expenditures	<u>(11,233,400)</u>	<u>(12,874,671)</u>
<b>Ending Measure V Unreserved Fund Balance</b>	<b><u>3,000,200</u></b>	<b><u>1,830,529</u></b>
Operating Reserve	<u>(871,300)</u>	<u>(871,300)</u>
<b>Ending Measure V Unreserved Fund Balance</b>	<b><u>2,128,900</u></b>	<b><u>959,229</u></b>
<b>3</b>		
<b>Beginning Measure G Fund Balance</b>	<b><u>2,120,500</u></b>	<b><u>2,120,500</u></b>
Estimated Revenue	<u>22,020,500</u>	<u>22,860,500</u>
On-going Expenditures		
Operating Budget	(7,137,400)	(9,966,663)
Capital Projects	(15,772,000)	(10,837,300)
(To) From Other Funds	<u>(2,265,000)</u>	<u>(2,361,100)</u>
Total On-going Expenditures	<u>(25,174,400)</u>	<u>(23,165,063)</u>
<b>Ending Measure G Unreserved Fund Balance</b>	<b><u>(1,033,400)</u></b>	<b><u>1,815,937</u></b>
Operating Reserve	(1,760,000)	(1,760,000)

# FINANCIAL SUMMARIES

## Fund Balances - Notes Fiscal Year 2016-17

	<u>Estimated FY 15-16</u>	<u>Estimated FY 16-17</u>
Estimated Salary Savings	3,856,000	
<b>Ending Measure G Unreserved Fund Balance</b>	<b><u>1,062,600</u></b>	<b><u>55,937</u></b>
<b>4</b> Emergency Medical Services Fund (Paramedic Program)		
Beginning Balance	412,700	258,200
County CSA 74 Funds	140,000	140,000
Ambulance Contract		
Measure V Contribution	640,000	640,000
Estimated Expenditure		
Operations	(782,400)	(683,960)
EMS Equipment	(47,100)	(49,600)
Capital Project - EMS Safety Equipment	<u>(105,000)</u>	<u>(105,000)</u>
Unreserved Fund Balance	<u>258,200</u>	<u>199,640</u>
<b>5</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</b> Internal Service-Fund Balance	9,123,901	10,301,600
Reserves		
-Workers Compensation Insurance	(3,262,377)	(3,920,820)
-Liability Insurance	<u>(3,000,000)</u>	<u>(3,446,300)</u>
Unreserved Fund Balance	<u>2,861,524</u>	<u>2,934,480</u>
<b>7</b> Golf Courses Fund Balance	1,307,000	600,200
(To) From Other Funds	450,000	450,000
Reserve-Debt Service	<u>(908,200)</u>	<u>(908,200)</u>
Unreserved Balance	<u>848,800</u>	<u>142,000</u>
<b>8</b> Sanitary Sewer Fund Balance	4,315,200	1,073,600
Reserve-Debt Service	(1,209,800)	(1,073,600)
-Operating Reserve	<u>(225,000)</u>	<u>0</u>
Unreserved Balance	<u>2,880,400</u>	<u>0</u>
2012 Sanitary Sewer Revenue Bonds (\$18.0 million) were issued in february 2012. Funds are deposited in a Trustee account. Sewer system improvement projects are using this funding.		
<b>9</b> Downtown Parking District		
Beginning Balance	(291,700)	(481,500)
Estimated Revenue	201,100	211,100
General Fund	175,000	175,000
Successor Agency of RDA	* 950,600	951,000

# FINANCIAL SUMMARIES

## Fund Balances - Notes Fiscal Year 2016-17

	<u>Estimated FY 15-16</u>	<u>Estimated FY 16-17</u>
Estimated Expenditure		
Operations	(565,900)	(553,307)
Debt Service	(950,600)	(954,950)
Capital Projects & Equipment		
	<u>                    </u>	<u>                    </u>
Unreserved Fund Balance	<u>(481,500)</u>	<u>(652,657)</u>

\* Currently, available on-street parking in the downtown (2,000 parking spaces) is free. Annual debt service on the Monterey Street Parking Structure is paid by the Successor Agency of the Redevelopment

<b>10</b>	Mira Monte Maintenance District		
	Capital Reserve		
	(Streets, Curbs, Gutters & Sidewalks)	143,900	143,900
	Operating Reserve	<u>127,800</u>	<u>131,480</u>
	Reserved Fund Balance	<u>271,700</u>	<u>275,380</u>
<b>11</b>	Monte Bella Maintenance District		
	Capital Reserve		
	(Streets, Curbs, Gutters, Sidewalks & Street Trees)	1,342,600	1,342,600
	Operating Reserve	<u>129,700</u>	<u>129,700</u>
	Reserved Fund Balance	<u>1,472,300</u>	<u>1,472,300</u>
<b>12</b>	Includes Gas Tax Transfers to fund the Federally mandated NPDES Storm Sewer program	<u>(91,000)</u>	<u>10,600</u>
<b>13</b>	Reserved for Future Development Fee projects.	1,741,700	1,113,700
<b>14</b>	COP Debt Service Fund Balance	1,265,200	2,276,450
	Reserve-Debt Service	<u>(1,265,200)</u>	<u>(2,972,800)</u>
	Unreserved Fund Balance	<u>0</u>	<u>(696,350)</u>
<b>15</b>	Capital Projects Revolving Fund Balance Required for Capital Grant Advances	<u>2,000,000</u>	<u>2,000,000</u>

# FINANCIAL SUMMARIES

## Fund Transfers

Fiscal Year 2016-17

	Transfers In (Out)	Net Transfers In (Out)
	\$	\$
<b>10 General Fund</b>		
From Gas Tax	1,500,000	
From Traffic Safety	485,000	
From Measure G Fund	1,350,000	
Street Sweeping (NPDES) (26% Franchise)	(1,095,400)	
To Golf Courses	(450,000)	
To Parking District-52.00	(175,000)	
To Debt Service Fund		
40.12 Crazy Horse	(311,250)	
40.17 National Steinbeck Center		
40.18 Energy Improvements to City Facilities	(1,122,050)	
40.19 Animal Shelter/Projects	(231,600)	
To Internal Service Fleet Maintenance	(1,835,100)	
To Vehicle Abatement Fund	(50,000)	<b>(1,935,400)</b>
<b>11 Measure V Fund</b>		
To EMS Paramedic Fund	(640,000)	
From Measure G Fund	668,100	<b>28,100</b>
<b>12 Measure G Fund</b>		
To General Fund - Furlough Restoration	(1,350,000)	
To Measure V - Furlough Restoration	(668,100)	
To Internal Service Fund - General Liability	(343,000)	<b>(2,361,100)</b>
<b>61 Airport Fund</b>		
To Energy Improvements to City Facilities	(64,000)	<b>(64,000)</b>
<b>62 Industrial Waste Fund</b>		
To Energy Improvements to City Facilities	(59,900)	<b>(59,900)</b>
<b>2501 Emergency Medical Services Fund</b>		
From Measure V for Paramedics	640,000	<b>640,000</b>
<b>63 Golf Courses</b>		
From General Fund	450,000	<b>450,000</b>
<b>2503 Traffic Safety Fund</b>		
To General Fund	(485,000)	<b>(485,000)</b>
<b>2504 Vehicle Abatement Fund</b>		
From General Fund	50,000	<b>50,000</b>
<b>65 Storm Sewer (NPDES) Fund</b>		
From General Fund	1,095,400	
From Gas Tax for NPDES	750,000	<b>1,845,400</b>
<b>71 Internal Service Fund</b>		
Fleet Maintenance from General Fund	1,835,100	
Liability Insurance From Measure G Fund	343,000	<b>2,178,100</b>
<b>68 Parking District Fund</b>		
From General Fund	175,000	
From Successor Agency of the SRA	951,000	<b>1,126,000</b>
<b>41 Debt Service Fund</b>		
From General Fund		
Crazy Horse Proceeds	311,250	



# FINANCIAL SUMMARIES

## Fund Transfers

Fiscal Year 2016-17

	Transfers In (Out)	Net Transfers In (Out)
	\$	\$
Energy improvements to City Facilities	1,122,050	
65 W Alisal Refinancing	231,600	
From Crazyhorse Landfill Fund		
COP Refinancing	385,100	
From Airport		
Energy improvements to City Facilities	64,000	
From Industrial Waste		
Energy improvements to City Facilities	59,900	2,173,900
<b>66 Crazyhorse Landfill Fund</b>		
To Debt Service Fund COP Refinancing	(385,100)	(385,100)
<b>63 Affordable Housing Fund</b>		
From Successor Agency		0
<b>89 Successor Agency of the SRA</b>		
To Debt Service Fund		
Monterey Street Parking Garage	(951,000)	
To Affordable Housing Fund		
Affordable Housing	0	(951,000)
<b>24 Gas Tax Fund</b>		
To General Fund for Street Maintenance	(1,500,000)	
To Storm Sewer Fund for NPDES	(750,000)	(2,250,000)
<b>58 Capital Projects Fund</b>		
<b>From:</b>		
General Fund	812,400	
Measure V Fund	1,170,000	
Measure G Fund	10,837,300	
Airport Fund	125,150	
Industrial Waste	1,970,000	
Emergency Medical Services Fund	105,000	
Sanitary Sewer Fund	1,252,000	
Community Development Block Grant	3,325,000	
Storm Sewer Fund	110,000	
Development Fee Fund	1,082,500	
Gas Tax Fund	453,000	
Recreation Parks Fund	30,000	
Special Aviation Fund	389,350	
Construction Assistance Fund	2,209,200	
Steinbeck Center COP Refinancing Proceeds	400,000	24,270,900
	<u>24,270,900</u>	<u>24,270,900</u>
<b>Total Interfund Transfers</b>	<u>24,270,900</u>	<u>24,270,900</u>



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# FINANCIAL SUMMARIES

## Administration Overhead Rates

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



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# FINANCIAL SUMMARIES

## Revenue

Account Number		14-15 Actual	15-16 Budget	16-17 Budget
<b>General Fund</b>				
1000.00.0000-50.1010	Taxes Property Taxes-Secured CY	11,828,876	12,359,900	12,607,100
1000.00.0000-50.1020	Taxes Property Taxes-Unsecured CY	638,357	635,500	600,000
1000.00.0000-50.1030	Taxes Property Taxes-Supp Assessment	246,482	211,900	216,100
1000.00.0000-50.1040	Taxes Property Taxes - Interest	7,472	5,300	5,400
1000.00.0000-50.1050	Taxes Property Taxes-Secured PY	168,347	225,000	200,000
1000.00.0000-50.1060	Taxes Property Taxes-Unsecured PY	4,171	5,300	5,400
1000.00.0000-50.1070	Taxes Property Taxes-HOPTR	71,331	79,500	73,900
1000.00.0000-50.1080	Taxes Property Taxes-Transfer	284,735	290,000	290,000
1000.00.0000-50.1120	Taxes Property Taxes-Veh Lic In-Lieu	10,633,700	11,324,500	11,552,200
1000.00.0000-50.1129	Taxes ROPS Pass Through Payments	53,016	-	-
1000.00.0000-50.1130	Taxes Property Taxes-ROPS	454,714	400,000	400,000
1000.00.0000-50.2010	Taxes Sales Tax	18,719,454	21,251,500	27,342,000
1000.00.0000-50.2020	Taxes Sales Tax In-Lieu	6,119,046	5,216,000	-
1000.00.0000-50.2060	Taxes Utility Users	9,668,414	12,370,000	12,494,000
1000.00.0000-50.2070	Taxes Transient Occupancy	2,432,258	2,000,000	2,550,000
1000.00.0000-50.2080	Taxes Business License	4,588,158	4,600,000	4,720,000
1000.00.0000-51.2160	Franchise Fees AT&T	250,005	190,000	200,000
1000.00.0000-51.2170	Franchise Fees Cable TV	724,782	775,100	760,000
1000.00.0000-51.2180	Franchise Fees Electric	535,032	535,000	560,000
1000.00.0000-51.2190	Franchise Fees Garbage	6,332,526	6,350,000	6,470,000
1000.00.0000-51.2200	Franchise Fees Gas	222,771	220,000	240,000
1000.00.0000-51.2210	Franchise Fees Recycling Shares	268,311	270,000	215,000
1000.00.0000-51.2220	Franchise Fees Towing	133,248	125,000	135,000
1000.00.0000-54.8010	Use of money and property Investment Earnings	92,261	100,000	100,000
1000.00.0000-54.8030	Use of money and property Possessory Interest	3,925	-	-
1000.00.0000-54.8050	Use of money and property Rental Income	112,331	90,000	150,000
1000.00.0000-xx.xxxx	Use of money and property ITC Lease	11,473	-	-
1000.00.0000-54.8060	Use of money and property Building Lease	204,808	204,800	204,800
1000.00.0000-55.8013	Intergovernmental County Housing In-Lieu	35,214	36,000	36,000
1000.00.0000-55.8202	Intergovernmental Motor Vehicle In-Lieu	64,142	-	64,000
1000.00.0000-55.8212	Intergovernmental State Mandated Costs	428,469	109,000	160,000
1000.00.0000-56.6010	Charge for Services Concessions	567	-	-
1000.00.0000-56.8020	Charges for Services Administrative Service Revenue	1,358,460	1,215,000	1,300,000
1000.00.0000-56.8050	Charges for Services Research Fees	-	100	100
1000.00.0000-56.8060	Charges for Services Copying Fees	157	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	4,755	5,000	5,000
1000.00.0000-56.8090	Charges for Services Parade Permit Fees	340	500	500
1000.00.0000-56.8120	Charges for Services Special Events Fee	5,768	10,000	10,000
1000.00.0000-57.8010	Other Revenue Unclaimed Property Sales	19,982	10,000	10,000
1000.00.0000-57.8020	Other Revenue Surplus Property	4,285	10,000	10,000
1000.00.0000-57.8030	Other Revenue Land & Building Sale	-	1,000	1,000
1000.00.0000-57.8040	Other Revenue Loss/Damage Reimb	-	5,000	1,000
1000.00.0000-57.8050	Other Revenue Miscellaneous Receipts	191,724	110,000	110,000
1000.00.0000-57.8140	Other Revenue Subpoena-Civil	3,725	-	-
1000.12.1120-56.1010	Charges for Services Minute/Agenda Sales Fee	90	500	-
1000.12.1120-56.1020	Charges for Services Candidate Filing Fees	3,241	100	500
1000.12.1120-56.8030	Charges for Services Sale of Printed Material	1,122	5,000	500
1000.14.1400-56.1140	Charges for Services Legal Services	-	12,000	1,000
1000.20.2030-52.5030	Licenses & Permits Garage Sale Permits	6,602	10,400	10,000
1000.20.2030-56.8040	Charges for Services Bond Issuance/Monitoring Fees	5,616	10,000	10,000
1000.20.2031-56.2020	Charges for Services Returned Check Charges	768	2,000	1,000
1000.20.2034-56.2010	Charges for Services Bus License Applic Review Fees	33,624	55,000	18,000
1000.20.2034-56.2030	Charges for Services Credit Card Convenience Fee	24,681	10,000	20,000

# FINANCIAL SUMMARIES

## Revenue

Account Number		14-15 Actual	15-16 Budget	16-17 Budget
1000.30.3351-56.8100	Charges for Services Map Sales	367	500	200
1000.30.3352-52.3010	Licenses & Permits Mechanical Permits	5,378	6,200	6,200
1000.30.3352-52.3020	Licenses & Permits Building Permits	879,284	700,000	700,000
1000.30.3352-52.3030	Licenses & Permits Plumbing Permits	22,882	31,200	31,200
1000.30.3352-52.3040	Licenses & Permits Electrical Permits	8,362	15,600	15,600
1000.30.3352-52.3050	Licenses & Permits Encroachment Permits	273,839	150,900	265,000
1000.30.3352-52.3060	Licenses & Permits Re-Roofing Permits	83,945	80,000	80,000
1000.30.3352-52.3070	Licenses & Permits Building Demolition Permit	248	2,700	2,700
1000.30.3352-56.3400	Charges for Services Building Plan Check Fees	666,703	550,000	650,000
1000.30.3352-56.3440	Charges for Services Microfilm Fee	24,700	20,000	20,000
1000.30.3352-56.3460	Charges for Services Other Building Fees	5,706	6,000	6,000
1000.30.3353-53.3010	Fines and Forfeits Code Enforcement Violations	86,661	52,000	32,000
1000.30.3353-53.8010	Fines and Forfeits General Code Fines	202,394	36,400	36,400
1000.30.3353-56.3410	Charges for Services Special Building Inspection	34,158	33,000	33,000
1000.30.3353-56.3420	Charges for Services Reinspection Service	1,440	3,000	3,000
1000.30.3353-56.3430	Charges for Services Residential Report	49,880	44,000	44,000
1000.30.3353-56.3450	Charges for Services Special Code Inspection	6,289	6,000	6,000
1000.30.3462-56.3020	Charges for Services Minor Subdivision Review Fees	6,357	5,000	5,000
1000.30.3462-56.3070	Charges for Services Planning Decision Appeal	709	1,000	1,000
1000.30.3462-56.3080	Charges for Services Conditional Use Permit Fee	85,413	60,000	80,000
1000.30.3462-56.3100	Charges for Services Planned Unit Development Fee	7,672	8,000	2,000
1000.30.3462-56.3130	Charges for Services Environment Assessment Fee	4,815	3,800	3,800
1000.30.3462-56.3160	Charges for Services Temporary Use of Land Review	18,837	15,000	15,000
1000.30.3462-56.3190	Charges for Services Variance Fees	6,710	-	-
1000.30.3462-56.3170	Charges for Services Sign Review & Permits	15,746	15,000	15,000
1000.30.3462-56.3210	Charges for Services Site Plan Review	35,904	30,000	30,000
1000.30.3462-56.3220	Charges for Services Planning Inspection Fee	1,835	4,500	4,500
1000.30.3462-56.3240	Charges for Services Building Permit Review	12,925	13,000	20,000
1000.30.3462-56.3250	Charges for Services Time Extension of Permits	352	500	500
1000.30.3462-56.3260	Charges for Services Precise & Specific Plan Review	100	-	-
1000.30.3462-56.3270	Charges for Services Home Occupation Permits	6,963	7,000	13,000
1000.30.3462-56.3280	Charges for Services Fire Plan Check Fee-Permit Ctr	-	8,000	8,000
1000.30.3462-56.3290	Charges for Services Other Planning Fees	3,371	6,000	6,000
1000.40.4110-55.4222	Intergovernmental Post Training Reimbursement	22,997	15,000	15,000
1000.40.4116-52.4020	Licenses & Permits Bicycle Licenses	-	500	500
1000.40.4116-52.4030	Licenses & Permits Pawn Broker/2nd Dealer	92,980	52,000	52,000
1000.40.4116-56.4010	Charges for Services Bingo License Application Fee	-	100	100
1000.40.4116-56.4050	Charges for Services Vehicle Fix-it-ticket Sign Off	244	1,000	1,000
1000.40.4116-56.4130	Charges for Services Vehicle ID Number Check	33	500	500
1000.40.4116-56.4140	Charges for Services Abandon Vehicle Abatement Fee	4,048	1,000	1,000
1000.40.4116-56.4150	Charges for Services Firearm Dealers	1,488	1,000	1,000
1000.40.4116-56.4170	Charges for Services Vehicle Release Fees (Towing)	44,394	40,000	40,000
1000.40.4116-56.4180	Charges for Services Vehicle Impound Fee (Towing)	51,099	47,000	47,000
1000.40.4130-56.4030	Charges for Services Police Report Fees	45,247	35,000	35,000
1000.40.4130-56.4040	Charges for Services Police False Alarm Fees	182,364	160,000	160,000
1000.40.4130-56.4060	Charges for Services Fingerprint Fees	1,242	2,000	2,000
1000.40.4130-56.4070	Charges for Services Card Room Fees	24,211	7,500	7,500
1000.40.4130-56.4080	Charges for Services Police Photo Charges	596	200	200
1000.40.4130-56.4100	Charges for Services Noise Regulation Fees	2,665	2,500	2,500
1000.40.4134-56.4120	Charges for Services Police Record Review Charges	4,704	2,500	2,500
1000.40.4170-52.4010	Licenses & Permits Animal Licenses	87,470	78,000	78,000
1000.40.4170-55.4063	Intergovernmental City of Marina(Animal Shelter)	42,458	12,000	60,000
1000.40.4170-56.4090	Charges for Services Animal Shelter Fees	51,420	50,000	50,000
1000.40.4170-56.4190	Charges for Services Animal Shelter Citation Fees	4,935	4,600	4,600
1000.40.4220-56.4020	Charges for Services Special Police Service Fees	108,104	130,000	130,000

# FINANCIAL SUMMARIES

## Revenue

Account Number		14-15 Actual	15-16 Budget	16-17 Budget
1000.45.4510-55.4202	Intergovernmental State Fire Reimbursement	443,896	150,000	200,000
1000.45.4510-56.4410	Charges for Services Rural Fire Service	193,296	192,500	195,000
1000.45.4510-56.4420	Charges for Services Emergency Medical Service	-	500	-
1000.45.4510-56.4520	Charges for Services Special Event - Fire	-	500	-
1000.45.4510-56.4540	Charges for Services Fire Dept Service Charge	-	2,500	-
1000.45.4510-56.4560	Charges for Services Fire Apparatus Fee	996	-	-
1000.45.4520-56.4520	Charges for Services Special Event - Fire	372	-	-
1000.45.4520-56.4580	Charges for Services ALS Cost Recovery Fee	-	743,700	400,000
1000.45.4520-56.4590	Charges for Services VAC Cost Recovery Fee	-	134,800	70,000
1000.45.4530-56.4430	Charges for Services Fire Code Mandated Insp Fee	91,787	110,000	110,000
1000.45.4530-56.4440	Charges for Services State Mandated Inspection Fees	1,066	5,000	5,000
1000.45.4530-56.4450	Charges for Services Fire Plan Check Fee-Fire Dept	104,214	110,000	65,000
1000.45.4530-56.4460	Charges for Services Special Fire Permits	45,069	43,000	43,000
1000.45.4530-56.4470	Charges for Services Structural Fire Report Fees	2,633	2,300	2,300
1000.45.4530-56.4480	Charges for Services Fireworks Fees	6,400	6,400	-
1000.45.4530-56.4490	Charges for Services Fireworks Surcharge	48,411	48,000	-
1000.45.4530-56.4510	Charges for Services Fire False Alarm Fees	1,497	1,500	1,500
1000.45.4530-56.4530	Charges for Services Admin Fire Citations	4,093	1,000	1,000
1000.45.4530-56.4550	Charges for Services Outside Fire Plan Review	-	500	500
1000.45.4540-56.4570	Charges for Services Other Fire Fees & Training	1,311	1,000	1,000
1000.45.4570-55.4023	Intergovernmental HAZMAT Reimbursement	146,365	124,800	124,800
1000.45.4570-56.4500	Charges for Services Fire Hazard Inspection Fees	36,480	35,500	35,500
1000.50.5120-52.5050	Licenses & Permits Transportation Permits	9,155	10,400	10,400
1000.50.5120-52.8010	Licenses & Permits Other Licenses & Permits	-	500	500
1000.50.5120-56.5010	Charges for Services Subdivision Map Check Fees	-	1,000	1,000
1000.50.5120-56.5020	Charges for Services Subdivision Imp Plan Check Fee	14,844	1,000	1,000
1000.50.5120-56.5030	Charges for Services Subdivision Imp Inspection Fee	86,080	1,000	1,000
1000.50.5120-56.5060	Charges for Services Special Traffic Marking Reques	4,351	6,000	6,000
1000.50.5120-56.5070	Charges for Services Routing/Escorting/Overload	1,512	1,000	1,000
1000.50.5120-56.5100	Charges for Services Special Public Works Fees	-	1,000	1,000
1000.50.5234-55.5282	Intergovernmental State Highway Maintenance	10,096	5,200	5,200
1000.50.5238-55.5043	Intergovernmental Alisal Steinbeck Park Maint.	7,914	8,400	8,400
1000.50.5239-56.5090	Charges for Services Street Tree Pruning	-	200	200
1000.55.6232-56.6090	Charges for Services Neighborhood Center Rental Fee	5,047	4,000	4,000
1000.55.6237-56.6060	Charges for Services Reimbursable Fee Activities	56,246	48,000	48,000
1000.55.6239-56.6020	Charges for Services Sherwood Tennis Use Fees	1,396	2,000	2,000
1000.55.6239-56.6030	Charges for Services Reserved Picnic Area Use Fee	100	100	100
1000.55.6239-56.6040	Charges for Services Ball Field Use Fee	2,547	2,300	2,300
1000.55.6239-56.6050	Charges for Services Youth Sports League Fees	90,846	93,000	93,000
1000.55.6239-56.6080	Charges for Services Other Rec Bldg Rental Fee	127	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	95,701	60,000	60,000
1000.55.6243-56.6071	Charges for Services Community Center Service Fee	729	-	-
1000.60.6005-56.6300	Charges for Services Other Library Fees	8,127	5,000	5,000
1000.60.6005-56.6310	Charges for Services Library Copying Fees	2,705	3,000	3,000
1000.60.6005-56.6320	Charges for Services Overdue Library Fines	25,445	20,000	20,000
1000.60.6005-56.6330	Charges for Services Lost/Damaged Material Fees	5,454	5,000	5,000
	<b>Total</b>	<b>81,892,288</b>	<b>86,006,000</b>	<b>88,224,500</b>
<b>Measure V Fund</b>				
1100.00.0000-50.2030	Taxes Transactions and Use Tax-MV	11,126,668	11,388,000	11,690,000
1100.00.0000-54.8010	Use of money and property Investment Earnings	25,247	10,000	15,000
	<b>Total</b>	<b>11,151,915</b>	<b>11,398,000</b>	<b>11,705,000</b>

# FINANCIAL SUMMARIES

## Revenue

Account Number		14-15 Actual	15-16 Budget	16-17 Budget
<b>Measure G Fund</b>				
1200.00.0000-50.2030	Taxes Transactions and Use Tax-MV	1,418,429	21,544,000	22,840,000
1200.00.0000-54.8010	Use of money and property Investment Earnings	-	20,000	20,000
1200.00.0000-57.8080	Other Revenue Miscellaneous Deposits	-	500	500
	<b>Total</b>	<b>1,418,429</b>	<b>21,564,500</b>	<b>22,860,500</b>
<b>Lighting Landscape &amp; Maint Dist Fund</b>				
2101.20.2140-56.8010	Charges for Services Administrative Fees	61,384	61,500	61,500
2102.50.5560-54.8010	Use of money and property Investment Earnings	329	500	500
2102.50.5560-57.5010	Other Revenue Woodside Park Maint Assessment	33,262	38,000	38,000
2104.50.5562-54.8010	Use of money and property Investment Earnings	63	100	100
2104.50.5562-57.5030	Other Revenue Airport Bus Park Maint Assess	18,130	14,100	14,100
2104.50.5562-57.8420	Other Revenue Airport Contribution	7,000	7,500	7,500
2105.50.5563-54.8010	Use of money and property Investment Earnings	871	2,000	2,000
2105.50.5563-57.5040	Other Revenue N/E Landscape Maint Assessment	686,977	661,000	661,000
2106.50.5564-54.8010	Use of money and property Investment Earnings	1,329	2,000	2,000
2106.50.5564-57.5050	Other Revenue Harden Ranch Maint Assessment	141,681	140,200	140,200
2107.50.5565-54.8010	Use of money and property Investment Earnings	975	1,000	1,000
2107.50.5565-57.5060	Other Revenue Vista Nueva	32,960	29,400	29,400
2108.50.5566-54.8010	Use of money and property Investment Earnings	1,676	2,000	2,000
2108.50.5566-57.5070	Other Revenue Mira Monte	123,809	120,700	120,700
2109.50.5567-54.8010	Use of money and property Investment Earnings	20,224	10,000	10,000
2109.50.5567-57.5080	Other Revenue Monte Bella	601,673	514,700	514,700
	<b>Total</b>	<b>1,732,343</b>	<b>1,604,700</b>	<b>1,604,700</b>
<b>Local Public Safety Fund</b>				
2201.40.4220-50.2050	Taxes City of Salinas-SB 172	513,252	390,000	390,000
2202.40.4220-54.8010	Use of money and property Investment Earnings	766	100	100
2202.40.4220-55.4252	Intergovernmental Supp Law Enforcement (AB 3229)	259,194	200,000	200,000
	<b>Total</b>	<b>773,212</b>	<b>590,100</b>	<b>590,100</b>
<b>Development Impact Fees Fund</b>				
2301.00.0000-54.8010	Use of money and property Investment Earnings	14,429	10,000	10,000
2301.00.0000-56.5120	Charges for Services Sanitary Sewer Impact Fee	170,462	35,000	35,000
2301.00.0000-56.5130	Charges for Services Storm Sewer Impact Fee	153,533	25,000	25,000
2302.00.0000-54.8010	Use of money and property Investment Earnings	7,397	5,000	5,000
2302.00.0000-56.5140	Charges for Services Neighborhood Park Impact Fee	24,276	15,000	15,000
2302.00.0000-xx.xxxx	Revates/Refunds and Reimb	50,400	-	-
2302.00.0000-56.5160	Charges for Services Facilities Impact Fees	20,219	-	-
2303.00.0000-54.8010	Use of money and property Investment Earnings	560	500	500
2303.00.0000-56.5160	Charges for Services Facilities Impact Fees	36,417	-	-
2303.00.0000-56.5180	Charges for Services Library Impact Fee	38,848	2,000	2,000
2304.00.0000-56.5110	Charges for Services Street Tree Fee	-	500	500
2305.00.0000-54.8010	Use of money and property Investment Earnings	82	500	500
2305.00.0000-56.5170	Charges for Services Annexation Impact Fees	-	500	500
2306.00.0000-54.8010	Use of money and property Investment Earnings	65,705	50,000	50,000
2306.00.0000-56.5150	Charges for Services Street/Traffic Impact Fees	404,425	200,000	200,000
2307.00.0000-54.8010	Use of money and property Investment Earnings	171	500	500
2307.00.0000-56.5160	Charges for Services Facilities Impact Fees	124,115	80,000	80,000
2308.00.0000-56.5160	Charges for Services Facilities Impact Fees	71,621	30,000	30,000
2308.00.0000-54.8010	Use of money and property Investment Earnings	39	-	-
	<b>Total</b>	<b>1,182,699</b>	<b>454,500</b>	<b>454,500</b>
<b>Special Gas Tax Impvts Fund</b>				
2401.00.0000-54.8010	Use of money and property Investment Earnings	14,530	7,000	7,000



# FINANCIAL SUMMARIES

## Revenue

Account Number		14-15 Actual	15-16 Budget	16-17 Budget
2401.00.0000-54.8050	Use of money and property Rental Income	159,528	175,000	175,000
2401.00.0000-55.5212	Intergovernmental State Gas Tax - 2107	1,194,760	1,222,500	1,222,500
2401.00.0000-55.5222	Intergovernmental State Gas Tax - 2107.5	20,000	10,000	10,000
2402.00.0000-55.5202	Intergovernmental State Gas Tax - 2106	388,247	465,800	465,800
2403.00.0000-55.5252	Intergovernmental State Gas Tax - 2105 (P-111)	927,789	894,200	894,200
2404.00.0000-55.5262	Intergovernmental State Gas Tax - 2103 (TCR)	1,656,109	708,900	568,000
	<b>Total</b>	<b>4,360,963</b>	<b>3,483,400</b>	<b>3,342,500</b>
<b>Emergency Medical Service Fund</b>				
2501.45.4520-55.4013	Intergovernmental County CSA 74-Safety Equipment	139,669	140,000	140,000
2501.45.4520-54.8010	Use of money and property Investment Earnings	4,621	-	-
	<b>Total</b>	<b>144,290</b>	<b>140,000</b>	<b>140,000</b>
<b>Asset Seizure Fund</b>				
2502.40.4380-54.8010	Use of money and property Investment Earnings	610	100	100
2502.40.4380-55.4232	Intergovernmental State Seizure Reimbursement	42,701	10,000	10,000
2502.40.4380-55.4501	Intergovernmental Federal Reimbursements	-	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>Total</b>	<b>43,311</b>	<b>10,400</b>	<b>10,400</b>
<b>Traffic Safety Fund</b>				
2503.00.0000-53.4010	Fines and Forfeits Vehicle Code Fines	288,104	330,000	285,000
2503.00.0000-53.4020	Fines and Forfeits Parking Fines	224,359	200,000	200,000
	<b>Total</b>	<b>512,463</b>	<b>530,000</b>	<b>485,000</b>
<b>Vehicle Abatement Fund</b>				
2504.40.4116-55.4242	Intergovernmental Abandoned Vehicle Abatement	114,988	110,000	110,000
	<b>Total</b>	<b>114,988</b>	<b>110,000</b>	<b>110,000</b>
<b>Recreation Parks Fund</b>				
2505.60.6239-54.8050	Use of money and property Rental Income	22,234	30,000	30,000
	<b>Total</b>	<b>22,234</b>	<b>30,000</b>	<b>30,000</b>
<b>PEG (1%) Cable Franchise Fund</b>				
2506.00.8005-51.2170	Franchise Fees Cable TV	195,394	185,000	185,000
	<b>Total</b>	<b>195,394</b>	<b>185,000</b>	<b>185,000</b>
<b>SRA Public Improvements Fund</b>				
2601.20.2505-54.8010	Use of money and property Investment Earnings	8,653	-	-
	<b>Total</b>	<b>8,653</b>	<b>-</b>	<b>-</b>
<b>HAS - Affordable Housing Fund</b>				
2602.30.2505-57.3020	Other Revenue Housing Revolving Loans	65,908	52,000	52,000
2602.30.2505-54.8010	Use of money and property Investment Earnings	2,547	-	-
	<b>Total</b>	<b>68,455</b>	<b>52,000</b>	<b>52,000</b>
<b>Housing &amp; Urban Development Fund</b>				
2910.30.3111-55.7501	Intergovernmental Block Grant	1,904,190	2,584,100	2,584,100
2910.30.3221-58.8011	Other Financing Sources Section 108 Loan Proceeds	2,119,569	-	-
2910.30.3111-57.8050	Other Revenue Miscellaneous Receipts	100	102,500	102,500
2910.30.3221-57.3020	Other Revenue Housing Revolving Loans	134,165	65,000	65,000
2930.30.xxxx-54.8010	Use of money and property Investment Earnings	97	-	-
2930.30.3221-57.3020	Other Revenue Housing Revolving Loans	272,880	50,000	50,000
2930.30.3225-55.7521	Intergovernmental HOME Inv Partnership (HUD)	131,290	1,297,200	1,297,200

# FINANCIAL SUMMARIES

## Revenue

Account Number		14-15 Actual	15-16 Budget	16-17 Budget
2940.30.3111-55.7531	Intergovernmental HUD-Emergency Shelter Grant	120,389	182,900	178,203
2957.30.3230-57.8050	Other Revenue Miscellaneous Receipts	1,000	-	-
2957.30.3230-57.8460	Other Revenue Inclusionary Housing	400	-	-
	<b>Total</b>	<b>4,684,080</b>	<b>4,281,700</b>	<b>4,277,003</b>
<b>Grants</b>				
3103.40.7101-55.7541	Intergovernmental Federal BJA	337	-	-
3104.40.4220-55.7561	Intergovernmental COPS Grant Reimbursement	892,878	451,074	-
3104.70.7101-55.7561	Intergovernmental COPS Grant Reimbursement	-	309,300	-
3107.40.4137-55.7541	Intergovernmental Federal BJA	38,413	26,307	-
3108.70.7101-55.7541	Intergovernmental Federal BJA	36,980	48,545	-
3109.40.7101-55.4501	Intergovernmental Federal Reimbursements	3,013	-	-
3111.45.4510-55.7511	Intergovernmental SAFER-FEMA Grant Reimb	-	2,996,898	-
3111.70.7102-55.7511	Intergovernmental SAFER-FEMA Grant Reimb	700,908	-	1,584,000
xxxx.xx.xxxx-xx.xxxx	Economic Developmet Grant	19,900	-	-
3112.12.1113-55.7541	Intergovernmental Federal BJA	54,906	417,323	-
3113.70.7101-55.7232	Intergovernmental Cal EMA	329,329	-	-
3114.70.7102-55.7541	Intergovernmental Federal BJA	48,964	194,789	-
3115.xx.xxxx-xx.xxxx	Other Federal Aid	810,350	-	-
3157.70.7101-55.7212	Intergovernmental State Traffic Grant (Federal)	19,194	57,806	-
3158.70.7101-55.7212	Intergovernmental State Traffic Grant (Federal)	28,964	171,036	-
3159.40.7110-55.7212	Intergovernmental State Traffic Grant (Federal)	67,647	112,400	-
3160.40.7120-55.7212	Intergovernmental State Traffic Grant (Federal)	140,314	257,000	-
3161.70.7101-55.7541	Intergovernmental Federal BJA	-	199,567	-
3163.40.4342-55.7561	Intergovernmental COPS Grant Reimbursement	-	3,400,528	-
3205.70.7101-55.7222	Intergovernmental CalGRIP Grant	210,992	-	-
3216.50.7401-55.5013	Intergovernmental Air District	54,000	-	-
3251.81.8133-57.8070	Other Revenue Grants & Contributions	40,165	41,000	-
3252.70.7340-55.6222	Intergovernmental State CLSA Literacy Grant	56,829	80,896	-
3255.70.7335-57.8320	Other Revenue California Endowment	122,007	-	-
3256.70.7336-57.8070	Other Revenue Grants & Contributions	-	39,017	-
3256.70.7332-57.8070	Other Revenue Grants & Contributions	108,179	-	-
3256.70.7345-57.8070	Other Revenue Grants & Contributions	-	119,151	-
3302.40.4130-55.4033	Intergovernmental Monterey County RAN	-	117,697	-
3302.70.7101-55.4033	Intergovernmental Monterey County RAN	87,700	-	89,200
3401.xx.xxxx-xx.xxxx	Library Contributions	20,000	-	-
3453.70.7330-55.7013	Intergovernmental Packard Foundation	5,300	50,000	-
3454.70.7332-55.8023	Intergovernmental Library Contributions	58,987	600	-
3454.70.7347-55.8023	Intergovernmental Library Contributions	-	15,000	-
3455.xx.xxxx-xx.xxxx	Grants and Contributions	50,000	-	-
3462.70.7101-xx.xxxx	Body Worm Cameras (MPF)	149,666	-	-
3480.70.7343-56.6340	Charges for Services Library - Donations	-	2,500	-
3480.70.7344-57.6010	Literacy Other Contributions	1,900	-	-
3681.70.7402-55.7541	Intergovernmental Federal BJA	-	557,734	-
	<b>Total</b>	<b>4,157,822</b>	<b>9,666,168</b>	<b>1,673,200</b>
<b>Debt Service Fund</b>				
4101.00.8004-54.8010	Use of money and property Investment Earnings	4,814	100	100
4102.00.8004-54.8010	Use of money and property Investment Earnings	-	100	100
4103.00.8004-54.8010	Use of money and property Investment Earnings	18	500	500
4104.00.8004-54.8010	Use of money and property Investment Earnings	359	500	500
	<b>Total</b>	<b>5,191</b>	<b>1,200</b>	<b>1,200</b>
<b>Assessment Districts-Administration</b>				
4201.20.2140-56.8010	Charges for Services Administrative Fees	15,808	16,000	16,000
	<b>Total</b>	<b>15,808</b>	<b>16,000</b>	<b>16,000</b>

# FINANCIAL SUMMARIES

## Revenue

Account Number		14-15 Actual	15-16 Budget	16-17 Budget
<b>Assessment Districts-Debt Service</b>				
4202.20.2141-50.1140	Taxes Property Taxes-Assessment Dist	1,376,571	1,325,000	1,325,000
4203.20.2141-54.8010	Use of money and property Investment Earnings	13,090	11,000	11,000
5300.50.5120-54.8010	Use of money and property Investment Earnings	2,200	2,000	2,000
	<b>Total</b>	<b>1,391,861</b>	<b>1,338,000</b>	<b>1,338,000</b>
<b>Special Aviation Fund</b>				
5101.50.5340-55.7202	Intergovernmental State Aid - Airport	-	10,000	10,000
5102.50.5340-54.8010	Use of money and property Investment Earnings	6,868	10,000	10,000
5102.50.5340-55.5501	Intergovernmental Federal Aid - Airport	1,358,766	-	-
	<b>Total</b>	<b>1,365,634</b>	<b>20,000</b>	<b>20,000</b>
<b>Special Construction Assistance Fund</b>				
5201.00.0000-55.5013	Intergovernmental Air District	17,183	1,064	-
5201.00.0000-55.5113	Economic Development	1,845,351	-	-
5201.00.0000-xx.xxxx	State Bonds Act Funds	1,682	-	-
5201.00.0000-55.5521	Intergovernmental Federal TEA	37,428	-	-
5201.00.0000-55.5232	Intergovernmental Other State Aid	145,802	1,735,000	1,308,000
5201.00.0000-55.5262	Intergovernmental State Gas Tax - 2103 (TCR)	-	75,000	-
5201.00.0000-55.5272	Intergovernmental Regional Surface Transp Program	15,104	1,131,000	215,000
5201.00.0000-55.5274	Intergovernmental State Air Resources Board	-	55,000	-
5201.00.0000-55.5511	Intergovernmental Other Federal Aid	1,184,244	613,558	50,000
5201.00.0000-55.8222	Intergovernmental CA Endowment	100,000	-	-
5202.00.0000-55.5232	Intergovernmental Other State Aid	-	-	-
5202.00.0000-55.5272	Intergovernmental Regional Surface Transp Program	-	-	-
5203.00.0000-52.3080	Licenses & Permits Building Permit Surcharge	-	50,000	50,000
5203.00.0000-55.3013	Intergovernmental TRAKIT-Permit System Charges	204,916	-	175,000
5203.00.0000-55.3023	Intergovernmental Developers Contributions-Haciend	3,121	350,000	-
5203.00.0000-55.4003	Intergovernmental Fire Mitigation Fees	147,210	525,900	159,000
5203.00.0000-55.5063	Intergovernmental Construction Assistance Others	-	359,200	252,200
5203.00.0000-55.5073	Intergovernmental Monterey County	187,151	120,500	-
5203.00.0000-55.5074	Intergovernmental Other Agencies	-	100,595	-
5203.00.0000-55.5083	Intergovernmental Developers-FGA West	50,000	320,705	-
5203.00.0000-55.5242	Intergovernmental Rebates/Refunds & Reimb	790,261	980,550	-
5203.00.0000-56.3050	Charges for Services General Plan/Zoning Fees	33,978	75,000	75,000
5203.00.0000-58.8010	Other Financing Sources Loans/Lease Proceeds	21,908,000	-	-
	<b>Total</b>	<b>26,671,431</b>	<b>6,493,072</b>	<b>2,284,200</b>
<b>Airport Fund</b>				
6100.50.5340-54.5010	Use of money and property Hangar Rent	618,916	610,000	650,000
6100.50.5340-54.5020	Use of money and property Aircraft Parking	2,714	2,000	2,000
6100.50.5340-54.5030	Use of money and property Building Rental	250,177	220,000	250,000
6100.50.5340-54.5040	Use of money and property Ground Leases	267,125	220,000	260,000
6100.50.5340-54.5050	Use of money and property Fuel Fees	44,822	38,000	58,000
6100.50.5340-54.5060	Use of money and property Use Permits	804	1,000	1,000
6100.50.5340-54.5070	Use of money and property Flight Fees	2,227	2,000	2,000
6100.50.5340-54.8010	Use of money and property Investment Earnings	3,846	1,500	2,000
6100.50.5340-56.8080	Charges for Services Airshow Charges	2,600	3,000	3,000
6100.50.5340-56.8110	Charges for Services Rental Income	98,204	100,000	100,000
6100.50.5340-57.8050	Other Revenue Miscellaneous Receipts	39,533	25,000	25,000
6100.50.5340-57.8560	Other Revenue Airport Cardlock Deposits	1,225	-	-
	<b>Total</b>	<b>1,332,193</b>	<b>1,222,500</b>	<b>1,353,000</b>
<b>Industrial Waste Fund</b>				
6200.50.5441-54.8010	Use of money and property Investment Earnings	21,743	5,000	5,000

# FINANCIAL SUMMARIES

## Revenue

Account Number		14-15 Actual	15-16 Budget	16-17 Budget
6200.50.5441-56.5040	Charges for Services Industrial Waste Fees	3,149,236	3,050,000	3,050,000
	<b>Total</b>	<b>3,170,979</b>	<b>3,055,000</b>	<b>3,055,000</b>
<b>Golf Courses Fund</b>				
6301.00.0000-54.8010	Use of money and property Investment Earnings	34	200	200
6301.00.0000-54.8080	Use of money and property Sierra Lease	100,000	100,000	100,000
6302.00.0000-54.8010	Use of money and property Investment Earnings	5,043	2,500	2,500
6302.00.0000-54.8070	Use of money and property First Tee Lease	125,000	125,000	125,000
	<b>Total</b>	<b>230,077</b>	<b>227,700</b>	<b>227,700</b>
<b>Sanitary Sewer Fund</b>				
6400.50.5442-54.8010	Use of money and property Investment Earnings	19,485	5,000	5,000
6400.50.5442-56.5050	Charges for Services Sanitary Sewer Surcharge Fees	3,771,528	2,900,000	2,900,000
6400.50.5442-xx.xxxx	Miscellaneous Receipt	391,260	-	-
	<b>Total</b>	<b>4,182,273</b>	<b>2,905,000</b>	<b>2,905,000</b>
<b>Storm Sewer (NPDES) Fund</b>				
6500.50.5443-54.8010	Use of money and property Investment Earnings	2,187	2,000	2,000
6500.50.5443-56.5080	Charges for Services Review and Inspection Fees	53,999	45,000	45,000
6500.50.5443-xx.xxxx	Storm Sewer Utility Fee	28	-	-
	<b>Total</b>	<b>56,214</b>	<b>47,000</b>	<b>47,000</b>
<b>Crazy Horse Landfill Fund</b>				
6600.20.2030-54.8010	Use of money and property Investment Earnings	17,523	-	-
	<b>Total</b>	<b>17,523</b>	<b>-</b>	<b>-</b>
<b>Hitchcock Road Water System</b>				
6700.50.5445-55.4043	Intergovernmental Monterey Co. Animal Shelter	4,213	4,000	4,000
6700.50.5445-55.4053	Intergovernmental City Animal Shelter	2,507	3,000	3,000
6700.50.5445-55.5023	Intergovernmental MRWPCA	2,500	3,000	3,000
6700.50.5445-55.5033	Intergovernmental City Industrial Waste Facility	700	1,000	1,000
	<b>Total</b>	<b>9,920</b>	<b>11,000</b>	<b>11,000</b>
<b>Parking District Fund</b>				
6801.50.5446-52.5010	Licenses & Permits Parking Lot Permits	35,500	36,000	36,000
6801.50.5446-52.5020	Licenses & Permits Salinas St Garage Permits	38,248	50,000	50,000
6801.50.5446-52.5040	Licenses & Permits Monterey St Garage Permits	64,101	115,000	115,000
6801.50.5446-52.5070	Licenses & Permits Parking Lot - Hourly	-	10,000	10,000
6801.50.5446-54.8010	Use of money and property Investment Earnings	-	100	100
6802.50.5447-52.5060	Licenses & Permits Preferential Permits	15,345	39,400	39,400
	<b>Total</b>	<b>153,194</b>	<b>250,500</b>	<b>250,500</b>
<b>Internal Service Fund</b>				
7101.12.1245-56.8010	Charges for Services Administrative Fees	350,000	350,000	350,000
7101.12.1245-57.8050	Other Revenue Miscellaneous Receipts	240	-	-
7102.12.1246-57.1060	Other Revenue Miscellaneous Insurances	989,423	950,000	950,000
7102.12.1246-57.8050	Other Revenue Miscellaneous Receipts	1,257	1,000	1,000
7103.12.1247-54.8010	Use of money and property Investment Earnings	5,030	15,000	15,000
7103.12.1247-57.1010	Other Revenue Workers Comp Premiums	4,457,101	5,061,000	5,061,000
7103.12.1247-57.1020	Other Revenue Workers Comp Reimb	48,846	500,000	500,000
7103.12.1247-57.1030	Other Revenue CalPERS Ind Disability Reimb	66,161	150,000	150,000
7104.12.1248-54.8010	Use of money and property Investment Earnings	17,838	10,000	10,000
7104.12.1248-57.1040	Other Revenue Liability Insurance	1,875,000	950,000	950,000
7104.12.1248-57.1060	Other Revenue Miscellaneous Insurances	-	1,000	1,000
	<b>Total</b>	<b>7,810,896</b>	<b>7,988,000</b>	<b>7,988,000</b>

# FINANCIAL SUMMARIES

## Revenue

Account Number		14-15 Actual	15-16 Budget	16-17 Budget
<b>Business Surcharge Fund</b>				
8101.00.8008-57.8060	Other Revenue Business Impvt Dist Assess	89,385	90,000	90,000
8101.00.8008-57.8350	Other Revenue SRA Contribution	-	15,000	15,000
8101.00.8008-57.8410	Other Revenue City Contribution	32,000	-	-
8102.00.8009-57.8060	Other Revenue Business Impvt Dist Assess	81,173	90,000	90,000
8102.00.8009-57.8350	Other Revenue SRA Contribution	-	50,000	50,000
8102.00.8009-57.8410	Other Revenue City Contribution	50,000	-	-
	<b>Total</b>	<b>252,558</b>	<b>245,000</b>	<b>245,000</b>
<b>Economic Development Fund</b>				
8104.12.1355-57.3030	Other Revenue Micro Loan Program	4,550	-	-
8104.12.1355-57.8410	Other Revenue City Contribution	130,000	130,000	-
8105.12.1356-57.8540	Other Revenue Public Agency Dues	-	80,000	-
8105.12.1356-57.8550	Other Revenue EZ Voucher Fees	273,675	150,000	-
	<b>Total</b>	<b>408,225</b>	<b>360,000</b>	<b>-</b>
<b>Downtown Comm Benefit District</b>				
8108.00.8011-57.8060	Other Revenue Business Impvt Dist Assess	-	450,000	-
	<b>Total</b>	<b>-</b>	<b>450,000</b>	<b>-</b>
<b>Deferred Compensation-Admin</b>				
8703.81.8136-57.2030	Other Revenue Trust Deed Fee	35,684	68,000	33,000
	<b>Total</b>	<b>35,684</b>	<b>68,000</b>	<b>33,000</b>
<b>Trust Fund</b>				
8802.81.8142-57.8150	Other Revenue Community Center Deposits	4,340	50,000	-
8803.81.8144-57.8280	Other Revenue Sherwood Hall Deposits	219,767	200,000	-
8804.81.8158-57.8360	Other Revenue MRWPCA Fees	460,340	400,000	-
8805.81.8134-57.8170	Other Revenue MAS - Business License Fee	22,339	-	-
8806.81.8132-57.8230	Other Revenue Sales Tax	3,491	3,000	-
8807.81.8127-57.8250	Other Revenue Payroll Tax	26,374,106	27,000,000	-
8807.81.8128-57.8440	Other Revenue Icma/HL/Taxes W/H	1,810,115	2,000,000	-
8808.81.8135-57.8510	Other Revenue KDF Tenant Services	33,790	35,000	-
8809.81.8157-57.8640	Other Revenue Regional Dev Impact Fee	190,418	150,000	-
8810.81.8154-57.8270	Other Revenue Police Evidence Room Safe	11,630	5,000	-
8811.81.8139-50.2080	Taxes Business License	7,942	9,000	-
8812.81.8140-57.8650	Other Revenue Mo.Co.Tourism Hotel Impvt Dist	257,702	260,000	-
8813.81.8141-57.8630	Other Revenue TID - Welcome Center	133,107	130,000	-
	<b>Total</b>	<b>29,529,087</b>	<b>30,242,000</b>	<b>-</b>
<b>RORF-Redev Obligation Retirement Fund</b>				
8914.20.2502-50.1090	Taxes Property Taxes-Tax Increments	2,912,695	3,232,000	3,232,000
8914.20.2502-54.8010	Use of money and property Investment Earnings	72,492	1,000	1,000
8914.20.2502-54.8050	Use of money and property Rental Income	25,878	24,400	24,400
8914.20.2504-57.8050	Other Revenue Miscellaneous Receipts	19,778	-	-
8915.20.2505-57.3010	Other Revenue Small Business Revolving Loans	-	6,900	6,900
8915.20.2505-57.8050	Other Revenue Miscellaneous Receipts	6,169	-	-
	<b>Total</b>	<b>3,037,012</b>	<b>3,264,300</b>	<b>3,264,300</b>
<b>GRAND TOTAL</b>		<b>192,139,299</b>	<b>198,310,740</b>	<b>158,783,303</b>



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# FINANCIAL SUMMARIES

## Workforce

	<u>FY 06-07</u>	<u>FY 07-08</u>	<u>FY 08-09</u>	<u>FY 09-10</u>	<u>FY 10-11</u>	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>FY 14-15</u>	<u>FY 15-16</u>	<u>FY 16-17</u>
GENERAL OPERATIONS											
Police (Sw orn)	188.000	182.000	182.000	176.000	146.000	148.000	156.000	150.000	145.000	170.000	172.000
Police (Administrative)	69.000	69.000	69.000	63.000	57.500	57.500	57.500	47.500	47.500	59.500	55.500
Fire (Sw orn)	90.000	90.000	90.000	86.000	78.000	92.000	92.000	90.000	86.000	95.000	96.000
Fire (Administrative)	6.000	6.000	6.000	6.000	6.000	5.000	5.000	4.000	4.000	5.000	3.000
<b>Total Public Safety</b>	<b>353.000</b>	<b>347.000</b>	<b>347.000</b>	<b>331.000</b>	<b>287.500</b>	<b>302.500</b>	<b>310.500</b>	<b>291.500</b>	<b>282.500</b>	<b>329.500</b>	<b>326.500</b>
Mayor and City Council	7.000	7.000	7.000	7.000	7.000	7.000	7.000	7.000	7.000	7.000	7.000
Administration	12.000	11.000	12.500	12.000	9.000	11.375	15.385	12.375	11.275	15.275	16.000
Community Safety (Sw orn)		1.000	1.000	1.000							
Finance	26.500	26.500	26.500	26.500	23.000	21.000	21.000	21.000	19.000	24.000	24.000
City Attorney	6.500	6.500	6.500	6.500	5.000	5.000	5.000	5.000	5.000	5.000	5.000
Community Development	47.000	56.500	56.000	51.500	43.750	42.125	39.115	34.245	36.215	35.345	39.750
Engineering & Transportation	35.500	26.500	26.500	24.500	20.500	21.000	20.625	20.125	21.625	32.375	32.125
Environmental & Maintenance Services	82.000	79.250	78.250	71.250	48.750	47.500	48.375	46.375	44.625	52.875	47.625
Parks and Community Services	19.500	22.000	23.000	22.000	6.500	5.000	6.000	6.000	6.000	12.620	14.000
Library	41.000	42.500	49.500	48.000	43.500	42.500	45.500	43.500	43.500	43.500	43.500
<b>Total Non Public Safety</b>	<b>277.000</b>	<b>278.750</b>	<b>286.750</b>	<b>270.250</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>TOTAL GENERAL OPERATIONS</b>	<b>630.000</b>	<b>625.750</b>	<b>633.750</b>	<b>601.250</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>
INTERNAL SERVICES	2.000	2.000	2.000	2.000	2.000	1.000	1.000	1.000	1.000	3.000	12.000
ENTERPRISE OPERATIONS	36.000	27.750	26.750	28.750	30.250	28.750	29.500	29.500	30.500	31.000	33.500
ASSESSMENT & MAINTENANCE DISTRICTS	1.000	1.000	1.000	1.000	1.000	2.000	2.000	1.500	2.000	1.750	1.750
REDEVELOPMENT AGENCY	2.000	2.000	3.000	3.500	3.500	3.750					
SUCCESSOR AGENCY								1.380	1.260	1.260	0.750
<b>CITY-WIDE TOTAL</b>	<b>671.000</b>	<b>658.500</b>	<b>666.500</b>	<b>636.500</b>	<b>531.250</b>	<b>540.500</b>	<b>551.000</b>	<b>520.500</b>	<b>511.500</b>	<b>594.500</b>	<b>603.500</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 during June of each year or during the closeout of each completed Capital Improvement Project.
- C. The administrative fee charged to individual multi-year projects in the Capital Improvement Program shall not exceed \$50,000 annually.

# FINANCIAL POLICIES

- D. The administrative fee shall be expressed as a percentage. The fee shall be reviewed and adjusted, as appropriate, on an annual basis during the budget approval process.

## IV. REVENUE POLICIES

### A. Maintenance of Revenues

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

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

## VII. CAPITAL IMPROVEMENT PROGRAM POLICIES

### A. Capital Planning Period

1. The City will budget all capital improvements in accordance with an adopted Capital Improvement Program.
2. The City's long-range capital planning period shall be a minimum of six years or longer where appropriate.
3. The Six-Year Capital Improvement Program will be reviewed and approved every two years. It will include balanced budgets for the first two years and a listing of all projects for the last four years. Appropriations will be approved annually.

# FINANCIAL POLICIES

4. The City's annual Capital Improvement Program will be reviewed and preliminarily approved by Council in advance of reviewing/approving the City's Operating Budget.
5. The City's Capital Improvement Program will be in conformance with and support the City's major planning documents: the General Plan, Project Specific Plans, and City-wide Master Plans for related infrastructure improvements.
6. Master plans for major infrastructure and utility improvements will be prepared with a 10 or 20 year planning horizon when appropriate.

## B. Capital Project Priorities

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

## C. Capital Project Management

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

## VIII. DEBT POLICIES

### A. Use

1. Tax and revenue anticipation borrowing shall be consistent with state and federal laws and regulations.
2. The issuance of long-term debt will be only for:
  - a. The acquisition of land, capital improvements, improvements or equipment, when the useful life of the acquired asset will exceed the term of the debt.
  - b. The creation of contractually required reserves.

# FINANCIAL POLICIES

- c. The payment of judicial awards or settlements or the establishment of actuarial reserves to pay such awards.
3. Debt financing will not be considered appropriate for current operating, maintenance expenses, or for any recurring purposes.

## B. Conditions

1. The City may use long-term debt to finance major equipment acquisition, a capital project or reserve only if it is established through a cost/benefit analysis that the financial and community benefits of the financing exceed the financing costs. Benefits would include, but not be limited to, the following:
  - a. Present value benefit: The current cost plus the financing cost is less than the future cost of the project.
  - b. Maintenance value benefit: The financing cost is less than the maintenance cost of deferring the project.
  - c. Equity benefit: Financing provides a method of spreading the cost of a facility back to the users of the facility over time.
  - d. Community benefit: Debt financing of the project enables the City to meet an immediate community need.
2. Debt financing will be used only when project revenues or other identified revenue sources are sufficient to service the debt.
3. On all debt financed City projects, the City will make a down payment equal to one year's debt service from current revenues.
4. The City will periodically establish industry standard, bond debt ratios to assess maximum debt carrying capacity and will apply these ratios to each proposed debt issue.
5. When the City obtains debt financing on behalf of or benefiting a third party (as with assessment districts) such debt will be issued in conformance with existing City priorities and policies without contingent liability of the City and with all costs of issuance and administration fully reimbursed.

## C. Methods

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



# FINANCIAL POLICIES

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

### A. Formation

1. Assessment districts (AD's) or Mello-Roos Community Facilities districts (CFD's) financing may be made available by the City for those public improvements within a development or project area that either create extraordinary public benefit, and/or require public improvements that cannot be funded without substantial financial hardship to the property owner.
  - a. The City shall make the determination as to whether a proposed district shall proceed under the provisions of the Mello-Roos Community Facilities Act or other appropriate assessment district laws, and whether the district will be a construction or acquisition district.
2. New development projects must be consistent with the City's General Plan and have secured appropriate land use approvals from the City and all other agencies having jurisdiction to allow all proposed development of the project area.
3. Unless waived by the City Council, the City will require, for each new development project, a study conducted by an independent, recognized expert in real estate to appraise the property proposed to be included in the assessment district. The appraisal shall take into account the public improvements, which will be financed by the assessment district. The appraisal methodology shall be subject to the approval of the City. This study shall be paid for by the developer, but shall be commissioned by the City and shall be done for the City.
4. An absorption study of new development projects may be required for public financing. The absorption study shall be used as a basis for verification that sufficient revenues can be produced to service the debt and to determine whether public financing is appropriate given the timing of development.
5. Where the City provides AD or CFD financing for new development projects, and the City deems it appropriate, the City may enter into a development or similar agreement with the owners of the project.
6. The City Council shall select the assessment engineer, appraiser, bond counsel, underwriter, financial advisor, special tax consultant and other professionals and consultants as it deems appropriate. The City Council's policy is for the developer to pay all of the City's costs associated with the formation and administration of assessment districts.
  - a. An advance deposit is required, in those instances, where a proposed district is initiated by a party or parties other than the City.
7. Any development agreement associated with the use of public financing shall be approved by the City Council prior to the issuance of debt. Any modifications to the development agreement proposed subsequent to the issuance of debt will be considered only if the modification would benefit the City and not impair the outstanding debt obligations. Approval of any modifications requested by the developer shall be at the sole discretion of the City Council.
8. The City allows for the formation of acquisition districts. The City shall make the final determination as to which public improvements and to what extent such improvements are eligible for financing through acquisition. An acquisition agreement between the City and applicant/developer shall be required and approved by the City Council prior to the sale of bonds.

### B. Financing

1. The amount of AD or CFD bonds issued for any project shall not be greater than one-third of the appraised value of the improved property as determined by the independent real estate valuation expert, except when credit enhancements are provided and/or when the improvements are of extraordinary public benefit.



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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 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.

# FINANCIAL POLICIES

- 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.
2. All applicable provisions of these AD and CFD Policies shall apply to refunding except for the City's issuance fee which shall be one and one-half percent of the principal amount of the Refunding Bonds for issues that are exclusively refunding.

## X. LANDSCAPE AND LIGHTING MAINTENANCE DISTRICT POLICIES

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

### A. Formation

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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 30<sup>th</sup> shall be noted in the budget. Surplus funds are those funds above and beyond those required to cover annual expenses and reserves. Any surplus funds shall be applied as a reduction of future fiscal year's assessment.
6. Deficits – Deficits within a District on June 30<sup>th</sup> shall be noted in the budget. Deficits shall be considered funding shortfalls required to cover annual expenses. Any deficit balance will be recovered with assessment revenue from future levies.
7. General Fund or other appropriate fund contributions – Contributions from the General Fund or other appropriate fund will be made to cover the Costs determined as general public benefit in the engineer's report. Such contributions may include direct deposits to the District accounts or credits that effectively reduce the assessments.

## C. Method of Apportionment

1. The formula used for calculating assessments will reflect the composition of the parcels, and the

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improvements and services provided, to fairly apportion the costs based on estimated benefit to each parcel.

2. Pursuant to the Constitution Article XIID Section 4 a parcel's assessment may not exceed the reasonable cost of the proportional special benefit conferred on the parcel and only special benefits may be assessed.
3. The method of apportionment will also include an assessment range formula and inflationary adjustments. The purpose of establishing an assessment range formula is to provide for reasonable increases and inflationary adjustment to annual assessments without requiring costly noticing and mailing procedures, which could add to the District costs and assessments.

## XI. CAPITAL ASSET POLICIES

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

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

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

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

1. The asset must cost \$5,000 or more.
2. The asset must have a useful life of two (2) or more years.
3. The capitalization threshold is applied to individual units of capital assets rather than groups. For example, ten desks purchased for \$1,000 each will not be capitalized even though the total (\$10,000) exceeds the threshold of \$5,000.

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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 \$5,000.
7. Work of arts, animals (i.e. police dogs) and historical treasures are not capitalized, but will be recorded as tracked property.
8. Capital projects will be capitalized as "construction in progress" until completed.
9. The following infrastructure items will be capitalized as a network/system rather than individually:
  - Fire hydrants

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

- Street trees
- Street signs

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

- Personal computers
- Handheld radios
- Weapons

## C. Leased Assets

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

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

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

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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.

- 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. Auction's will be conducted by the Finance Department through its Purchasing Division. All proceeds



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from the sale of surplus property will be allocated to the City's General Fund unless the property was originally purchased with monies from a specific fund, in which case, the proceeds will be returned to that specific fund. The original cost less depreciation will then be removed from the City's capital asset management system.

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

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

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

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

L. Recommended Lives - The City follows GFOA Recommended Practices when establishing recommended lives for 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	20 to 50 years
Improvements	15 to 45 years
Infrastructure	20 to 50 years
Equipment and Machinery	5 to 20 years

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

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

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

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

- Held for public exhibition, education, or research in furtherance of public service, rather than financial gain

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- 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. Inventorying – The City will follow the GFOA recommended practice of performing a physical inventory of its capitalized capital assets, either simultaneously or on a rotating basis, so that all capital assets are physically accounted for at least once every five years.
- S. Tagging – The City will tag only moveable equipment with a value of \$5,000 or higher. Rolling stock items will not be tagged. They will be identified by the VIN number. The Finance department will be responsible for tagging equipment.

## **XII. RISK MANAGEMENT POLICIES**

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

## **XIII. INTERFUND LOANS**

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



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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.

2. Interfund Loans-Terms:

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



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# PRIORITY BASED BUDGETING

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

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

City Staff 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:

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<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:

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- 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.

In summary, the \$500 exercise had a direct influence on determining the overall priority and relevance of the City’s

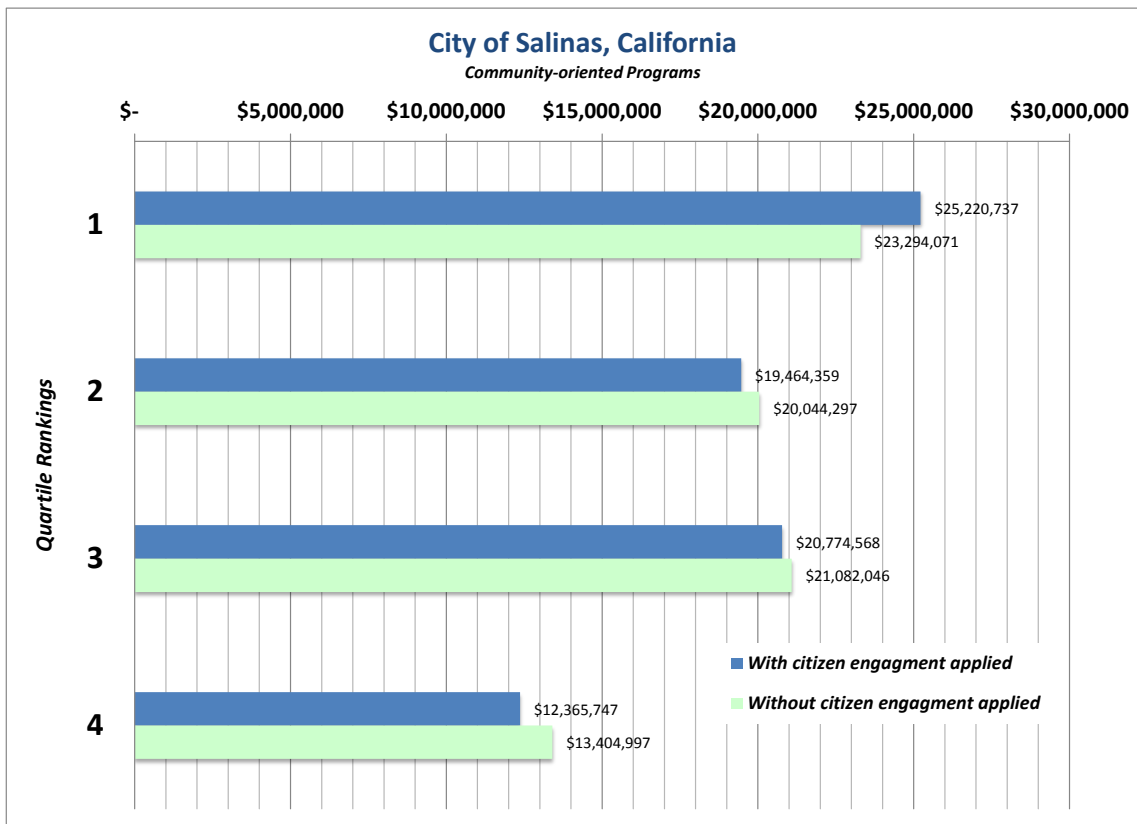
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programs. By extending this process to the citizens of Salinas, citizens were placed in a role of influence unlike any other budgeting process – their "investment" of the \$500 helped the City realize which Results are most important, and further guided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

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

## Public Engagement Impact and Influence on the Priority Based Budget Scores

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



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## Impact of FY 2014-15, 2015-16 and 2016-17 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 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, 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.

## 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,

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

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

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

## HEALTHY, VIBRANT, SUSTAINABLE and GREEN COMMUNITY

1. Preserves, maintains and enhances its parks, green spaces and public spaces, offering quality recreational, entertainment and leisure opportunities that contribute to the health and well-being of 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



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## ECONOMIC DIVERSITY and PROSPERITY

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

## GOOD GOVERNANCE

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

### **Department Scoring (More Detail)**

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

### **Community Program Scoring**

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

#### Community Results:

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

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Opportunities

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

Scoring Criteria (0-4 scale):

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

## **Governance Program Scoring**

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

Governance Result Definitions:

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

Scoring Criteria:

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

## **Basic Program Attributes**

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

## **Mandated to Provide Program**

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

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

## Reliance on City to Provide Program

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

## Cost Recovery of Program

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

## Portion of Community Served by Program

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

## Change in Demand for Program

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

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

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

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

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

# MEASURE V

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

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

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

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

On June 7 and June 14, 2005, the Council reviewed and approved the FY 2005-06 budget, and confirmed the 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 (Measure V) with no expiration date by removing the language addressing a tax collection sunset in April 2016.

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

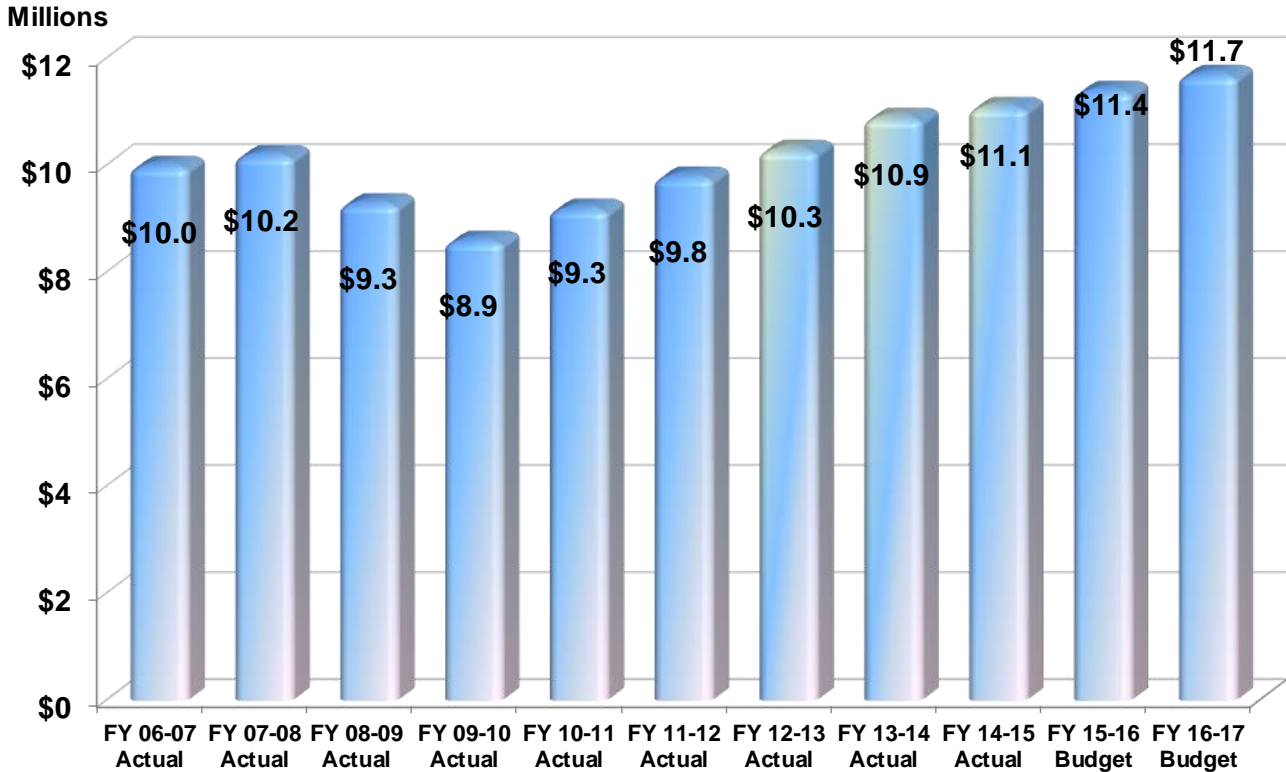
In order to assure full compliance with the intent of the ordinance, the tax proceeds from this ordinance are separately received and accounted for in the City's financial reporting system (Fund 11.00). The Finance Director reports at least quarterly to the Oversight Committee the use of tax proceeds.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

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

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

# MEASURE V

Transactions and Use Tax collections began a severe decline starting in fiscal year 2008-09 that continued over a two-year period. Signs of recovery started to show in FY 2010-11 with projected increases in the future. The following chart exemplifies the trend:



Measure V tax collections are projected to increase \$454,000 or 4.0% in FY 2016-17. Staff revenue projections are optimistic and based on current economic recovery signs. The City's outside consultant (Hinderliter, de Llamas & Associates) agrees with staff revenue estimates for the City's Transaction and Use Tax.

Due to a projected increase in resources in the Measure V, the proposed FY 2016-17 CIP budget, includes funds targeted for initial construction costs of the new El Gabilan Library project in the amount of \$1,120,000. The remaining of the total construction cost is projected to be funded in FY 2017-18 in the amount of \$1,080,000 for a total cost of 2,200,000. In addition to the new El Gabilan Library project, Measure V is also funding \$50,000 for the City Urbanization History headed by the Library Department. Most all resources are invested in the operations of departments serving the City residents'.

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

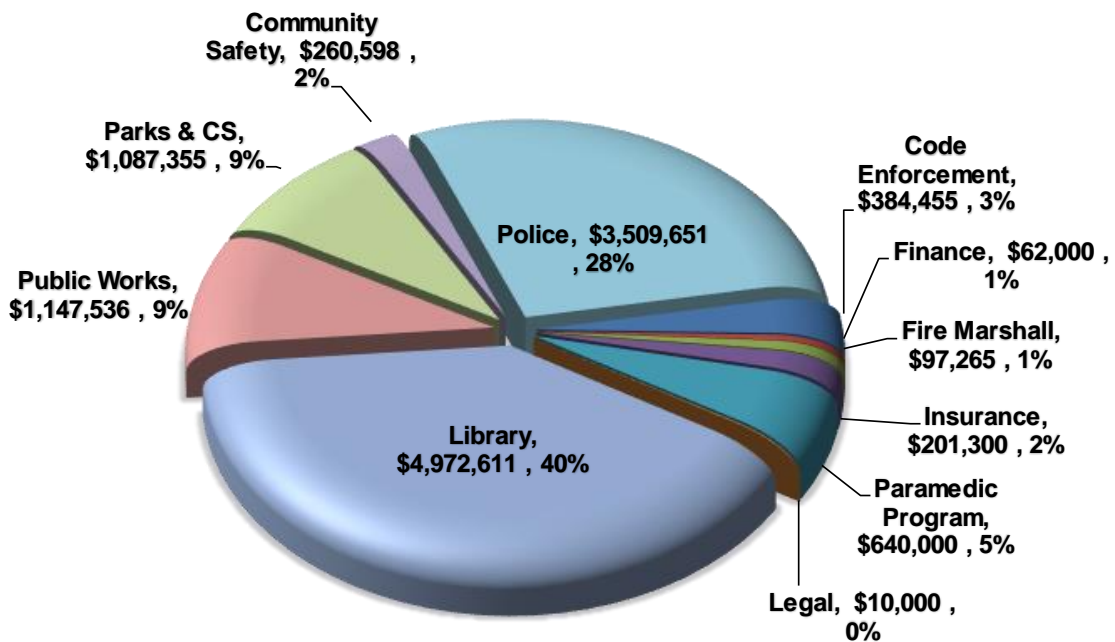
# MEASURE V

The City Council approved during the mid-year adjustments of FY 2015-16, investments in the amount of \$241,500 for the following:

Library Operations	45,700
Steinbeck Library Remodeling	135,000
Medical Premium Increase	37,800
Addition to Reserve	23,000

The Measure V proposed budget by department for FY 2016-17 is as follows:

	<u>Amount</u>	<u>Percent</u>
Code Enforcement	384,455	3.1%
Finance	62,000	0.5%
Fire Marshall	97,265	0.8%
Insurance	201,300	1.6%
Paramedic Program	640,000	5.2%
Legal	10,000	0.1%
Library	4,972,611	40.2%
Public Works	1,147,536	9.3%
Parks & Community Services	1,087,355	8.8%
Community Safety	260,598	2.1%
Police	<u>3,509,651</u>	<u>28.3%</u>
<b>Total Appropriations</b>	<b><u>\$ 12,372,771</u></b>	<b><u>100.0%</u></b>



# MEASURE V

The number of positions funded by Measure V during FY 2016-17 is summarized as follows:

	<u>FY 16/17</u>
Police	22.5
Fire	0.3
Code Enforcement	3.0
Public Works	10.0
Parks & Community Services	6.0
Community Safety	2.0
Library	<u>43.5</u>
Total Positions	<u><u>87.3</u></u>

The number of full time authorized positions under Measure V shows an increase of one ninth-time position when compared to the previous fiscal year. The increase of 0.9 of is the result of fully Measure V funded Recreation Coordinator at the Hebbbron Family Center Division that was previously partially funded by Community Development Block Grant funds. The Battalion Chief/Fire Marshall position is partially funded by Measure V (1/3).



# 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 suffer 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.

# MEASURE G

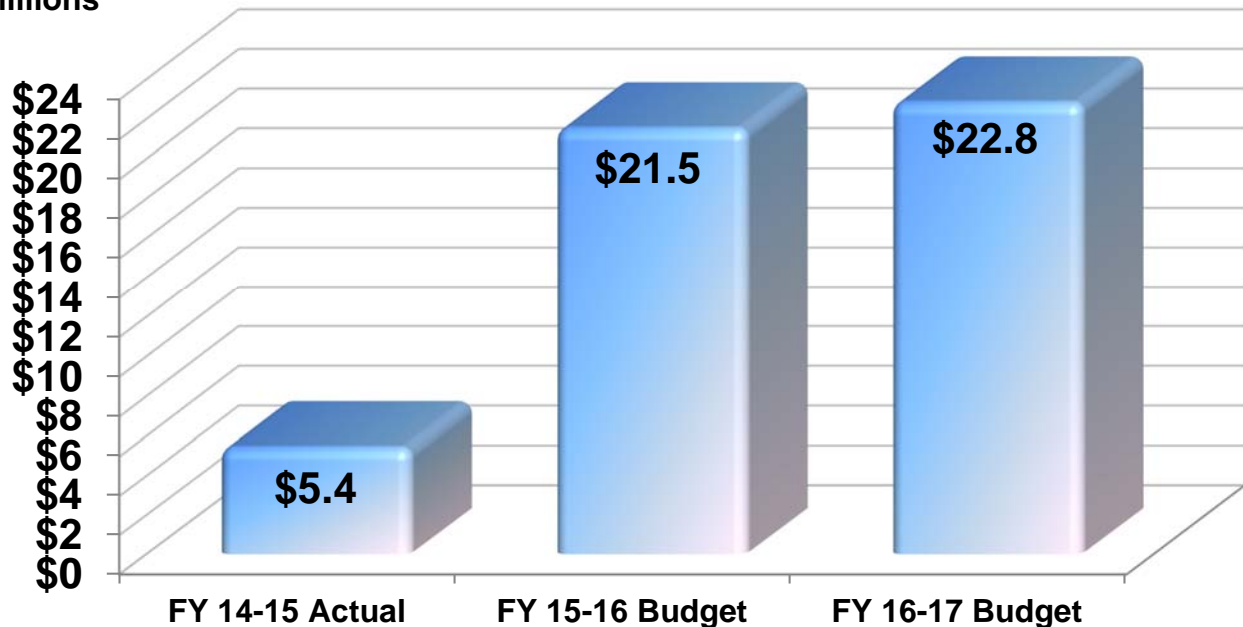
As approved by the City Council on March 31, 2015 and Adopted by Resolution on April 14, 2015, the Committee shall meet three times per year:

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 V, 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).

Millions

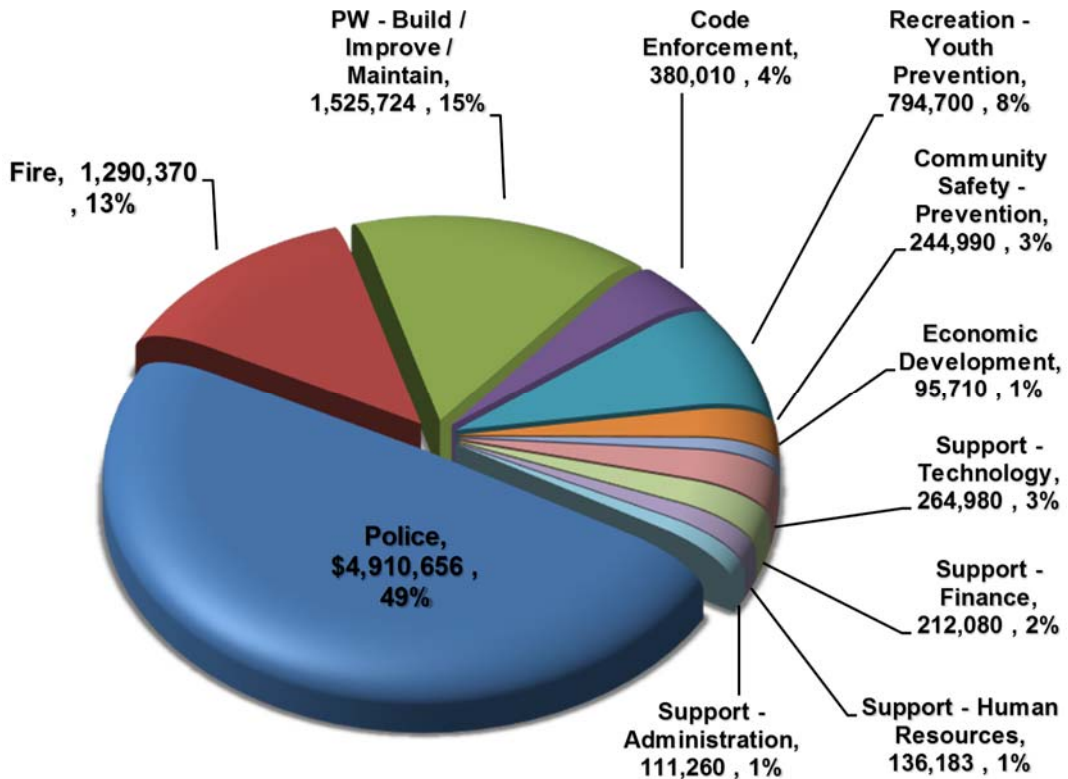


The City received \$5.4 million for the first quarter FY 2014-15. For FY 2015-16 and FY 2016-17, the City is expecting \$21.5 and \$22.8 million, respectively. The FY 2016-17 budget includes \$10,531,300 in capital improvement projects (CIP), a \$2,361,100 transfer out to mainly cover restoring services on Friday (furlough), and a \$9,966,663 operating budget. The CIP includes such projects as the new public safety facility, street improvements, sidewalk improvement, and park improvements. The detail of the proposed capital projects are located in the capital improvement budget document for FY 2016-17.

# MEASURE G

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 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 second year of Measure G operating costs for FY 2016-17 is shown below:

	<u>Amount</u>	<u>Percent</u>
Police	\$4,910,656	49.27%
Fire	1,290,370	12.95%
PW - Build / Improve / Maintain	1,525,724	15.31%
Code Enforcement	380,010	3.81%
Recreation - Youth Prevention	794,700	7.97%
Community Safety - Prevention	244,990	2.46%
Economic Development	95,710	0.96%
Support - Technology	264,980	2.66%
Support - Finance	212,080	2.13%
Support - Human Resources	136,183	1.37%
Support - Administration	111,260	1.12%
<b>Total 2016-17 Measure V Appropriations</b>	<b><u>\$9,966,663</u></b>	<b><u>100.00%</u></b>



# MEASURE G

Staffing represents 88% of the operating budget. Aside from staffing, the FY 2016-17 operating budget includes \$525,000 for contract tree maintenance and park maintenance services and \$150,000 for police and fire training.

As mentioned above, the Measure G Capital Improvement Program (CIP) budget totals \$10,531,300 and consist of 46 projects. As mentioned, for a complete list of projects, see the Proposed Measure G CIP Projects Budget for FY 2016-17:

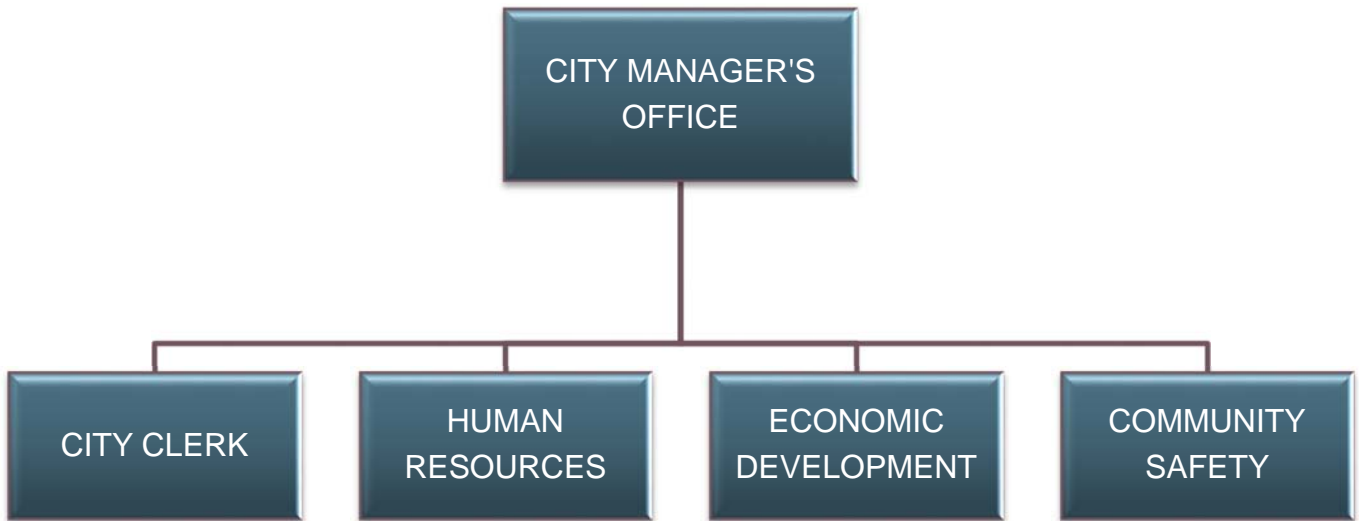
<u>Category</u>	<u>Budget</u>
Public Safety - Police	\$ 4,660,000
Public Safety - Fire	1,613,400
Built Environment	2,184,000
Community Development	505,000
Equipment	451,900
Maintenance	735,000
Technology	382,000
Total	<u><u>\$10,531,300</u></u>

The number of positions funded by Measure G during FY 2016-17 is summarized as follows:

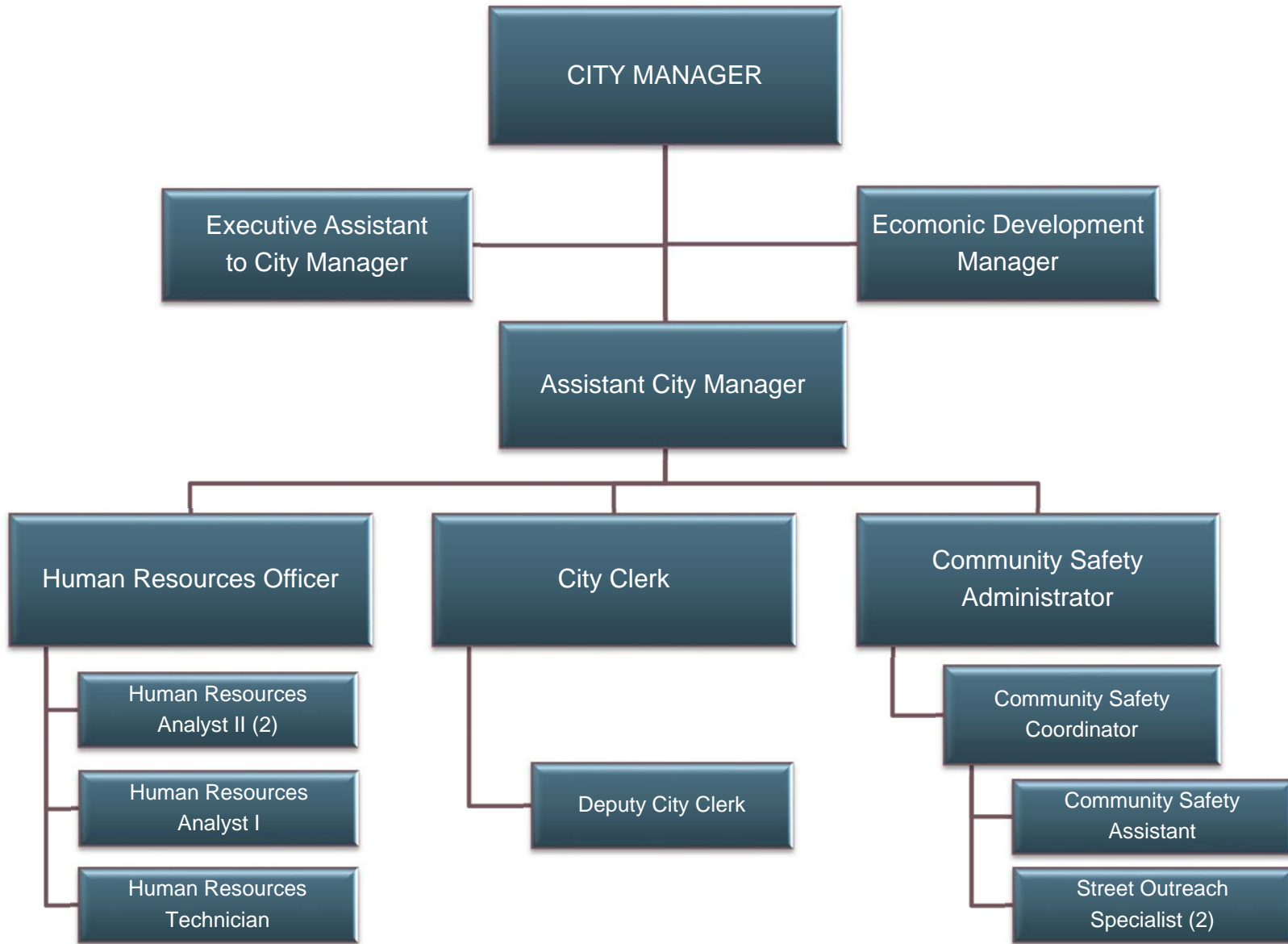
	<u>FY 15/16</u>	<u>FY 16/17</u>	<u>FY 17/18</u>
Police - Sworn	17.0	27.0	37.0
Police - Non-Sworn Support	12.0	12.0	12.0
Fire - Sworn	-	12.0	14.0
Fire - Non-Sworn Support	1.0	1.0	1.0
Code Enforcement	4.0	4.0	4.0
Public Works - Clean-up	1.0	1.0	1.0
Public Works - Park Maint.	1.0	1.0	1.0
Public Works - Streets	6.0	6.0	6.0
Recreation - Youth Prevention	6.0	6.0	6.0
Community Safety - Prevention	1.0	3.0	3.0
Support - Technology	2.0	2.0	2.0
Support - Finance	2.0	2.0	2.0
Support - Human Resources	1.0	1.0	1.0
Support - Administration	1.0	1.0	1.0
Total Positions	<u><u>55.0</u></u>	<u><u>79.0</u></u>	<u><u>91.0</u></u>

A total of 55 positions were funded with Measure G funds in the first year, FY 2015-16, as shown above. In FY 2016-17, 79 positions are proposed. The increases between the fiscal years are for 10 police officers, 12 existing grant funded fire fighters that are transitioned to this funding, as the grant funding expires, and lastly, 2 Street Outreach Specialist staff as part of the Community Safety program. In year 3, FY 2017-18, 10 more police officers are added (8 for the SRO grant plus two new) and 2 more fire fighters will transition from the SAFER grant to Measure G.

# ADMINISTRATION DEPARTMENT Organizational Chart



# ADMINISTRATION DEPARTMENT Organizational Chart



# ADMINISTRATION DEPARTMENT

## Summary

### Purpose

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

### Top Accomplishments for FY 2015-16

#### Effective, Sustainable Government

1. City Manager continues to dialogue with City leaders, site selectors and major business corporations in preparation and planning for the "Forbes Reinventing America AgTech Summit 2016," hosted by the City.
2. City Manager and Assistant City Manager continue to engage Council and community regarding City services, fiscal management, and implementation of the strategic plan goals and objectives for FY2016/17.
3. City Manager continues to work with local service providers and County officials to revitalize Chinatown by mitigating homeless encampments and planned development.
4. City Manager continues to oversee the Economic Development Element Plan and the integration of the Housing element, Downtown Vibrancy Plan and Alisal Vibrancy to the General Plan.
5. Ongoing management of the City Council, Measure V, and Measure G agenda process; processed two ballot measures for the June 2016 election.
6. Inventoried and destroyed City records pursuant to the Records Retention Policy; and is in the process of updating the City's record retention schedule; assist with the management of Public Record Requests.
7. Continues to process Republic Services low income senior discounts and assist with the Utility Users Tax exemption.
8. Managed the Capital Improvements to the City Managers Conference Room, Administration Department, and City Hall.
9. Human Resources Division completed the 1<sup>st</sup> phase of Affordable Care Act notification requirements.
10. Human Resources conducted over 100 recruitments, processed over 2,500 applications and processed approximately 70 new regular hires and 43 new temporary hires.
11. Human Resources partnered with Community Hospital of the Monterey Peninsula and coordinated biometric health studies for eligible employees as part of a growing Health and Wellness Program.
12. Human Resources coordinated the Employee Health & Wellness Fair attended by more than 40 vendors.
13. Human Resources processed over 80 health enrollments and/or changes and respective COBRA notifications.
14. Community Safety Division Applied for a received a \$500,000 Bureau of Justice Administration grant to support the improvement of Re-entry services in Monterey County. This is in support of PIER violence reduction strategy.
15. Community Safety Division has increased CASP attendance and participation by 10% over this last year.
16. Community Safety Division Unfroze the management position and hired a community Safety Coordinator to improve outreach into the community and maintain the Community Leadership Academy programs.

### City Council Goals, Strategies, and Objectives for FY 2016-17

#### Effective, Sustainable Government

1. Continue to work to achieve customer service training for City employees in all Departments.
2. Update and modernize record retention schedule and management, and day to day function in the City Clerk's Office utilizing current technology.

### Major Budget Changes

None

# ADMINISTRATION DEPARTMENT

## Summary

<b>Expenditures by Program</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1111 City Manager`s Office	524,674	546,284	710,053	757,738
1113 Community Safety	673,695	419,179	897,290	581,088
1120 City Clerk	244,117	262,157	346,941	399,534
1140 Human Resources	497,020	582,248	1,032,495	1,067,874
1355 Economic Development	282,136	299,934	470,128	893,522
<b>Total</b>	<b>2,221,642</b>	<b>2,109,802</b>	<b>3,456,907</b>	<b>3,699,756</b>
<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	1,620,703	1,586,918	2,577,727	2,719,306
62 - Supplies & Materials	15,937	18,979	53,565	41,850
63 - Outside Services	51,423	160,861	286,833	645,600
64 - Other Charges	451,579	237,704	308,709	148,000
66 - Capital Outlays		23,340	45,175	15,000
69 - Financial Assistance	82,000	82,000	184,898	130,000
<b>Total</b>	<b>2,221,642</b>	<b>2,109,802</b>	<b>3,456,907</b>	<b>3,699,756</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	2,080,939	1,910,295	2,286,998	2,923,325
1100 Measure V		178,407	239,400	260,598
1200 Measure G			382,700	492,433
2505 Recreation Parks	51,309	21,100	24,100	23,400
3112 BJA-Nat'l Forum on Youth			402,559	
8104 Economic Development	89,394		121,150	
<b>Total</b>	<b>2,221,642</b>	<b>2,109,802</b>	<b>3,456,907</b>	<b>3,699,756</b>
<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
1111 City Manager`s Office	1.500	1.500	2.500	2.500
1113 Community Safety	2.000	2.000	3.000	5.000
1120 City Clerk	2.000	2.000	2.000	2.000
1140 Human Resources	3.500	3.500	5.500	5.500
1355 Economic Development	1.275	1.275	1.275	1.000
<b>Total</b>	<b>10.275</b>	<b>10.275</b>	<b>14.275</b>	<b>16.000</b>



**Purpose**

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

**Division Operations**

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

**Major Budget Changes**

Addition of one (1) Executive Assistant position funded through Measure G.

# ADMINISTRATION DEPARTMENT

## 1111 City Manager`s Office Division

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	517,295	532,645	661,923	717,938
62 - Supplies & Materials	2,297	2,432	5,680	5,550
63 - Outside Services	53	173	250	2,750
64 - Other Charges	5,029	11,034	11,500	16,500
66 - Capital Outlays			30,700	15,000
<b>Total</b>	<b>524,674</b>	<b>546,284</b>	<b>710,053</b>	<b>757,738</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	524,674	546,284	609,653	646,478
1200 Measure G			100,400	111,260
<b>Total</b>	<b>524,674</b>	<b>546,284</b>	<b>710,053</b>	<b>757,738</b>
<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
1111 City Manager`s Office	1.500	1.500	2.500	2.500
<b>Total</b>	<b>1.500</b>	<b>1.500</b>	<b>2.500</b>	<b>2.500</b>

**Purpose**

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

**Division Operations**

1. Development and implementation of the Strategic Work plan for the Community Safety Initiative.
2. Continue the Community Alliance for Safety and Peace, a coalition of more than 30 organizations and leaders from Salinas and Monterey County determined to address gang activity.
3. Conduct Community Engagement Presentations on public safety, two per month in the coming fiscal year.
4. Conduct 2 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 1 middle school aged youth development program
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 2 statewide collaborative and the National Forum on Youth Violence Preventions.
9. Continue to apply for grants that support our strategic plan on violence reduction.

# ADMINISTRATION DEPARTMENT

## Community Safety Division (Continued)

1113

### Performance Measures

Performance Measure / Goal	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 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	7	6	6	6	6
PSN Steering Committee: Prepare, lead and manage quarterly Steering committee meetings for Federal PSN grant.	4		N/A	N/A	
Salinas Night Walks: Prepare, manage and lead bi-monthly meetings. Maintain all volunteer registration forms and waivers. Coordinate all volunteer events and site visit from Faith consultants.	6	6	3	3	6
La Buena Radio: Prepare, manage and participate in weekly radio show with various CASP members.	20		N/A	N/A	N/A
Junto Podemos: Prepare and participate in meetings as coordinated.	12	12	12	12	12
PARTS committee: Prepare and participate in monthly meetings.	4	8	12	12	12
Padres Creando Soluciones: Prepare and participate in meetings as scheduled	3		6		
National Forum on Youth Violence Prevention: Prepare and participate in monthly conference calls of all Forum Cities.	12	12	12	12	12
National Forum on Youth Violence Prevention: Prepare and participate in annual Summit with Forum Cities in Washington DC	2	1	1	1	1
National Forum on Youth Violence Prevention: Prepare and participate in annual working sessions with Forum Cities in Washington DC	1	1	1	1	1
Department of Justice: Prepare and participate in monthly conference calls with OJJDP Program Manager	12	12	12	12	6
CCVFN - California Cities Violence Prevention Network: Prepare and participate in monthly conference calls.	6	6	6	6	6
CASP General Assembly (Bi-Monthly): Prepare, attend and manage meetings and membership.	22	22	22	22	22
CASP Executive Committee (Monthly): Prepare and manage monthly meetings	10	8	11	8	12
CASP Board of Directors (Quarterly): Prepare and manage quarterly meetings	4	4	4	4	4
Stratetegice Work Plan Committee: Prepare for and participate in SWP meetings on a monthly basis.	12	11	12	10	10
Cross Functional Team (CFT): Prepare, attend and lead CFT on a bi-monthly basis. Maintain all confidential records and provide all updates of CFT.	22	20	12	12	12
Organizational Capacity Assessment Task Force (Bi-Monthly): Prepare and participate in review and implementation of Organizational Capacity Assessment	12	6	N/A	N/A	N/A
Prevention Committee (Monthly): Prepare and attend meeting including responsibility for minutes.	10	10	0	N/A	10
Community Engagement Committee (Bi-Monthly): Prepare, co-manage and co-lead committee	20		12	N/A	10
Communications Committee (Monthly): Prepare for and attend meeting.	10		10	10	10
Grants Committee (Bi-Monthly): Prepare solicitations to committee and take minutes in addition to general preparation and attendance at meeting	N/A		N/A		
School Climate Leadership Team: Prepare for and participate in monthly meetings with cross collaborative county wide group to implement strategy on improving school climate	12	12	12	11	11
Early Childhood Development Initiative: Create a CASP Sub-Committee and coordinate the Salinas CAT team	4	10	6	12	12
Community Leadership Academy: Conduct 2 adult Leadership Academy's every year. One in English one in Spanish. Conduct 1 Youth Academy annually. I'd like to add a second spanish academy for 2015-2016	1	3	3	3	3
Youth Empowerment Strategy Program: Middle School Leadership Development	1		1	1	1
Community Leadership Academy Alumni Committee	6	6	12	10	10
Hire and put 2 street Outreach Specialist to work to reduce and prevent street violence	N/A	N/A	N/A	N/A	2

### Major Budget Changes

Two Street Outreach Specialist were approved in a mid-year request funded by Measure G  
Additional program funding to continue the Community Leadership Academy Programs

# ADMINISTRATION DEPARTMENT

## 1113 Community Safety Division

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	235,656	202,335	530,440	525,988
62 - Supplies & Materials	5,267	9,392	30,785	13,300
63 - Outside Services	22,577	20,770	68,337	24,000
64 - Other Charges	410,195	186,682	231,909	17,800
66 - Capital Outlays			14,475	
69 - Financial Assistance			21,344	
<b>Total</b>	<b>673,695</b>	<b>419,179</b>	<b>897,290</b>	<b>581,088</b>

<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	622,386	219,672	60,131	52,100
1100 Measure V		178,407	239,400	260,598
1200 Measure G			171,100	244,990
2505 Recreation Parks	51,309	21,100	24,100	23,400
3112 BJA-Nat'l Forum on Youth			402,559	
<b>Total</b>	<b>673,695</b>	<b>419,179</b>	<b>897,290</b>	<b>581,088</b>

<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
1113 Community Safety	2.000	2.000	3.000	5.000
<b>Total</b>	<b>2.000</b>	<b>2.000</b>	<b>3.000</b>	<b>5.000</b>

# ADMINISTRATION DEPARTMENT

## City Clerk Division

1120

### 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 V 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, Successor Agency to the former Salinas Redevelopment Agency, Measure V and Measure G Oversight Committee, and Oversight Board to the former Salinas Redevelopment Agency.

### Division Operations

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

### Performance Measures

Performance Measure / Goal	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Conduct Consolidated 2013 Election	1		0		
Revenue Measure Ballot Initiatives	1		0		
Claims Administration	78		75		
Records Management/Indexing	513		650		
Agenda Processing	25		30		
Public Information and Referral	5,000		5,000		
Capital Improvement Project Bid Agreement Processing	5		15		
City of Champions Recognitions	49		48		
Fair Political Practices Commission Mandated Filings	251		250		

### Major Budget Changes

None

# ADMINISTRATION DEPARTMENT

## 1120 City Clerk Division

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	213,063	228,084	284,291	319,134
62 - Supplies & Materials	2,401	2,143	4,000	2,500
63 - Outside Services	12,535	16,039	40,150	59,600
64 - Other Charges	16,118	14,374	18,500	18,300
66 - Capital Outlays		1,517		
<b>Total</b>	<b>244,117</b>	<b>262,157</b>	<b>346,941</b>	<b>399,534</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	244,117	262,157	346,941	399,534
<b>Total</b>	<b>244,117</b>	<b>262,157</b>	<b>346,941</b>	<b>399,534</b>
<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 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>

# ADMINISTRATION 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 XX full-time regular employees and XX temporary employees. Services provided include: Recruitment and Classification, Employee Benefits, (Medical, Dental, Vision, Life, LTD, Wellness, and Unemployment Insurance, among others), Employee Leaves (Family Medical Leave Act, California Family Rights Act, Pregnancy Disability Leave, and Military Leave, among others), Employee Relations and Employee Development.

### Division Operations

1. Provide effective and timely personnel recruitments.
2. Conduct classification studies and job description updates.
3. Administer employee health benefits, COBRA and employee leaves.
4. 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.
5. Support the City's labor relations' activities and collective bargaining process.
6. Develop and coordinate employee training and development initiatives to promote positive employee/work relations to include mandated training such as Sexual Harassment and Ethics.
7. Provide positive customer service to external and internal customers.

### Performance Measures

Performance Measure / Goal	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Recruitments	28	93	50	110	25
Applications Processed/Screened	978	2,583	1,000	2,600	750
New Hire Processing	95	95	150	120	100
Trainings	17		20	10	12
Job Description Development & Review	12	19	25	25	25
Grievances & Discipline	10	5	0	6	0

### Major Budget Changes

Addition of one (1) HR Analyst I position, and one (1) Risk/Benefits Analyst position.



# ADMINISTRATION DEPARTMENT

## 1140 Human Resources Division

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	476,998	516,445	901,995	951,874
62 - Supplies & Materials	3,662	5,012	12,000	18,500
63 - Outside Services	6,751	13,728	87,000	42,500
64 - Other Charges	9,609	25,240	31,500	55,000
66 - Capital Outlays		21,823		
<b>Total</b>	<b>497,020</b>	<b>582,248</b>	<b>1,032,495</b>	<b>1,067,874</b>

<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	497,020	582,248	921,295	931,691
1200 Measure G			111,200	136,183
<b>Total</b>	<b>497,020</b>	<b>582,248</b>	<b>1,032,495</b>	<b>1,067,874</b>

<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
1140 Human Resources	3.500	3.500	5.500	5.500
<b>Total</b>	<b>3.500</b>	<b>3.500</b>	<b>5.500</b>	<b>5.500</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 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. Work with other local agencies and private sector businesses to create and maintain an AgTech ecosystem, including entrepreneurial and workforce development-related activities.
2. Assist in the creation of an Economic Development Element for the General Plan.
3. Review potential opportunities to support development through tax-increment financing tools.
4. Support public relations efforts to bolster Salinas' image.
5. Work with other agencies to promote tourism in the Salinas Valley.
6. Cooperate with other nonprofit entities, such as the Monterey Bay Economic Partnership and Monterey County Business Council, to support economic development in the Monterey Bay region.
7. Assist other departments in achieving increased efficiencies and accomplishment of common goals.

### Performance Measures

Performance Measure / Goal	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 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.					

### Major Budget Changes

None

# ADMINISTRATION DEPARTMENT

## 1355 Economic Development Division

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	177,691	107,409	199,078	204,372
62 - Supplies & Materials	2,310		1,100	2,000
63 - Outside Services	9,507	110,151	91,096	516,750
64 - Other Charges	10,628	374	15,300	40,400
69 - Financial Assistance	82,000	82,000	163,554	130,000
<b>Total</b>	<b>282,136</b>	<b>299,934</b>	<b>470,128</b>	<b>893,522</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	192,742	299,934	348,978	893,522
1200 Measure G				-
8104 Economic Development	89,394		121,150	
<b>Total</b>	<b>282,136</b>	<b>299,934</b>	<b>470,128</b>	<b>893,522</b>
<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
1355 Economic Development	1.275	1.275	1.275	1.000
<b>Total</b>	<b>1.275</b>	<b>1.275</b>	<b>1.275</b>	<b>1.000</b>

# ADMINISTRATION DEPARTMENT

## Work Force

Workforce by Program	13-14 Authorized	14-15 Authorized	15-16 Authorized	16-17 Proposed
<b>1111 City Manager`s Office</b>				
Assistant City Manager	0.500	0.500	0.500	0.500
City Manager	1.000	1.000	1.000	1.000
Executive Assistant			1.000	1.000
<b>1111 City Manager`s Office Total</b>	<b>1.500</b>	<b>1.500</b>	<b>2.500</b>	<b>2.500</b>
<b>1113 Community Safety</b>				
CASP Program Manager	1.000	1.000		
Community Safety Admin			1.000	1.000
Community Safety Assistant	1.000	1.000	1.000	1.000
Community Safety Program Coord			1.000	1.000
Street Outreach Specialist				2.000
<b>1113 Community Safety Total</b>	<b>2.000</b>	<b>2.000</b>	<b>3.000</b>	<b>5.000</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	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	0.500	0.500
Human Resource Analyst I			1.000	1.000
Human Resource Analyst II	1.000	1.000	2.000	2.000
Human Resource Technician	1.000	1.000	1.000	1.000
Human Resources Officer				1.000
Sr Human Resources Analys	1.000	1.000	1.000	
<b>1140 Human Resources Total</b>	<b>3.500</b>	<b>3.500</b>	<b>5.500</b>	<b>5.500</b>
<b>1355 Economic Development</b>				
Business Retention Spec	1.000	1.000	1.000	
Comm & Economic Dev Dir	0.275	0.275	0.275	
Economic Development Mgr				1.000
<b>1355 Economic Development Total</b>	<b>1.275</b>	<b>1.275</b>	<b>1.275</b>	<b>1.000</b>
<b>Total</b>	<b>10.275</b>	<b>10.275</b>	<b>14.275</b>	<b>16.000</b>

# 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 2015-16

#### Economic Diversity and Prosperity

1. **Future Growth Area.** Continued support to the Planning Division in review of the Specific Plans and environmental review thereof; supported efforts related to processing the environmental review.
2. **Plan for and engage a safe, secure, well-managed water supply.** Continued supporting DPW in their efforts related to drafting and approval of multi-agency water agreements and initial implementation of Groundwater Sustainability Act.
3. **Commercial Cannabis Business Ordinance.** Drafted an ordinance allowing for the establishment of commercial cannabis businesses in Salinas. Working to develop applications and an application process for the issuance of commercial cannabis permits.

#### Safe, Livable Community

1. **Assisted in Management of Homelessness.** Drafted and successfully defended an ordinance and administrative procedure permitting the City to remove personal property from City property.
2. **Implemented New Code Enforcement Strategy.** Implemented a new approach of initiating civil action against negligent property owners whose properties are not kept in a clean and safe condition. Implemented this process to successfully demolish 1141 Pacific Avenue, with full recovery of all costs and fees.
3. **Police Station Project.** Supported the Public Works Department's efforts to gain control of 312 E. Alisal Street to allow development of the Police Station project.

#### Effective, Sustainable Government

1. **Customer service employee training and culture.** Provided in-house Sexual Harassment Prevention Training for all managers and supervisors, as well as AB 1234 Ethics training for designated employees. Additional training opportunities will continue to be explored.
2. **Policy Review and Update.** Worked with Human Resources Staff to review and to update outdated or unworkable employment policies.
3. **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.
4. **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.
5. **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.
6. **Charter Update.** Completed a comprehensive review of the City Charter and a comprehensive update of the City Charter for voter consideration in June 2016.
7. **Policy Reviews and Updates.** Continued working with all City departments to review and to update City policies and procedures.

#### Excellent Infrastructure

1. **Boronda Right-of-Way.** Assisted with completion of dedication agreement to support widening of Boronda Road.

# CITY ATTORNEY'S DEPARTMENT

## Summary (Continued)

### City Council Goals, Strategies, and Objectives for FY 2016-17

#### Economic Diversity and Prosperity

1. **Love's Travel Stops.** Support Community Development Department in their processing of project to include annexation of additional land into the City and certification of environmental impact report.
2. **Economic Development Element.** Support Administration Department and Community Development Department in certification of environmental impact report for Economic Development Element.
3. **Continue support/work on Future Growth Area Project.** Work with other City departments on continued review of Specific Plans and completion of environmental review; updates to fee programs, as needed; review and update of existing policies, as needed, including Inclusionary Housing Ordinance.
4. **Continue support of DeepWater Desal project, including development of a dark fiber network.** Support and work with Administration Department and Public Works Department on initiation of DeepWater Desal project, particularly development of a dark fiber network in Salinas.
5. **Commercial Cannabis Revenue Measure.** Draft a tax revenue measure applicable to commercial cannabis businesses for voter consideration in November 2016.

#### Safe, Livable Community

1. **Continue Support of development of a new Public Safety Facility.** Draft agreements and other documents, as necessary, to support land acquisition, as necessary, to develop the Public Safety Facility.
2. **Continue Expansion of Code Enforcement Litigation.** Initiate an increased number of civil actions to abate degraded properties to encourage rehabilitation and redevelopment of degraded properties.
3. **In-House Management of Civil Litigation.** Fill vacant Assistant City Attorney position to transition civil litigation matters to in-house management.

#### Effective, Sustainable Government

1. **Cost Recovery.** Implement an effective cost-recovery system to maximize recovery of monies owed to the City.
2. **Special Events.** Work with Library and Community Services Department to streamline the special events permitting processes.
3. **Employee Relations.** Support the Administration Department and Human Resources Division in completing bargaining with the City's various employee groups.
4. **Personnel Policies.** Update Personnel Policies and Procedures Manual to modernize the City's personnel management practices.

#### Excellent Infrastructure

1. **Continue support of Public Works Department's assessment and inventory of infrastructure needs.** Support Public Works Department as it develops new strategies for assessing and for maintaining the City's infrastructure.
2. **Continue Support of Police Station Development Project.** Support Administration Department in development of the Police Station project, including 63/20 financing process.

#### Quality of Life

1. **Draft and implement an Arts Ordinance in collaboration with Library and Community Services Department.** Draft an ordinance implementing a public arts program and associated policies and procedures.

### Major Budget Changes

No Change



# CITY ATTORNEY DEPARTMENT

## Summary

<b>Expenditures by Program</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1400 City Attorney's Office	668,744	666,837	1,014,818	1,004,193
<b>Total</b>	<b>668,744</b>	<b>666,837</b>	<b>1,014,818</b>	<b>1,004,193</b>
<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	571,377	553,752	841,318	838,993
62 - Supplies & Materials	18,492	18,104	22,900	27,000
63 - Outside Services	71,011	56,619	85,451	75,800
64 - Other Charges	7,406	8,207	20,400	22,400
66 - Capital Outlays	458	30,155	44,749	40,000
<b>Total</b>	<b>668,744</b>	<b>666,837</b>	<b>1,014,818</b>	<b>1,004,193</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	652,911	651,838	999,818	994,193
1100 Measure V	15,833	14,999	15,000	10,000
<b>Total</b>	<b>668,744</b>	<b>666,837</b>	<b>1,014,818</b>	<b>1,004,193</b>
<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
1400 City Attorney's Office	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>

**Purpose**

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

**Division Operations**

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

**Performance Measures**

<b>Performance Measure / Goal</b>	<b>FY 2013-14 Actual</b>	<b>FY 2016-16 Actual</b>	<b>FY 2015-16 Goal</b>	<b>FY 2015-16 Projected</b>	<b>FY 2016-17 Goal</b>
# requests for legal services		1,091			1,100
# criminal cases reviewed or prosecuted		307			300
# Pitchess motions responded to and defended		12			15
# civil cases filed and defended		7			10
# Code enforcement cases and nuisance abatements		17			20
# Public Records Act requests responded to		52			50
# Economic development agreement and other contracts		231			225
# Workers Compensation cases presented to CM or CC		22			20
# Employee hearings, grievances, discipline cases		20			20
Acquisition or contract to acquire 312 E. Alisal		1			N/A
Legal support of election and/or revenue measure initiative		2			7
Legal support of wind down of the SRA		1			N/A

**Major Budget Changes**

None

# CITY ATTORNEY DEPARTMENT

## 1400 City Attorney's Office Division

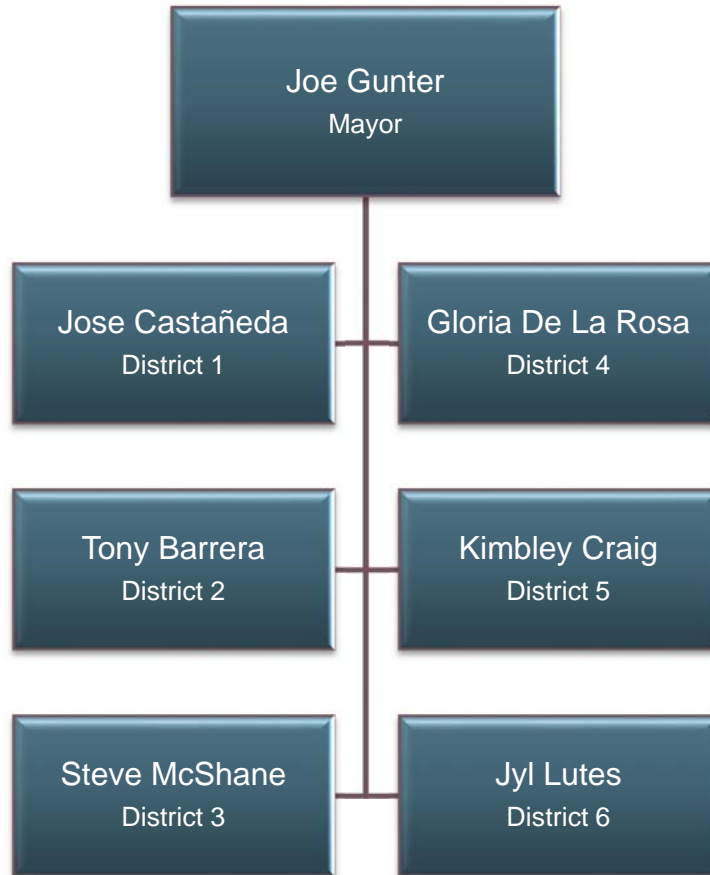
<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	571,377	553,752	841,318	838,993
62 - Supplies & Materials	18,492	18,104	22,900	27,000
63 - Outside Services	71,011	56,619	85,451	75,800
64 - Other Charges	7,406	8,207	20,400	22,400
66 - Capital Outlays	458	30,155	44,749	40,000
<b>Total</b>	<b>668,744</b>	<b>666,837</b>	<b>1,014,818</b>	<b>1,004,193</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	652,911	651,838	999,818	994,193
1100 Measure V	15,833	14,999	15,000	10,000
<b>Total</b>	<b>668,744</b>	<b>666,837</b>	<b>1,014,818</b>	<b>1,004,193</b>
<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
1400 City Attorney's Office	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>

# CITY ATTORNEY DEPARTMENT

## Work Force

Workforce by Program	13-14 Authorized	14-15 Authorized	15-16 Authorized	16-17 Proposed
<b>1400 City Attorney's Office</b>				
Assistant City Attorney	1.000	1.000	1.000	
City Attorney	1.000	1.000	1.000	1.000
Legal Secretary	2.000	2.000	2.000	2.000
Sr Deputy City Attorney	1.000	1.000	1.000	2.000
<b>1400 City Attorney's Office Total</b>	<b>5.000</b>	<b>5.000</b>	<b>5.000</b>	<b>5.000</b>
<b>Total</b>	<b>5.000</b>	<b>5.000</b>	<b>5.000</b>	<b>5.000</b>

# CITY COUNCIL DEPARTMENT Organizational Chart





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# 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 2015-16

The City Council updated the Strategic Goals and Objectives developed during their work on a City Strategic Plan. Ongoing work on the City's Strategic Goals and Objectives continued throughout this fiscal year. These Goals include:

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

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

- *Develop and implement the Alisal Market Place*
- *Revitalization China Town*
- Enhanced Permit Center Operations
- Sustainable Steinbeck Regional Innovation Foundation/Cluster
- Enhanced local, regional, national branding/imaging of the City
- *Entitle and Develop Future Growth Area*
- Plan for and engage a safe, secure, well-managed water supply
- *Enhance community input and participation Continue collaboration with the County and social service providers to address the needs of the homeless*
- *Fire Department Improvements Increase the rate of planned infrastructure improvements* Continued advocacy, collaboration and support for health, and social service program, recreation, arts, libraries, entertainment, volunteer opportunities, playgrounds, sports culture
- Youth Soccer Fields at Constitution Park
- El Gabilan Library expansion
- Implemented Measure G with ongoing community dialogue
- Developed a comprehensive communication strategy
- Housing Element
- City support for Public Arts projects

# CITY COUNCIL DEPARTMENT

## Summary

<b>Expenditures by Program</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 City Council	210,543	209,371	226,660	238,310
<b>Total</b>	<b>210,543</b>	<b>209,371</b>	<b>226,660</b>	<b>238,310</b>
<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	201,631	200,558	216,860	221,000
62 - Supplies & Materials	1,132	464	2,700	10,200
63 - Outside Services	75	350	500	500
64 - Other Charges	7,705	7,999	6,600	6,610
<b>Total</b>	<b>210,543</b>	<b>209,371</b>	<b>226,660</b>	<b>238,310</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	210,543	209,371	226,660	238,310
<b>Total</b>	<b>210,543</b>	<b>209,371</b>	<b>226,660</b>	<b>238,310</b>
<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 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 2016-17**

During January of 2016, the City Council reviewed the original Goals and initiatives identified during their 2015 strategic planning session. The goals of Economic Diversity and Prosperity, Safe, Livable Community; Effective, Sustainable Government; Excellent Infrastructure; and Quality of Life were maintained.

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

- Complete the Economic Development Element and Coordinate with Major Economic Development Initiatives
- Ag Tech Ecosystem Development
- Recruit, hire and retain Public Safety Officers
- Reestablish state and federal partnerships to fight crime in the City
- Update Technology in Public Safety
- Prepare and present to the Public a Community Policing Plan that include support and involvement in neighborhoods
- Improve Code Enforcement
- Review format, structure, purpose and process of existing boards, commissions and City Council
- Inventory and determine cost effectiveness of outside consultants
- Police Department Building
- Engage Deep Water Desalination
- Update the General Plan
- Begin Installation of Dark Fiber
- Update the General Plan
- Explore Carr Lake Opportunities
- Conduct a needs assessment and develop open space master plan
- Update community and recreational programs

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. Complete annual performance evaluations for the City Manager and the City Attorney.
4. Participate in appropriate advocacy associations, including the League of California Cities and the National League of Cities.
5. Represent the City's interests in regional and intergovernmental processes.
6. Continue meeting with City Boards and Commission.
7. Continue outreach to City residents, neighborhoods and community groups.

**Major Budget Changes**

No Change

# CITY COUNCIL DEPARTMENT

## 1000 City Council Division

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	201,631	200,558	216,860	221,000
62 - Supplies & Materials	1,132	464	2,700	10,200
63 - Outside Services	75	350	500	500
64 - Other Charges	7,705	7,999	6,600	6,610
<b>Total</b>	<b>210,543</b>	<b>209,371</b>	<b>226,660</b>	<b>238,310</b>

<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	210,543	209,371	226,660	238,310
<b>Total</b>	<b>210,543</b>	<b>209,371</b>	<b>226,660</b>	<b>238,310</b>

<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 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

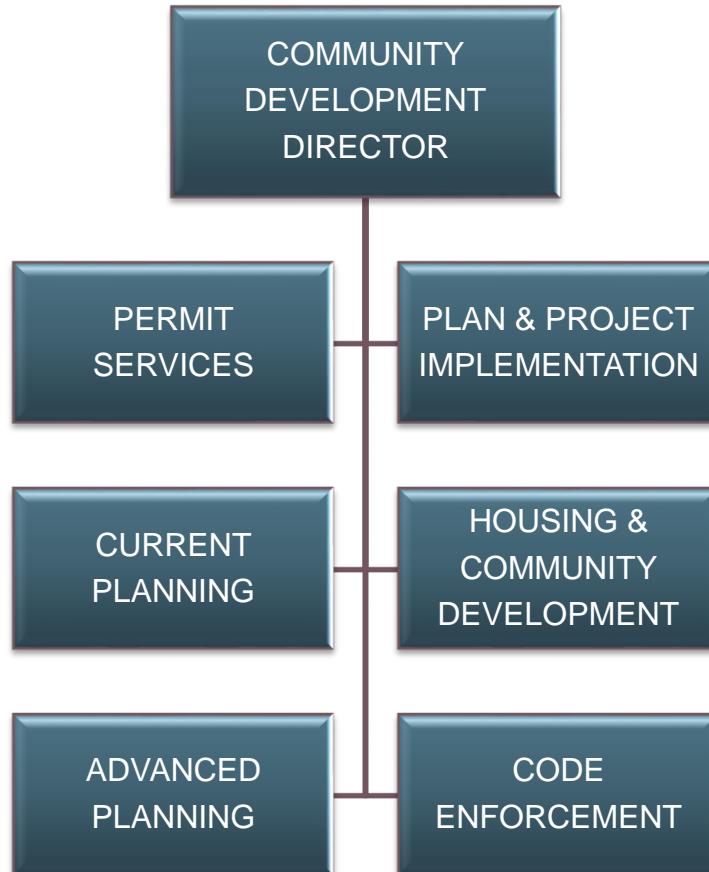
## Work Force

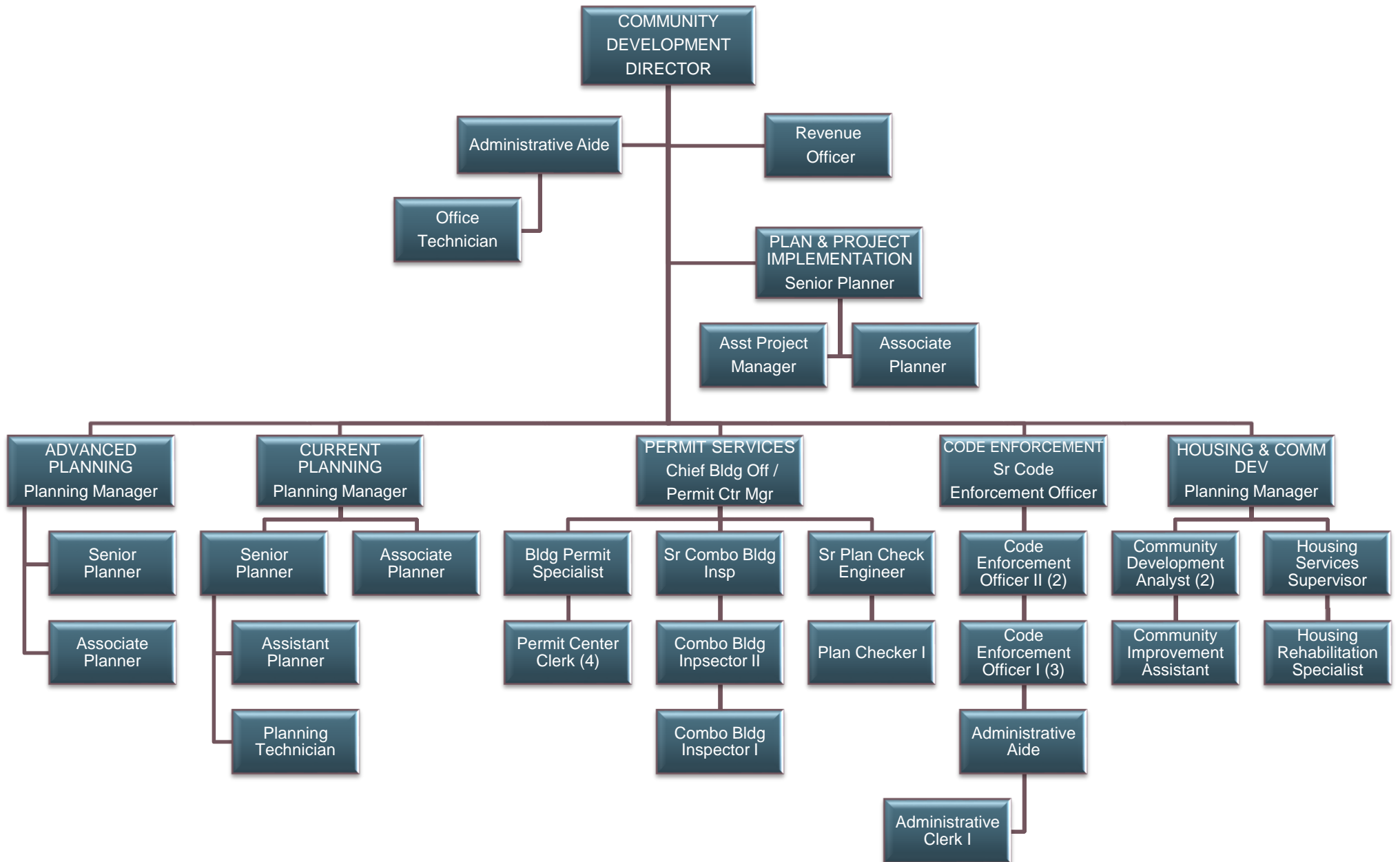
Workforce by Program	13-14 Authorized	14-15 Authorized	15-16 Authorized	16-17 Proposed
<b>1000 City Council</b>				
City Council	7.000	7.000	7.000	6.000
City Mayor				1.000
<b>1000 City Council Total</b>	<b>7.000</b>	<b>7.000</b>	<b>7.000</b>	<b>7.000</b>
<b>Total</b>	<b>7.000</b>	<b>7.000</b>	<b>7.000</b>	<b>7.000</b>



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# 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: Plan & Project Implementation, Advanced Planning, Current Planning, Permit Services, Code Enforcement, and Housing & Community Development.

### Top Five Accomplishments for FY 2015-16

#### 1. Plan & Project Implementation Division

- a. Commenced preparation of programmatic Environmental Impact Report for the draft Economic Development Element
- b. Initiated implementation of the draft Economic Development Element
  - i. Released Request for Proposals for preparation of the Alisal Vibrancy Plan
- c. Provided Small Business Support
  - i. Provided staff liaison support for SUBA
  - ii. Processed twenty Grow Salinas Fund loan application packets
- d. Initiated implementation of Salinas Downtown Vibrancy Plan
  - i. Approved the formation of the Salinas City Center Improvement Association Community Benefit District
  - ii. Released Downtown Housing Market Study Request for Proposals

#### 2. Special Projects/Advanced Planning Division

- a. Completion of the 2015-2023 Housing Element, which was praised as a model for other cities by the California Housing and Community Development Department
  - i. Submission of the The Housing Element Annual Progress Report
- b. Adoption of the Reasonable Accommodation Ordinance to facilitate development that is designed for people of all abilities
- c. Initiation of the environmental process for the West Area Specific Plan, part of the Future Growth Area
- d. Completion of the City/County Downtown Government Center MOU to ensure coordination of governmental facilities development

#### 3. Current Planning & Permit Services Divisions

- a. Issued 5,156 permits with a valuation over \$74 million in 2015
- b. Offered counter service from 8:00 am – 5:00 pm, Monday – Friday serving 11,289 customers
- c. Achieved full cost recovery for the Permit Services Division
- d. Completed plan and permit reviews and inspections within allotted time frames
- e. Conducted all inspections via electronic devices

#### 4. Code Enforcement Division

- a. Addressed 969 code complaints
- b. Reduced the time it takes to respond to complaints by 4-6 weeks
- c. Cleaned up a backlog of nearly 9,000 cases, some of which were over 20 years old.
- d. Worked collaboratively with the Legal Department to initiate receivership of one of the worst properties in the City

# COMMUNITY DEVELOPMENT DEPT.

## Summary (Continued)

### 5. Housing & Community Development Division

- a. Completed the City's Consolidated Plan for FY 2015-2019 for the City's federal HUD funding (CDBG, HOME, & ESG)
- b. Funded 20 public services agencies to provide critical programming to over 1,900 youth, seniors, and homeless
- c. Initiated an update to the City's Inclusionary Housing Ordinance
- d. Entered into an Exclusive Negotiating Rights Agreement with MidPen and provided a pre-development loan for \$201,500 for the development of a mixed use building, with 90-unit affordable housing development
- e. Preserved 40 affordable housing units through investment in Vista de la Terraza and assisted in funding 41 units of affordable senior housing (Haciendas Seniors)

### City Council Goals, Strategies, and Objectives for FY 2016-17

#### Economic Development Initiative (Economic Diversity and Prosperity)

1. Release public review draft EIR for Economic Development for public comment by December of 2016.
2. Consider certification of EIR and adoption of EDE GPA by March 2017.
3. Work with business organizations such as the Chamber of Commerce, the Oldtown Salinas Association, Hispanic Chamber of Commerce and the Salinas United Business Association (SUBA) to create a shop local initiative and adopt official local preference policies for City procurement of all goods and services.
4. Develop a campaign to promote local businesses and products (e.g. "Made in Salinas").
5. Commence Alisal Vibrancy Plan preparation including the Alisal Marketplace by July 2016.
6. Identify chronically vacant and dilapidated retail locations and provide incentives, such as for leasehold improvements and façade renovation.
7. Assist in the coordination of homeless services that focus on rapid rehousing in Chinatown consistent with the Rebound Plan.
8. Assist in financing and permitting of Haciendas 3 (50 units of family housing) and 21 Soledad (90 mixed-used housing development with targeted units for homeless).
9. Consider certification of EIR and Process Specific Plan entitlements for the West Area in the Future Growth Area by March 2017.
10. More effectively monitor the quality of services at the Permit Center through customer surveys and timely review of plans.
11. Reduce the number of days it takes to approve plans.

#### Economic Development Initiative (Safe, Livable Community)

1. Collaborate with at least two neighborhood groups per year to educate residents about city ordinances and proactively address code violations.
2. Complete a report on the feasibility of implementing a rental registration and inspection program in Salinas.
3. Work with the Legal Department to increase the number of distressed and dangerous properties in receivership.
4. Coordinate with the Police Department to create a comprehensive program response to vehicle violations within the public rights of way.
5. Coordinate with Engineering to restructure the vendor permitting and enforcement program.



# COMMUNITY DEVELOPMENT DEPT.

## Summary (Continued)

### Well Planned City and Excellent Infrastructure

1. Update and adopt a new Inclusionary Housing (or Housing Fee) Ordinance to support affordable housing.
2. Collaborate with various partners to establish a Housing Trust Fund for the Region.
3. Initiate and complete a comprehensive Farmworker Housing Study by June of 2017
4. Complete a targeted Housing Market Study for the Downtown by September of 2016.
5. Revise the Subdivision Ordinance by September of 2016.
6. Identify additional grant opportunities and incentives (i.e. expedited permitting) to expand housing production at a variety of income levels and for special needs populations (seniors, homeless, disabled).
7. Initiate the General Plan Update by January 2017.

### Quality of Life

1. Administer the City's ESG funding with a focus on rapid-re-housing.
2. Administer new Emergency Solution Grant for San Benito and Monterey Counties to better address homelessness at a regional level.
3. Work with the homeless service providers and the County to develop a plan to better utilize housing voucher programs to assist the homeless.

### Key Performance Metrics (5 year targets)

- Improve the City's walkability score from 53 to 60.
- Increase the City's median household income to align with the State's average.
- Reduce overcrowding by housing tenure in the Alisal Neighborhood Strategy Area by 25%.
- Improve the Housing Opportunity Index for rental and ownership housing by 20%.
- Increase commercial permit value 10% annually.

### Major Budget Changes

With the goal of creating a vibrant, diversified and resilient economy with jobs that provide residents with well paying, career ladder employment opportunities, CDD has been re-organized into six divisions. The newest division, Plan & Project Implementation will be specifically dedicated to adopting and coordinating the various strategies in the Economic Development Element alongside the City Manager's Office. Because this is a new division, it appears that there are major budget changes, but in actuality, most budget line items are merely being shifted from other divisions into the new division.

The most significant changes to the budget are related to specific projects that advance the Economic Development or Housing Elements. These projects include: initiation of the Alisal Vibrancy Plan and the City's General Plan, implementation of the Downtown Vibrancy Plan, and final adoption of the Economic Development Element. In addition, CDD would be able to create a more data driven approach to housing development with the completion of a target market study for the Downtown, Chinatown, and the Alisal and a comprehensive Farmworker Housing Study. These studies will also help the City better leverage our HUD funds for housing production.

Other budget changes include improvements to Permit Center operations such as digitalization of plans and case files and technology upgrades to our database system that will largely be funded through permitting revenue.

The only staffing requests are for a limited term full-time Associate Planner to help launch the General Plan update, a part-time Administrative Secretary to assist with case file management and coordination of the Planning Commission, and part-time accountant to provide the critical link between the Finance Department and CDD to ensure our federal funding is adequately tracked and spent according to HUD regulations. The part-time accountant would be funded through existing federal funds that are designated to the Finance Department.

# COMMUNITY DEVELOPMENT DEPARTMENT

## Summary

<b>Expenditures by Program</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
3111 Plan & Project Implementation	638,513	602,913	1,260,724	987,210
3350 Permit Services	1,183,190	1,743,440	1,548,338	1,970,435
3353 Code Enforcement	424,088	472,643	952,113	1,034,535
3461 Advanced Planning	245,085	274,909	542,206	391,483
3462 Current Planning	669,409	602,608	810,877	822,268
Housing and Community Development	3,440,927	2,048,787	7,315,270	3,233,083
<b>Total</b>	<b>6,601,212</b>	<b>5,745,300</b>	<b>12,429,528</b>	<b>8,439,014</b>
<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	2,902,687	3,281,494	4,082,718	5,074,111
62 - Supplies & Materials	28,067	34,142	61,700	113,550
63 - Outside Services	2,194,589	731,076	975,913	772,600
64 - Other Charges	103,367	156,379	912,618	242,700
66 - Capital Outlays	1,087	3,506	6,200	688,060
69 - Financial Assistance	1,371,415	1,538,703	6,390,379	1,547,993
<b>Total</b>	<b>6,601,212</b>	<b>5,745,300</b>	<b>12,429,528</b>	<b>8,439,014</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	2,536,908	2,999,065	3,365,389	4,590,216
1100 Measure V	210,099	266,449	359,700	384,455
1200 Measure G	-	-	396,300	475,720
2602 HSA - Affordable Housing	57,517	59,191	770,050	41,048
2910 Community Development	2,462,207	1,321,175	2,653,353	1,947,973
2930 Home Investment Partnership	428,304	595,032	4,626,875	811,084
2940 Emergency Shelter Grant	142,073	134,403	203,061	183,908
2955 Neighborhood Stabilization Prog	748,526	311,485	23,500	-
2957 Inclusionary Housing	15,578	58,500	31,300	4,610
<b>Total</b>	<b>6,601,212</b>	<b>5,745,300</b>	<b>12,429,528</b>	<b>8,439,014</b>
<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
3111 Plan & Project Implementation	3.430	3.560	3.560	6.000
3350 Permit Services	8.650	9.925	10.925	11.750
3353 Code Enforcement	5.000	5.000	8.000	8.000
3461 Advanced Planning	1.000	2.000	3.000	3.000
3462 Current Planning	5.090	4.600	4.600	5.000
Housing and Community Development	3.755	3.900	3.880	6.000
<b>Total</b>	<b>26.925</b>	<b>28.985</b>	<b>33.965</b>	<b>39.750</b>

# COMMUNITY DEVELOPMENT

## Plan & Project Implementation Division

3111

### Purpose

The Plan & Project Implementation Division supports and coordinates city and department initiatives to implement the General Plan and the Draft Economic Development Element (EDE). This includes facilitation of the Salinas Downtown Vibrancy Plan, initiating the Alisal Vibrancy Plan, and the coordination of internal and external stakeholders and community partners to accomplish General Plan and EDE policy actions. This division also provides administrative support and oversight to the department by supervising, monitoring, and controlling the Department's operating budget and activities.

### Division Operations

1. Administer the department's budget within authorized amounts.
2. Provide administrative and technical support to the department divisions in the performance of their duties.
3. Monitor workload and performance indicators.
4. Achieve a 25% increase in revenue support for Planning Divisions, where feasible.
5. Promote small business development and manage the Grow Salinas Fund.
6. Coordinate the implementation of the Economic Development Element and monitor the City's progress.
7. Coordinate with Building Healthy Communities, school districts and other public agencies in regard to regional and community planning issues.

### Performance Measures

Performance Measure / Goal	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Adoption of the Economic Development Element by June 2017					100% Complete
Creation of a downtown housing development action plan including necessary zone changes by December 2017					75% Complete
Development of a "shop local" campaign to promote businesses and products (i.e. "Made in Salinas") by June 2017					100% Complete
Develop a Micro Business Loan Program by partnering with other community organizations and financial institutions by December 2017					60% Complete
Adoption of the Alisal Vibrancy Plan by June 2018					50% Complete

### Major Budget Changes

This is a brand new division that combines planning administration, small business development and the EDE implementation Senior Planner. The biggest changes to the budget include additional funding for small business marketing and financial support, grant writing services to advance plan implementation, and funding for community meetings related to the Alisal Vibrancy Plan.

# COMMUNITY DEVELOPMENT DEPARTMENT

## 3111 Plan & Project Implementation Division

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	527,633	493,336	483,455	879,110
62 - Supplies & Materials	3,528	4,107	8,300	13,600
63 - Outside Services	54,926	51,192	91,500	59,500
64 - Other Charges	52,426	54,278	677,169	26,000
66 - Capital Outlays			300	9,000
<b>Total</b>	<b>638,513</b>	<b>602,913</b>	<b>1,260,724</b>	<b>987,210</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	225,235	171,914	267,855	891,500
1200 Measure G				95,710
2910 Community Development	402,999	418,998	979,869	
2940 Emergency Shelter Grant	10,279	12,001	13,000	
<b>Total</b>	<b>638,513</b>	<b>602,913</b>	<b>1,260,724</b>	<b>987,210</b>
<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
3111 Plan & Project Implementation	3.430	3.560	3.560	6.000
<b>Total</b>	<b>3.430</b>	<b>3.560</b>	<b>3.560</b>	<b>6.000</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, coordinates approval of building permits with other City Departments/Sections and governmental agencies, provides timely review of plans 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 implementation of new permit tracking software, including mobile module.
5. Lead continuous improvement efforts for the Permit Center with input from customer groups.
6. Properly and promptly forward all requests for information to the applicable departments.
7. Complete 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 outlining Permit Center activity and distribute to City Council and senior management.

### Performance Measures

Performance Measure / Goal	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2015-16 Projected	FY 2016-17 Goal
Cost recovery of fee supported programs		100%	100%	100%	100%
Permit Center counter, average wait time		10,354 Interactions @ 7.65 Minutes	8,870 Interactions @ 5.6 Minutes	10,351 Interactions @ 7 Minutes	10,000 Interactions @ 6 minutes
Over the Counter plan review	371	369	400	558	600
Time goals achieved for permit review (90%)	1172 reviews @ 82% - 7 Days	1931 reviews @ 86% - 6 Days	2500 @ 90% - 5 Days	2437 @ 95% - 3 Days	2500 @ 90%
Inspections within 24 hours of request	98%	98%	98%	98%	98%
Electronic permit submittals	123	674	1,000	1,250	1,500
Inspectors utilizing electronic tablets	100%	100%	100%	100%	100%

### Major Budget Changes

Last fiscal year, Permit Services was fully supported through permitting revenues. Unfortunately, vacancies in key positions required substantial use of contractors. As positions are filled, the division expects a significant decrease in professional services over time. This year's budget includes funding for technology upgrades and the digitizing of old building plans and files. Additional funding is also needed for purchase of code books and capital improvements to provide desk and space for new staff. These expenses will be covered through permitting revenue and the technology fees for the Permit Center.

# COMMUNITY DEVELOPMENT DEPARTMENT

## 3350 Permit Services Division

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	696,380	1,193,136	1,056,642	1,353,735
62 - Supplies & Materials	14,966	19,370	21,400	56,900
63 - Outside Services	467,494	514,719	412,125	524,000
64 - Other Charges	4,350	16,215	58,171	35,800
<b>Total</b>	<b>1,183,190</b>	<b>1,743,440</b>	<b>1,548,338</b>	<b>1,970,435</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	1,183,190	1,743,440	1,473,638	1,970,435
1200 Measure G			74,700	
<b>Total</b>	<b>1,183,190</b>	<b>1,743,440</b>	<b>1,548,338</b>	<b>1,970,435</b>
<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
3350 Permit Services	8.650	9.925	10.925	11.750
<b>Total</b>	<b>8.650</b>	<b>9.925</b>	<b>10.925</b>	<b>11.750</b>

# 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 & 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 expand the Weed Abatement Program.
5. Establish and maintain a framework to prioritize and measure code enforcement activities.
6. Establish a program that fosters citizen participation in related code enforcement efforts in an effort to stabilize and improve neighborhoods.
7. Evaluate potential policy or ordinance changes to improve code enforcement, such as the establishment of a Residential Rental Inspection Program.

## Performance Measures

Performance Measure / Goal	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Number of cases investigated	728	770	858	1,144	1,200
Average time to resolve a code enforcement case	2 years	8 months	6 months	6 months	4 months
Average time to respond to a complaint	2 weeks	2 weeks	1 week	1 week	72 hours
Number of proactive code enforcement actions coordinated	0	2	2	3	10
Number of educational or outreach events held	6	6	9	6	12

## Major Budget Changes

There are few changes to the Division's budget from last year. The most significant change is the continued funding of two vacant part-time Code Enforcement Officers to allow the division to cover weekends and evenings focused on blight, vendors, and garage sales. This is a pilot program to help us determine the effectiveness of consistent weekend and after hour enforcement. It is anticipated that these positions will result in additional revenue through citations, which can help offset these costs.

In addition, the Code Enforcement Division Budget includes costs for an outside contractor to explore the possibility of developing a Residential Rental Inspection Program similar to one in the City of Santa Cruz. If the City Council and City Manager are interested in pursuing the creation of this program, remaining funding would be used to develop the ordinance for the program and an implementation action plan.

# COMMUNITY DEVELOPMENT DEPARTMENT

## 3353 Code Enforcement Division

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	413,486	455,798	898,613	977,535
62 - Supplies & Materials	2,107	2,651	17,300	15,800
64 - Other Charges	7,408	10,688	31,200	33,700
66 - Capital Outlays	1,087	3,506	5,000	7,500
<b>Total</b>	<b>424,088</b>	<b>472,643</b>	<b>952,113</b>	<b>1,034,535</b>

<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	213,989	206,194	270,813	270,070
1100 Measure V	210,099	266,449	359,700	384,455
1200 Measure G			321,600	380,010
<b>Total</b>	<b>424,088</b>	<b>472,643</b>	<b>952,113</b>	<b>1,034,535</b>

<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
3353 Code Enforcement	5.000	5.000	8.000	8.000
<b>Total</b>	<b>5.000</b>	<b>5.000</b>	<b>8.000</b>	<b>8.000</b>



**Purpose**

The Advanced Planning Division provides expeditious, comprehensive, and responsive long-range planning services, which meet the needs of the community and promote economic and social well-being. Core services include 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 of complex planning projects and/or initiatives (e.g. Specific Plans, Development Agreements, Annexations and Sphere of Influence Amendments) to ensure consistency with the regulations and laws that govern land use, development, subdivision and environmental quality (CEQA).

**Division Operations**

1. Undertake the General Plan Update, including an extensive and inclusive public bi-lingual outreach process.
2. Implement the 2015-2023 Housing Element.
3. Process Specific Plans, Environmental Impact Reports, and related entitlements for the Future Growth Area located north of Boronda Road.
4. Provide staff assistance to the Future Growth Area City Council Subcommittee.
5. Process annexations and sphere of influence amendments to facilitate the development of the south Boronda area and other large scale development proposals.
6. Complete the update the City's Subdivision Ordinance.
7. Oversee and complete a Park Fee Nexus Study.
8. Oversee and facilitate the processing of City-Center projects as provided for in the City/County Government Center MOU.
9. Coordinate with AMBAG, Building Healthy Communities, school districts, other public agencies and interested parties in regard to long-range, regional, and community planning issues.
10. Review, evaluate and comment on local, state and federal data (e.g. Census, State Department of Finance and other agencies to ensure the City is accurately and fairly portrayed.
11. Review and comment on development proposals and environmental documents from other jurisdictions and agencies (e.g. school districts, Monterey County) to ensure no adverse impacts to the City, its residents and/or the provision of adequate services.

**Performance Measures**

<b>Performance Measure / Goal</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Actual</b>	<b>FY 2015-16 Goal</b>	<b>FY 2015-16 Projected</b>	<b>FY 2016-17 Goal</b>
Submittal of Annual Housing Element Progress Report to State by April 1st				100%	100%
Completion of Farmworker Housing Study and Action Plan by June 2017					100%
Adoption of West Area Specific Plan by December 2017					90%
Completion of Subdivision Ordinance Update by December 2016					100%

**Major Budget Changes**

The budget reflects the addition of one Associate Planning position in FY 2016/2017 assigned to the Advanced Planning Division to serve as the project planner/manager for the General Plan Update. This position would be a three-year limited term position and would be funded through Measure G funds.

# COMMUNITY DEVELOPMENT DEPARTMENT

## 3461 Advanced Planning Division

<b>Expenditures by Character</b>	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
61 - Salaries & Benefits	174,870	220,038	398,531	262,983
62 - Supplies & Materials	2,507	3,799	3,500	7,100
63 - Outside Services	67,146	49,402	126,675	98,900
64 - Other Charges	562	1,670	13,200	18,000
66 - Capital Outlays			300	4,500
<b>Total</b>	<b>245,085</b>	<b>274,909</b>	<b>542,206</b>	<b>391,483</b>
<b>Expenditures by Fund</b>	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
1000 General Fund	245,085	274,909	542,206	391,483
<b>Total</b>	<b>245,085</b>	<b>274,909</b>	<b>542,206</b>	<b>391,483</b>
<b>Workforce by Program</b>	13-14 Authorized	14-15 Authorized	15-16 Authorized	16-17 Proposed
3461 Advanced Planning	1.000	2.000	3.000	3.000
<b>Total</b>	<b>1.000</b>	<b>2.000</b>	<b>3.000</b>	<b>3.000</b>

**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.

**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 (BDC) to continually improve the development review process.

**Performance Measures**

<b>Performance Measure / Goal</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Actual</b>	<b>FY 2015-16 Goal</b>	<b>FY 2015-16 Projected</b>	<b>FY 2016-17 Goal</b>
Number of discretionary and administrative permits processed	527	595	N/A	509	530
Number of counter customers Served	2281	2418	2400	2449	2400
Number of building permit reviews conducted	419	526	500	449	500
Percent of building permit reviews processed within prescribed timeframes	99%	98%	90%	95%	90%

**Major Budget Changes**

Current Planning has taken over management of the Historic Resources Board (HRB) from Advanced Planning, resulting in a shift of funding for these services to this Division. This year's budget includes a temporary Part-Time Position for HRB (transferred from Special Projects), consultant costs to conduct a historic resources survey of the Downtown Community Benefit District and financial support for operations at the First Mayor's House. In addition, a Temporary Part-Time Administrative Secretary has been added to support the Planning Commission and to focus on records management and public notification in order to free up technical staff to process cases more expeditiously.

# COMMUNITY DEVELOPMENT DEPARTMENT

## 3462 Current Planning Division

<b>Expenditures by Character</b>	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
61 - Salaries & Benefits	655,251	565,377	760,177	772,068
62 - Supplies & Materials	3,308	2,946	9,200	8,100
63 - Outside Services	2,526	27,765	26,800	30,700
64 - Other Charges	8,324	6,520	14,100	11,400
66 - Capital Outlays			600	
<b>Total</b>	<b>669,409</b>	<b>602,608</b>	<b>810,877</b>	<b>822,268</b>
<b>Expenditures by Fund</b>	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
1000 General Fund	669,409	602,608	810,877	822,268
<b>Total</b>	<b>669,409</b>	<b>602,608</b>	<b>810,877</b>	<b>822,268</b>
<b>Workforce by Program</b>	13-14 Authorized	14-15 Authorized	15-16 Authorized	16-17 Proposed
3462 Current Planning	5.090	4.600	4.600	5.000
<b>Total</b>	<b>5.090</b>	<b>4.600</b>	<b>4.600</b>	<b>5.000</b>

# COMMUNITY DEVELOPMENT

## Housing & Community Development Division

### Purpose

The Housing and Community Division enhances the Salinas community by assisting low and moderate income families, reducing slum and blight, and responding to emergencies through the administration of Housing and Urban Development grants and other housing resources and policies. Each year, the Division effectively manages three HUD grants: Community Development Block grant (CDBG), HOME Investment Partnerships Program (HOME), and Emergency Shelter Grant (ESG). In addition, the Division actively fosters housing development by creating incentives (density bonus) and regulations (inclusionary housing), preserving existing affordable housing, providing rehabilitation assistance for lower income households, and funding the development of new affordable housing units.

### Division Operations

1. Provide grants through CDBG to facilitate public services for Salinas residents.
2. Collaborate with housing providers to facilitate housing rehabilitation and production.
3. Manage the City's Rehabilitation program, Rebuilding Together Monterey-Salinas' Home Repair and Rehabilitation Program, and Grid Alternatives, to maintain existing owner-occupied/rental housing stock.
4. Provide funding for critical public facility improvements such as the retrofit of the City's Old Municipal Pool Building into a multi-purpose recreation center.
5. Ensure implementation of the Updated HUD plans: the 5-year Consolidated Plan; the Alisal Homeownership Neighborhood Revitalization Strategy Area, and the Analysis of Impediments to Fair Housing Choice.
6. Manage the City's Citizen Participation Plan.
7. Support the use of mortgage revenue bonds and federal low-income housing tax credits to develop needed housing.
8. Provide technical assistance for housing rehabilitation, accessibility modifications, deed-restricted affordable units, and loan portfolio management.
9. Implement inclusionary housing program.
10. Continue to partner and collaborate with various agencies including the County Continuum of Care in addressing homelessness.
11. Participate in the State ESG program through HUD to increase funding to Monterey and San Benito Counties to assist homeless.
12. Continue to manage division and Housing Successor Agency-funded housing projects' financial and beneficiary data using the online system.

### Performance Measures

Performance Measure / Goal	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2016-17
	Actual	Actual	Actual	Projected	Goal
Number of grant applications processed through annual RFP process	31	40	34	37	10
Number of payments and reports processed for grantees	1080	420	600	602	602
Number of affordable housing funding agreements processed	5	5	10	10	6
Number of new affordable housing units developed with City funding	2	40	5	41	50
Number of application approved for rehabilitation loans or grants	5	10	10	15	20

### Major Budget Changes

In the 2016 action plan, significant funding was set aside to facilitate acquisition of properties for housing production. This is reflected as a CIP for land acquisition in the budget.

\$50,000 used by Financing for accounting services will be shifted back to the Division to allow for the hiring of a part-time accountant.

# HOUSING AND COMMUNITY DEVELOPMENT

## Summary

<b>Expenditures by Program</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
3112 Public Services	295,118	349,888	390,215	380,682
3113 Relocation and Contingencies			64,069	75,300
3220 Housing & Community Development	127,786	155,763	960,597	750,436
3221 Rehabilitation	311,650	187,632	644,326	519,214
3222 NSP	748,526	311,485	23,500	
3225 First Time Home Buyers	14,563	32,322	162,500	100
3230 Inclusionary Housing	15,578	58,500	31,300	4,610
3240 Special Programs	1,927,706	953,197	5,038,763	1,502,741
<b>Total</b>	<b>3,440,927</b>	<b>2,048,787</b>	<b>7,315,270</b>	<b>3,233,083</b>
<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	435,067	353,809	485,300	828,680
62 - Supplies & Materials	1,651	1,269	2,000	12,050
63 - Outside Services	1,602,497	87,998	318,813	59,500
64 - Other Charges	30,297	67,008	118,778	117,800
66 - Capital Outlays				667,060
69 - Financial Assistance	1,371,415	1,538,703	6,390,379	1,547,993
<b>Total</b>	<b>3,440,927</b>	<b>2,048,787</b>	<b>7,315,270</b>	<b>3,233,083</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund				244,460
2602 HSA - Affordable Housing	57,517	59,191	770,050	41,048
2910 Community Development	2,059,208	902,177	1,673,484	1,947,973
2930 Home Investment Partnership	428,304	595,032	4,626,875	811,084
2940 Emergency Shelter Grant	131,794	122,402	190,061	183,908
2955 Neighborhood Stabilization Prog	748,526	311,485	23,500	
2957 Inclusionary Housing	15,578	58,500	31,300	4,610
<b>Total</b>	<b>3,440,927</b>	<b>2,048,787</b>	<b>7,315,270</b>	<b>3,233,083</b>

# HOUSING AND COMMUNITY DEVELOPMENT

## Summary

<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
3220 Housing & Community Development	1.300	1.630	1.630	4.906
3221 Rehabilitation	0.950	1.250	1.230	0.397
3222 NSP	0.695	0.110	0.110	
3225 First Time Home Buyers	0.170	0.250	0.250	
3230 Inclusionary Housing	0.140	0.180	0.180	0.025
3240 Special Programs	0.500	0.480	0.480	0.672
<b>Total</b>	<b>3.755</b>	<b>3.900</b>	<b>3.880</b>	<b>6.000</b>

**COMMUNITY DEVELOPMENT DEPARTMENT**  
**Housing & Community Development Division**  
**3112 Public Services**

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
63 - Outside Services	10,000	10,000	-	
64 - Other Charges		20,742	10,000	10,000
69 - Financial Assistance	285,118	319,146	380,215	370,682
<b>Total</b>	<b>295,118</b>	<b>349,888</b>	<b>390,215</b>	<b>380,682</b>

<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
2910 Community Development	163,324	227,486	200,154	215,844
2940 Emergency Shelter Grant	131,794	122,402	190,061	164,838
<b>Total</b>	<b>295,118</b>	<b>349,888</b>	<b>390,215</b>	<b>380,682</b>



**COMMUNITY DEVELOPMENT DEPARTMENT**  
**Housing & Community Development Division**  
**3113 Relocation and Contingencies**

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
64 - Other Charges	-	-	64,069	75,300
<b>Total</b>	-	-	<b>64,069</b>	<b>75,300</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
2910 Community Development			69	11,300
2930 Home Investment Partnership	-	-	64,000	64,000
<b>Total</b>	-	-	<b>64,069</b>	<b>75,300</b>

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

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	103,899	119,957	153,700	658,386
62 - Supplies & Materials				8,050
63 - Outside Services	19,516	27,090	304,913	51,500
64 - Other Charges	4,371	8,716	1,984	32,500
69 - Financial Assistance			500,000	
<b>Total</b>	<b>127,786</b>	<b>155,763</b>	<b>960,597</b>	<b>750,436</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund				244,460
2602 HSA - Affordable Housing	37,517	59,191	770,050	41,048
2910 Community Development				396,555
2930 Home Investment Partnership	90,269	96,572	190,547	55,223
2940 Emergency Shelter Grant				13,150
<b>Total</b>	<b>127,786</b>	<b>155,763</b>	<b>960,597</b>	<b>750,436</b>
<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
3220 Housing & Community Development	1.300	1.630	1.630	4.906
<b>Total</b>	<b>1.300</b>	<b>1.630</b>	<b>1.630</b>	<b>4.906</b>

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

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	144,375	117,613	183,100	64,214
62 - Supplies & Materials	1,651	1,269	2,000	4,000
63 - Outside Services	12,109	18,053	12,400	1,000
64 - Other Charges	25,926	37,200	37,825	
69 - Financial Assistance	127,589	13,497	409,001	450,000
<b>Total</b>	<b>311,650</b>	<b>187,632</b>	<b>644,326</b>	<b>519,214</b>
<b>Expenditures by Fund</b>				
	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
2910 Community Development	258,348	173,160	444,326	519,214
2930 Home Investment Partnership	53,302	14,472	200,000	
<b>Total</b>	<b>311,650</b>	<b>187,632</b>	<b>644,326</b>	<b>519,214</b>
<b>Workforce by Program</b>				
	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
3221 Rehabilitation	0.950	1.250	1.230	0.397
<b>Total</b>	<b>0.950</b>	<b>1.250</b>	<b>1.230</b>	<b>0.397</b>

**COMMUNITY DEVELOPMENT DEPARTMENT**  
**Housing & Community Development Division**  
**3222 NSP**

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	119,839	37,858	23,500	-
63 - Outside Services	176,678	660		
69 - Financial Assistance	452,009	272,967		
<b>Total</b>	<b>748,526</b>	<b>311,485</b>	<b>23,500</b>	<b>-</b>

<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
2955 Neighborhood Stabilization Prog	748,526	311,485	23,500	-
<b>Total</b>	<b>748,526</b>	<b>311,485</b>	<b>23,500</b>	<b>-</b>

<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Authorized</b>
3222 NSP	0.695	0.110	0.110	0.000
<b>Total</b>	<b>0.695</b>	<b>0.110</b>	<b>0.110</b>	<b>0.000</b>

**COMMUNITY DEVELOPMENT DEPARTMENT**  
**Housing & Community Development Division**  
**3225 First Time Home Buyers**

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	14,563	12,322	37,600	100
64 - Other Charges			4,900	
69 - Financial Assistance		20,000	120,000	
<b>Total</b>	<b>14,563</b>	<b>32,322</b>	<b>162,500</b>	<b>100</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
2930 Home Investment Partnership	14,563	32,322	162,500	100
<b>Total</b>	<b>14,563</b>	<b>32,322</b>	<b>162,500</b>	<b>100</b>
<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Authorized</b>
3225 First Time Home Buyers	0.170	0.250	0.250	0.000
<b>Total</b>	<b>0.170</b>	<b>0.250</b>	<b>0.250</b>	<b>0.000</b>

**COMMUNITY DEVELOPMENT DEPARTMENT**  
**Housing & Community Development Division**  
**3230 Inclusionary Housing**

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	15,174	33,150	31,300	4,610
63 - Outside Services	404	25,000		
64 - Other Charges		350		
<b>Total</b>	<b>15,578</b>	<b>58,500</b>	<b>31,300</b>	<b>4,610</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
2957 Inclusionary Housing	15,578	58,500	31,300	4,610
<b>Total</b>	<b>15,578</b>	<b>58,500</b>	<b>31,300</b>	<b>4,610</b>
<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
3230 Inclusionary Housing	0.140	0.180	0.180	0.025
<b>Total</b>	<b>0.140</b>	<b>0.180</b>	<b>0.180</b>	<b>0.025</b>

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

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	37,217	32,909	56,100	101,370
63 - Outside Services	1,383,790	7,195	1,500	7,000
66 - Capital Outlays				667,060
69 - Financial Assistance	506,699	913,093	4,981,163	727,311
<b>Total</b>	<b>1,927,706</b>	<b>953,197</b>	<b>5,038,763</b>	<b>1,502,741</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
2602 HSA - Affordable Housing	20,000			
2910 Community Development	1,637,536	501,531	1,028,935	805,060
2930 Home Investment Partnership	270,170	451,666	4,009,828	691,761
2940 Emergency Shelter Grant				5,920
<b>Total</b>	<b>1,927,706</b>	<b>953,197</b>	<b>5,038,763</b>	<b>1,502,741</b>
<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
3240 Special Programs	0.500	0.480	0.480	0.672
<b>Total</b>	<b>0.500</b>	<b>0.480</b>	<b>0.480</b>	<b>0.672</b>

# COMMUNITY DEVELOPMENT DEPARTMENT

## Work Force

Workforce by Program	13-14 Authorized	14-15 Authorized	15-16 Authorized	16-17 Proposed
<b>3111 Plan &amp; Project Implementation</b>				
Administrative Aide	0.500	0.500	0.500	0.750
Assistant Development Dir	0.415	0.415	0.415	
Associate Planner				1.000
Asst Redevelopment Project Mgr				1.000
Comm Dev Admin Supervisor	0.480	0.400	0.400	
Comm Improve Asst	0.620	0.800	0.800	
Community Dev Analyst	0.380	0.420	0.420	
Community Development Dir	0.195	0.195	0.195	1.000
Housing Services Supv	0.320	0.160	0.160	
Office Technician				1.000
Planning Manager	0.520	0.590	0.590	
Revenue Officer		0.080	0.080	0.250
Senior Planner				1.000
<b>3111 Plan &amp; Project Implementation Total</b>	<b>3.430</b>	<b>3.560</b>	<b>3.560</b>	<b>6.000</b>
<b>3350 Permit Services</b>				
Administrative Secretary	0.500			
Bldg Permit Spec	1.000	1.000	1.000	1.000
Comb Bldg Insp I				1.000
Comb Bldg Inspector II	1.000	3.000	2.000	1.000
Comm & Economic Dev Dir	0.150	0.175	0.175	
Office Technician			1.000	
Permit Center Clerk	3.000	3.000	3.000	4.000
Permit Ctr Mgr/Bldg Off	1.000	1.000	1.000	1.000
Plan Checker I				1.000
Plan Checker II	1.000	1.000	1.000	1.000
Revenue Officer	1.000	0.750	0.750	0.750
Sr Comb Bldg Insp			1.000	1.000
<b>3350 Permit Services Total</b>	<b>8.650</b>	<b>9.925</b>	<b>10.925</b>	<b>11.750</b>
<b>3353 Code Enforcement</b>				
Administrative Aide				1.000
Administrative Clerk I				1.000
Administrative Clerk II	1.000	1.000	1.000	
Code Enforcement Officer I	3.000	3.000	4.000	3.000
Code Enforcement Officer II			2.000	2.000
Senior Code Enforcement Officer	1.000	1.000	1.000	1.000
<b>3353 Code Enforcement Total</b>	<b>5.000</b>	<b>5.000</b>	<b>8.000</b>	<b>8.000</b>



# COMMUNITY DEVELOPMENT DEPARTMENT

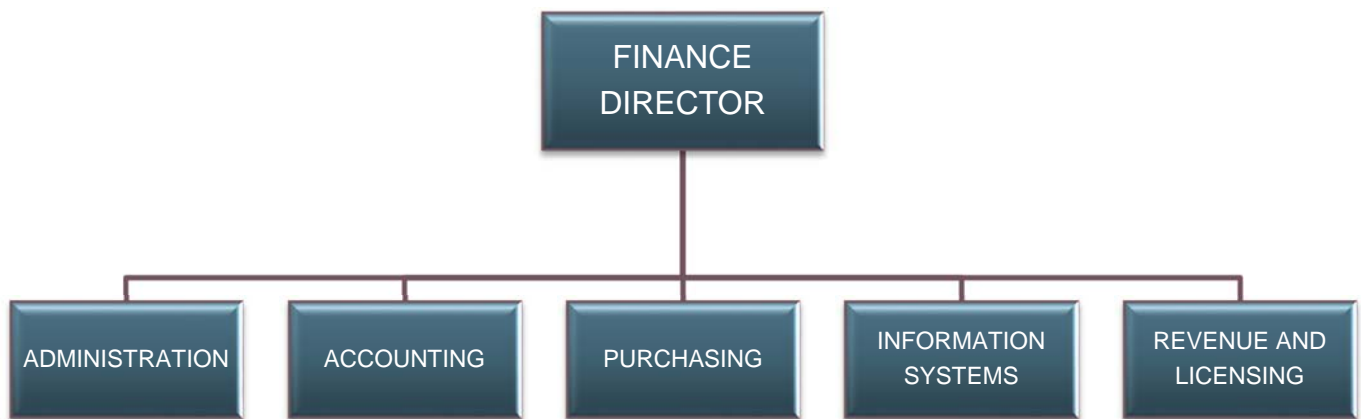
## Work Force

Workforce by Program	13-14 Authorized	14-15 Authorized	15-16 Authorized	16-17 Proposed
<b>3461 Advanced Planning</b>				
Associate Planner				1.000
Planning Manager		1.000	1.000	1.000
Principal Planner	1.000			
Senior Planner		1.000	2.000	1.000
<b>3461 Advanced Planning Total</b>	<b>1.000</b>	<b>2.000</b>	<b>3.000</b>	<b>3.000</b>
<b>3462 Current Planning</b>				
Administrative Secretary	0.500			
Assistant Development Dir	0.440	0.375	0.375	
Assistant Planner	1.000	1.000	1.000	1.000
Associate Planner	1.000	1.000	1.000	1.000
Community Development Dir	0.150	0.225	0.225	
Planning Manager	1.000	1.000	1.000	1.000
Planning Technician				1.000
Senior Planner	1.000	1.000	1.000	1.000
<b>3462 Current Planning Total</b>	<b>5.090</b>	<b>4.600</b>	<b>4.600</b>	<b>5.000</b>
<b>Housing and Community Development</b>				
Assistant Development Dir	0.075	0.080	0.080	
Comm Dev Admin Supervisor	0.520	0.600	0.600	
Comm Improve Asst	0.380	0.200	0.200	1.000
Community Dev Analyst	0.620	0.600	0.580	2.000
Housing Rehab Specialist	1.000	1.000	1.000	1.000
Housing Services Supv	0.680	0.840	0.840	1.000
Planning Manager	0.480	0.410	0.410	1.000
Revenue Officer		0.170	0.170	
<b>Housing and Community Development Total</b>	<b>3.755</b>	<b>3.900</b>	<b>3.880</b>	<b>6.000</b>
<b>Total</b>	<b>26.925</b>	<b>28.985</b>	<b>33.965</b>	<b>39.750</b>

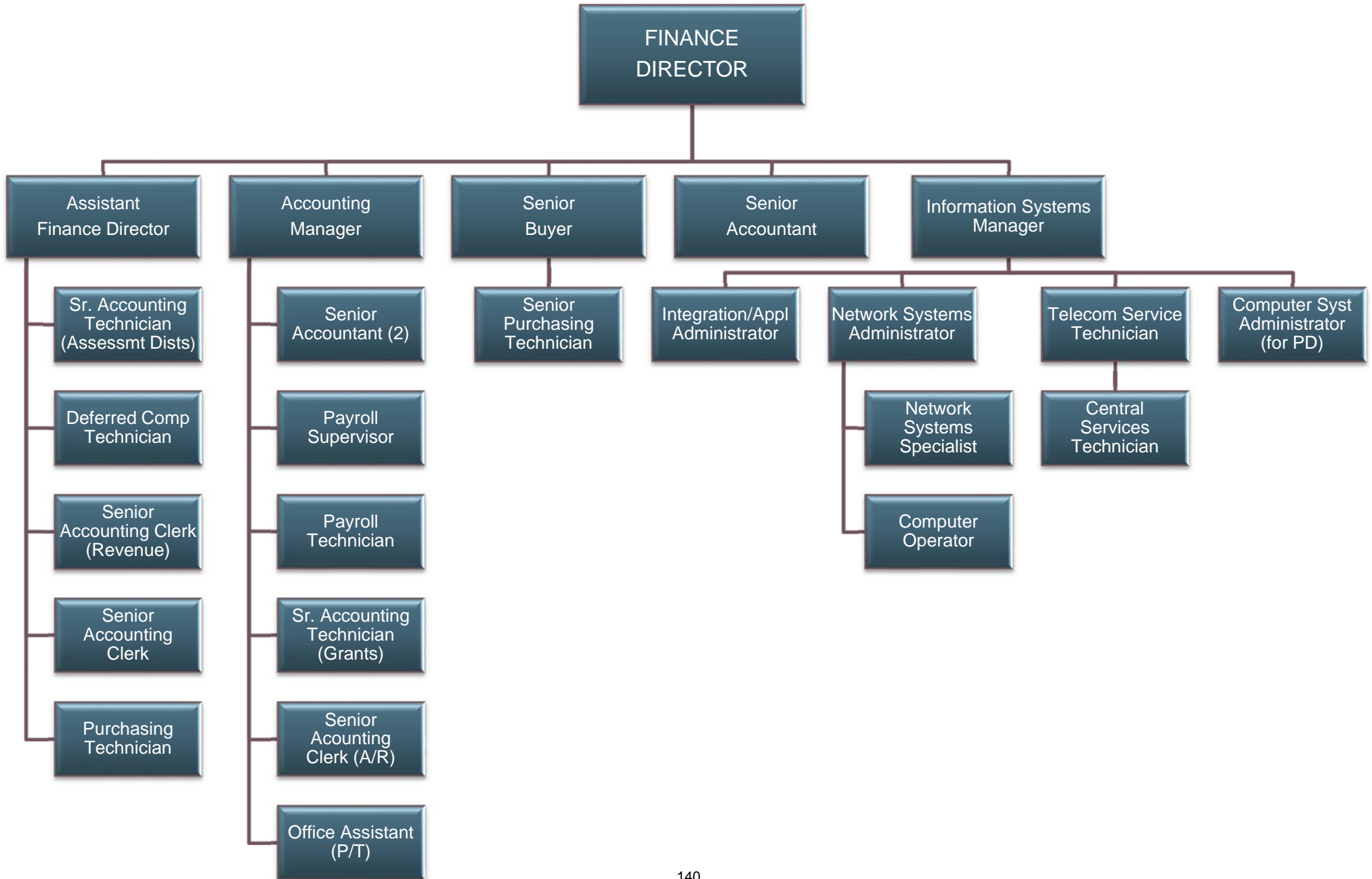


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# FINANCE DEPARTMENT Organizational Chart



# FINANCE DEPARTMENT Organizational Chart



# FINANCE DEPARTMENT

## Summary

### Purpose

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

### Top Five Accomplishments for FY 2015-16

#### Effective, Sustainable Government

1. Strategically and collaboratively worked with departments and City Manager to balance the FY 2016-17 year budget
2. Successfully implemented new payroll system and budget system
3. Coordinated the purchase and roll out of the new City-Wide ShoreTel VoIP system
4. Continued to add more servers and hardware for a more stable environment
5. Upgrade the network speed from 50 Mb to 100 Mb and upgraded City internet connection from 100 Mb to 300 Mb
6. Continue to manage, facilitate and support the Measure V and G Committee
7. Completed the annual financial statements and audit with a clean audit opinion.

### City Council Goals, Strategies, and Objectives for FY 2016-17

#### Economic Diversity and Prosperity

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

#### Safe, Livable Community

1. **Work with citizen to create consistent funding public safety:** Continue to provide leadership and help coordinating the allocation of Measure G funding
1. **Build a new police station:** Project support to ensure proper funding mechanism.

#### Effective, Sustainable Government

1. **Technology Upgrades:**
  - a. Improve and enhance the datacenter and computers for all departments
  - b. Upgrade the network City-wide
  - c. Continue to improve Wi-Fi connectivity
  - d. Work to proactively improve the department as a business partner servicing and supporting the other departments
  - e. Development of a Business Continuity Plan
  - f. Development of a Disaster Recovery Plan
2. Continue to manage, facilitate and support the new Measure G Committee

#### Excellent Infrastructure

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

# FINANCE DEPARTMENT

## Summary (Continued)

4. **Develop a timeline for implementation:** Support DPW through the CIP process and compilation and assist with revenue solution.

### Major Budget Changes

None

# FINANCE DEPARTMENT

## Summary

<b>Expenditures by Program</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
2030 Finance Administration	520,196	517,386	667,066	689,327
2031 Accounting	1,049,655	1,061,493	1,511,159	1,585,959
2032 Purchasing	235,635	243,087	317,052	337,143
2033 Information Technology	1,211,861	1,067,441	1,695,180	1,934,753
2034 Revenue & Licensing	30,232	28,176	119,501	147,730
<b>Total</b>	<b>3,047,579</b>	<b>2,917,583</b>	<b>4,309,958</b>	<b>4,694,912</b>
<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	2,384,455	2,324,503	3,406,457	3,730,012
62 - Supplies & Materials	38,997	41,540	49,883	55,200
63 - Outside Services	590,054	492,407	713,458	762,600
64 - Other Charges	2,275	13,510	15,600	22,100
66 - Capital Outlays	36,428	45,453	124,560	125,000
67 - Store Inventory	(4,630)	170	-	-
<b>Total</b>	<b>3,047,579</b>	<b>2,917,583</b>	<b>4,309,958</b>	<b>4,694,912</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	2,993,352	2,861,347	3,911,058	4,155,852
1100 Measure V	54,227	56,236	60,000	62,000
1200 Measure G			338,900	477,060
<b>Total</b>	<b>3,047,579</b>	<b>2,917,583</b>	<b>4,309,958</b>	<b>4,694,912</b>
<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
2030 Finance Administration	2.000	2.000	2.000	2.000
2031 Accounting	10.000	10.000	11.000	11.000
2032 Purchasing	2.000	2.000	2.000	2.000
2033 Information Technology	7.000	5.000	8.000	8.000
2034 Revenue & Licensing			1.000	1.000
<b>Total</b>	<b>21.000</b>	<b>19.000</b>	<b>24.000</b>	<b>24.000</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 and Measure V Committee.
4. Publish audited financial statements for the City.
5. Coordinate all bond financings.
6. Coordinate the preparation of the annual operating and capital budgets

**Performance Measures**

<b>Performance Measure / Goal</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Actual</b>	<b>FY 2015-16 Goal</b>	<b>FY 2015-16 Projected</b>	<b>FY 2016-17 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
Revenue measures - Hire public outreach firm	1	1	-	-	-
Revenue measures - Hire polling firm	1	1	-	-	-
Revenue measures - Hold public meetings	4	4	-	-	-
Cost of Finance Department total per capita	\$ 19.86	\$ 22.42	\$ 21.65	\$ 21.65	\$ 29.27

**Major Budget Changes**

None



# FINANCE DEPARTMENT

## 2030 Finance Administration Division

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	520,160	515,392	551,066	563,927
62 - Supplies & Materials	36	683	1,000	1,000
63 - Outside Services			113,700	123,100
64 - Other Charges		1,311	1,300	1,300
<b>Total</b>	<b>520,196</b>	<b>517,386</b>	<b>667,066</b>	<b>689,327</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	520,196	517,386	667,066	689,327
<b>Total</b>	<b>520,196</b>	<b>517,386</b>	<b>667,066</b>	<b>689,327</b>
<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 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>

**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. 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**

<b>Performance Measure / Goal</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Actual</b>	<b>FY 2015-16 Goal</b>	<b>FY 2015-16 Projected</b>	<b>FY 2016-17 Goal</b>
Number of claims/invoices processed	8,187	8,800	8,800	8,800	8,925
Number of journal entries processed	3,093	3,100	3,100	3,100	7,300
Complete annual audit by December	1	1	1	1	1
Number of paychecks processed	4,759	5,100	5,100	5,100	5,450
Number of Deferred Comp paychecks processed	225	230	230	230	240
Number of deferred compensation changes processed	541	588	588	588	600
Number of accounts receivable invoices billed	5,280	5,300	5,300	5,300	6,000
Number of accounts receivable sent to collections	848	650	650	650	700
Publish monthly 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>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	997,006	1,005,750	1,381,759	1,494,559
62 - Supplies & Materials	19,150	20,694	30,300	22,300
63 - Outside Services	23,229	28,676	43,700	63,700
64 - Other Charges	420	6,373	5,400	5,400
66 - Capital Outlays	9,850		50,000	
<b>Total</b>	<b>1,049,655</b>	<b>1,061,493</b>	<b>1,511,159</b>	<b>1,585,959</b>

<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	1,048,428	1,055,114	1,420,859	1,451,909
1100 Measure V	1,227	6,379	7,000	7,000
1200 Measure G			83,300	127,050
<b>Total</b>	<b>1,049,655</b>	<b>1,061,493</b>	<b>1,511,159</b>	<b>1,585,959</b>

<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
2031 Accounting	10.000	10.000	11.000	11.000
<b>Total</b>	<b>10.000</b>	<b>10.000</b>	<b>11.000</b>	<b>11.000</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 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Number of purchase orders issued	8,451	8,420	9,000	9,000	9,000
New purchasing card holder training (# of trainees)	2	4	5	3	3
Number of purchases facilitated	4,160	4,500	4,200	4,200	4,200
Number of bids facilitated	5	5	5	5	5
Number buy local purchases	5	7	10	10	10
Number of receipt and inspection of goods delivered	2,100	2,000	2,000	2,000	2,000
Number of online auctions of surplus properties	5	5	6	6	6

### Major Budget Changes

None

# FINANCE DEPARTMENT

## 2032 Purchasing Division

<b>Expenditures by Character</b>	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
61 - Salaries & Benefits	235,911	235,871	308,052	328,143
62 - Supplies & Materials	2,161	2,719	4,800	4,800
63 - Outside Services	1,592	2,060	1,700	1,700
64 - Other Charges	601	2,267	2,500	2,500
67 - Store Inventory	(4,630)	170	-	-
<b>Total</b>	<b>235,635</b>	<b>243,087</b>	<b>317,052</b>	<b>337,143</b>

<b>Expenditures by Fund</b>	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
1000 General Fund	235,635	243,087	317,052	337,143
<b>Total</b>	<b>235,635</b>	<b>243,087</b>	<b>317,052</b>	<b>337,143</b>

<b>Workforce by Program</b>	13-14 Authorized	14-15 Authorized	15-16 Authorized	16-17 Proposed
2032 Purchasing	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

## Information Systems Division

2033

### Purpose

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

### Division Operations

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

### Performance Measures

Performance Measure / Goal	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Cost of Information Systems per capita	\$ 7.82	\$ 9.94	\$ 8.62		
Number of help desk tickets handled	2,500	2,500	2,800	2,800	2,800
Number of special projects started	40	47	50	50	50
Number of special projects completed	35	40	40		

### Major Budget Changes

None

# FINANCE DEPARTMENT

## 2033 Information Technology Division

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	631,378	567,490	1,090,780	1,258,353
62 - Supplies & Materials	11,809	16,008	9,000	21,000
63 - Outside Services	540,942	435,031	516,600	517,600
64 - Other Charges	1,154	3,459	6,300	12,800
66 - Capital Outlays	26,578	45,453	72,500	125,000
<b>Total</b>	<b>1,211,861</b>	<b>1,067,441</b>	<b>1,695,180</b>	<b>1,934,753</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	1,158,861	1,017,584	1,461,380	1,614,773
1100 Measure V	53,000	49,857	53,000	55,000
1200 Measure G			180,800	264,980
<b>Total</b>	<b>1,211,861</b>	<b>1,067,441</b>	<b>1,695,180</b>	<b>1,934,753</b>
<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
2033 Information Technology	7.000	5.000	8.000	8.000
<b>Total</b>	<b>7.000</b>	<b>5.000</b>	<b>8.000</b>	<b>8.000</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 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Number of receipts receipted	28,410	28,410	28,500	28,500	28,800
Annual update of City-wide fee schedule			1	1	1
Number of hotel/motel TOT audits	3	3	5	5	5
Number of business license audits	0	0	0	0	50
Number of new business licenses recovered from audit	0	0	0	0	40
Value of business license audit findings	n/a	n/a	n/a	n/a	\$ 15,000

### Major Budget Changes

None



# FINANCE DEPARTMENT

## 2034 Revenue & Licensing Division

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits			74,800	85,030
62 - Supplies & Materials	5,841	1,436	4,783	6,100
63 - Outside Services	24,291	26,640	37,758	56,500
64 - Other Charges	100	100	100	100
66 - Capital Outlays			2,060	
<b>Total</b>	<b>30,232</b>	<b>28,176</b>	<b>119,501</b>	<b>147,730</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	30,232	28,176	44,701	62,700
1200 Measure G			74,800	85,030
<b>Total</b>	<b>30,232</b>	<b>28,176</b>	<b>119,501</b>	<b>147,730</b>
<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
2034 Revenue & Licensing	0.000	0.000	1.000	1.000
<b>Total</b>	<b>0.000</b>	<b>0.000</b>	<b>1.000</b>	<b>1.000</b>

# FINANCE DEPARTMENT

## Work Force

Workforce by Program	13-14 Authorized	14-15 Authorized	15-16 Authorized	16-17 Proposed
<b>2030 Finance Administration</b>				
Accounting Officer	1.000	1.000	1.000	
Assistant Finance Director				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
Deferred Compensation Technician			1.000	1.000
Payroll Supervisor	1.000	1.000	1.000	1.000
Payroll Technician	1.000	1.000	1.000	1.000
Purchasing Technician	1.000	1.000	1.000	1.000
Senior Accountant	2.000	2.000	2.000	3.000
Sr Accounting Clerk	2.000	2.000	2.000	2.000
Sr Accounting Technician	2.000	2.000	2.000	1.000
Supervising Accountant	1.000	1.000	1.000	
<b>2031 Accounting Total</b>	<b>10.000</b>	<b>10.000</b>	<b>11.000</b>	<b>11.000</b>
<b>2032 Purchasing</b>				
Purchasing Technician	1.000	1.000	1.000	
Senior Buyer	1.000	1.000	1.000	1.000
Sr Purchasing Tech				1.000
<b>2032 Purchasing Total</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>
<b>2033 Information Technology</b>				
Central Services Tech	1.000	1.000	1.000	1.000
Computer Operator	1.000	1.000	1.000	1.000
Computer Systems Administrator				1.000
GIS Administrator	1.000			
Information Systems Mgr			1.000	1.000
Integration/Appl Admin	1.000	1.000	1.000	1.000
Network System Specialist			1.000	1.000
Network/Sys Administrator	1.000	1.000	1.000	1.000
Sr Programmer/Analyst	1.000			
Sys Spec (Police)			1.000	
Telecom Service Tech	1.000	1.000	1.000	1.000
<b>2033 Information Technology Total</b>	<b>7.000</b>	<b>5.000</b>	<b>8.000</b>	<b>8.000</b>

# FINANCE DEPARTMENT

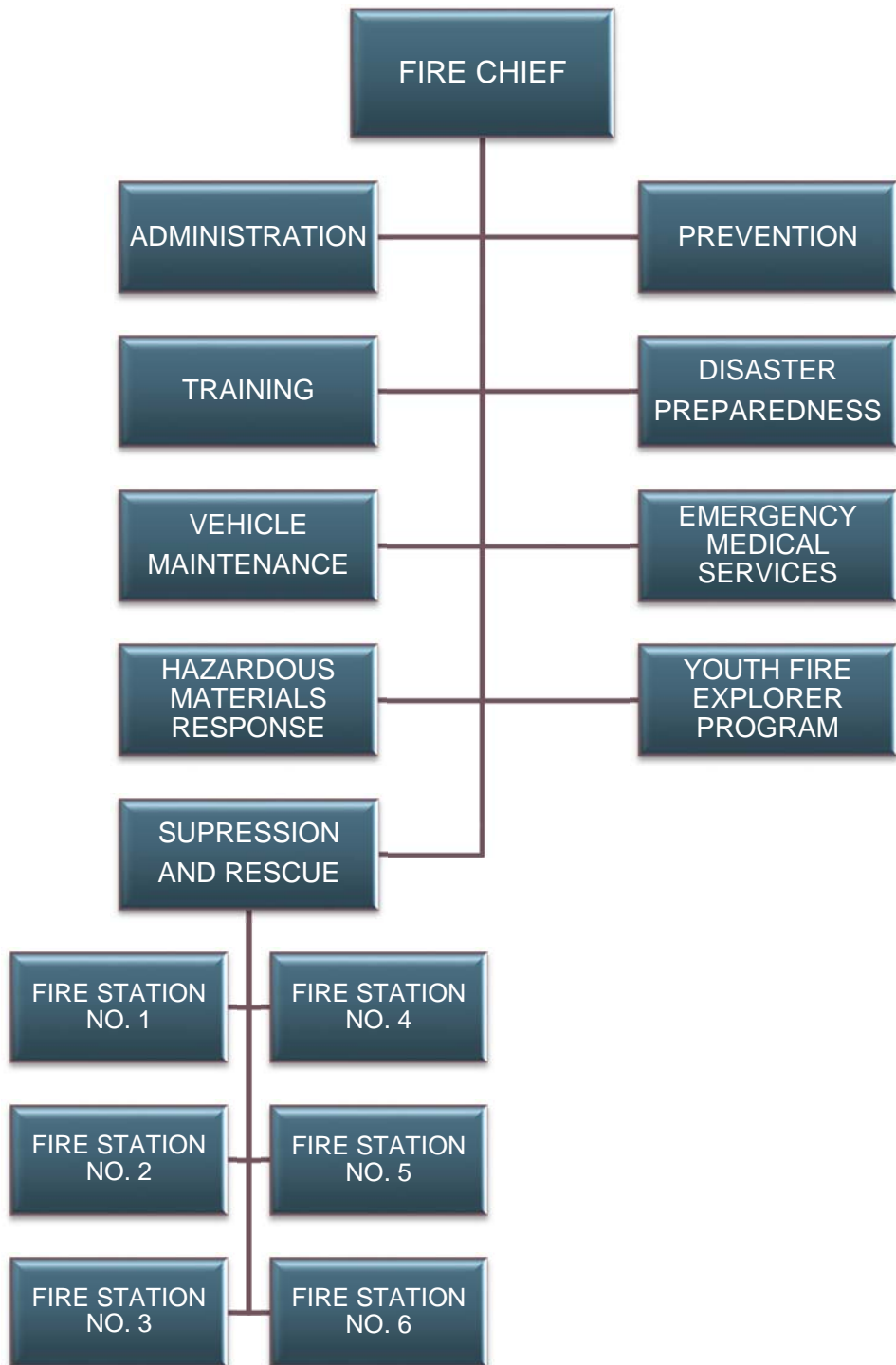
## Work Force

Workforce by Program	13-14 Authorized	14-15 Authorized	15-16 Authorized	16-17 Proposed
<b>2034 Revenue &amp; Licensing</b>				
Sr Accounting Clerk			1.000	1.000
<b>2034 Revenue &amp; Licensing Total</b>			<b>1.000</b>	<b>1.000</b>
<b>Total</b>	<b>21.000</b>	<b>19.000</b>	<b>24.000</b>	<b>24.000</b>

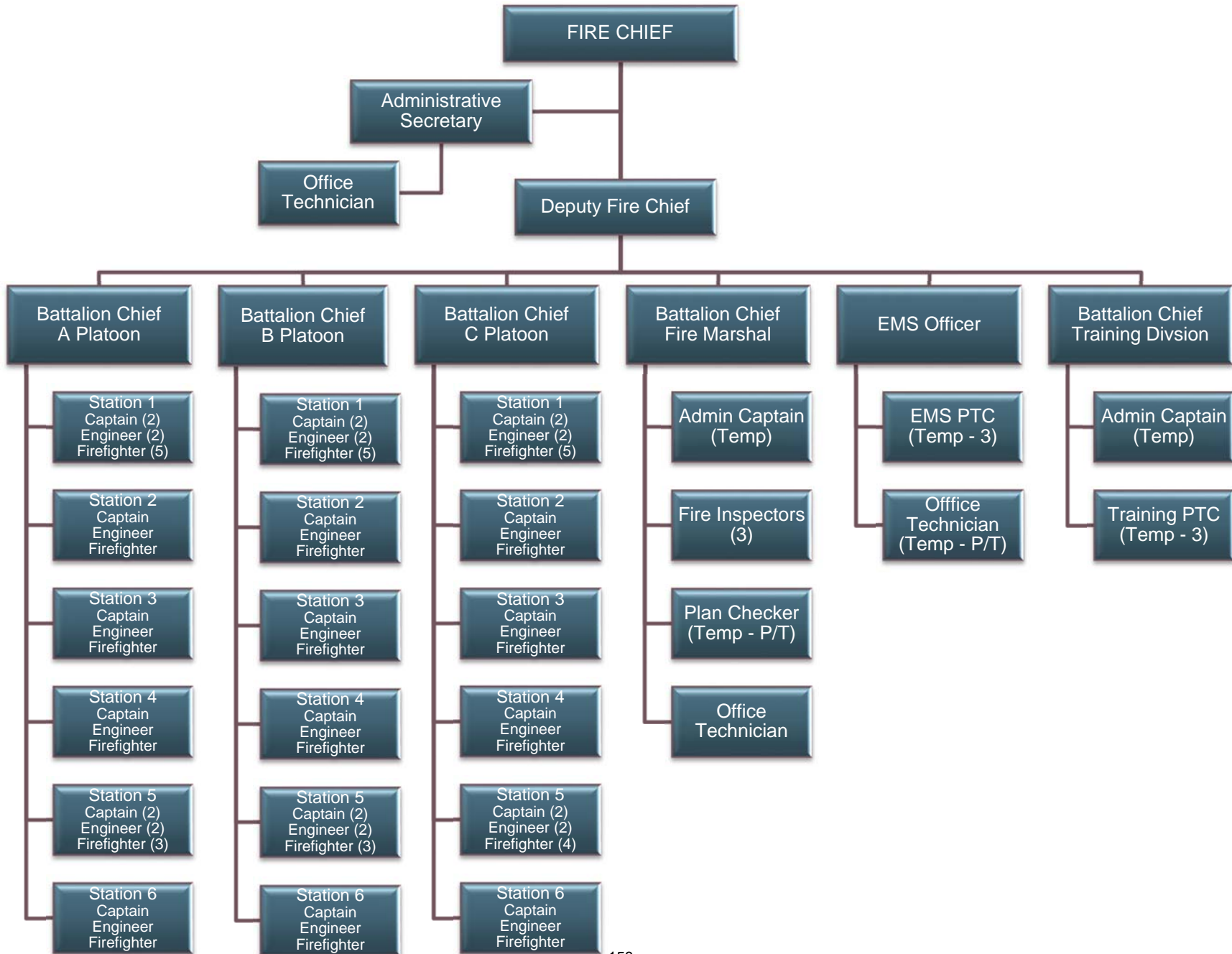


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# FIRE DEPARTMENT Organizational Chart



# 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 collision 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 2015-16

#### 1. Grants

SAFER - The City received a \$2.9 million SAFER grant to retain seven (7) Firefighters and hire four (4) new Firefighters in late 2013. The department lost three firefighters through attrition after receiving the SAFER grant and requested additional funding for three positions. FEMA approved the additional positions raising the total grant amount to **\$3.7 million**. This grant is a non-matching grant that will pay the full salary and benefits for eleven (11) Firefighters for a period of two-years. The grant will also pay for a third year of salary and benefits for veteran hires. Several of these positions will transition from SAFER funding to Measure G beginning in mid-2017.

Urban Area Security Initiatives (UASI) – The Fire Department has received approval of a \$237,000 grant proposal to replace a 2004 Haz Mat Vehicle and Trailer with a modern Type 1 Haz Mat Rescue response vehicle. Matching funds for the total cost are being provided by Measure G and the vehicle is scheduled for delivery during the 3<sup>rd</sup> quarter of 2016.

State Homeland Security Grant (SHSG) – \$81,541 was received from various DHS funding sources to equip, support and sustain the department's Haz Mat Team for an upgrade to Type I and to provide tuition and back-fill to train two (2) firefighters as Haz/Mat Specialists. In addition, \$47,000 was secured from LEPC Funding to train four (4) additional firefighters as Haz/Mat Specialists.

California Department of Transportation (Cal-DOT)- \$1,200,000 Staff has applied for a grant for a new Type II Haz/Mat Emergency Response vehicle, equipment and training to provide for additional safety and response to Crude by Rail (CBR) Incidents in the City of Salinas and greater Monterey County.

If successful, this grant would provide all future training for the Haz/Mat Team and the vehicle will be utilized as a reserve for the new Type I being delivered.

2. **Firefighter Academies** - The Fire Department conducted a successful fire academy of eight (8) firefighters who graduated in June of 2015. A second fire academy of nine (9) firefighters was started in January of 2016 and will graduate in late May, 2016.
3. **Haz/Mat Response Program-** The Fire Department has received all components necessary to conduct an inspection for an upgrade to Type I from our current rating of Type II. A type I team can respond to all Haz/Mat emergencies and will enhance coverage for the City of Salinas and greater Monterey County. The inspection will be scheduled for early 2017
4. **Battalion Chief and Fire Captain Promotional Exams** –The Fire Department hosted the largest promotional ceremony in its history due to the refilling of current positions and a return of key staff positions. Promotions included; eleven (11) Engineers, twelve (12) Captains, one (1) EMS Officer, three (3) battalion Chiefs and one (1) Deputy Fire Chief.
5. **Apparatus Purchases** – The Fire Department took possession of a new tiller ladder truck and a new fire engine. The fire engine was placed into service at Fire Station 3 in April of 2015. The new tiller ladder

# FIRE DEPARTMENT

## Summary (Continued)

truck was placed into service at Fire Station 1 in May of 2015. An additional tiller ladder truck and engine was approved and ordered in January 2015. The engine was delivered and placed into service at Fire Station 5 in March 2016. The new tiller ladder truck will be assigned as Truck 2 at Fire Station 5 in late June, 2016. In September 2015, an additional engine was approved and ordered in response to irreparable mechanical damage to a reserve fire engine. That engine is due to arrive and be placed into service at Fire Station 2 in June 2016. In partnership with the Salinas Municipal airport, we purchased and placed into service at Fire Station 4 a new Class C Aircraft Rescue Firefighting (ARFF) vehicle.

### City Council Goals, Strategies, and Objectives for FY 2016-17

#### Economic Diversity and Prosperity

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

#### Safe, Livable Community

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

#### Effective, Sustainable Government

1. **Employee Customer Service:**
2. **Technology Upgrades:**
  - a. Pursue grant-funding opportunities to enhance and upgrade Fire Department technology to improve operational effectiveness and minimize impacts to the General Fund.
3. **Improve Emergency Response Operations:**
  - a. Data analysis – Make operational changes based on analysis to achieve maximum effectiveness and efficiencies of resources.
  - b. Implement best business practices to increase organizational effectiveness, accountability and communications.
  - c. Maintain and update Auto Aid and Mutual Aid agreements with neighboring jurisdictions.
  - d. Pursue Assistance to Firefighter Grants for equipment, training and apparatus.
4. **Safety & Training:**
  - a. Trained fire personnel to the latest fire service techniques and best practices.
  - b. Ensure compliance with State/Federal training mandates.
  - c. Provide fire personnel the appropriate level of safety gear, equipment and apparatus necessary to perform their duties in a safe and effective manner.



# FIRE DEPARTMENT Summary (Continued)

- d. Enhance the health and safety of Salinas Fire Department personnel through training and an established Health/Wellness Program.
- 5. **Maximize Fire Prevention/Community Outreach:**
  - a. Improve fire prevention and public safety awareness through Fire Safety PSA's.
  - b. Continue Career Day partnerships with local junior high schools, high schools and colleges.
- 6. **Enhance Emergency Medical Services**
  - a. Continue fee for service opportunities – First Responder Fees, Advance Life Support (ALS) partnership(s) and ambulance transport service.
  - b. Utilize CSA 74 funding to minimize fiscal impacts to the general fund.
  - c. Establish a first responder-training program for public safety agencies where appropriate.

## Excellent Infrastructure

- 1. **Seek Community Input:**
  - a. Infrastructure needs identified for future enhancements to the Fire Department.
- 2. **Categorize needs based on low medium and high priority:**
  - a. Infrastructure, apparatus and equipment costs have been established and prioritized.
- 3. **Define and agree on an approach that addresses the priority infrastructure needs:**
  - a. Work with City staff to ensure Fire Department facilities meet essential services building standards.
- 4. **Develop a timeline for implementation:**
  - a. Once funding is secured, a timeline will be established.

## Quality of Life

- 1. **Youth Soccer Fields at Constitution Park:**
  - a. Assist other City departments with fast track permitting and inspection services.
- 2. **Continued support for recreational activities, libraries and sports:**
  - b. Work with City Council to develop and fund a Youth Fire Explorer Program.

## Major Budget Changes

Multiple previously frozen and vacated positions requested to enhance the delivery of fire and life safety services to the community.

# FIRE DEPARTMENT

## Summary

<b>Expenditures by Program</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
4505 Fire Administration	535,991	533,425	633,602	612,284
4510 Suppression	16,764,963	17,310,100	19,368,676	18,017,170
4520 Emergency Medical Services	479,885	665,459	922,502	733,560
4530 Prevention	352,827	326,604	722,939	710,073
4540 Training	66,331	277,523	460,958	513,946
4560 Vehicle Maintenance	223,130	248,253	370,446	396,132
4570 Hazardous Material Control	155,311	177,757	201,355	233,037
<b>Total</b>	<b>18,578,438</b>	<b>19,539,121</b>	<b>22,680,478</b>	<b>21,216,202</b>
<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	16,916,356	18,141,970	19,079,913	19,402,502
62 - Supplies & Materials	311,147	357,633	425,181	508,500
63 - Outside Services	638,352	726,986	1,049,641	872,400
64 - Other Charges	672,158	228,461	249,053	300,800
66 - Capital Outlays	40,425	84,071	1,876,690	132,000
<b>Total</b>	<b>18,578,438</b>	<b>19,539,121</b>	<b>22,680,478</b>	<b>21,216,202</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	18,040,492	17,538,245	17,834,230	18,232,737
1100 Measure V	58,061	58,170	92,600	97,265
1200 Measure G			1,648,700	1,290,370
2501 Emergency Medical Service Fund	479,885	665,459	862,502	733,560
3111 SAFER 2013		1,277,247	2,242,446	862,270
<b>Total</b>	<b>18,578,438</b>	<b>19,539,121</b>	<b>22,680,478</b>	<b>21,216,202</b>
<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
4505 Fire Administration	2.000	2.000	3.000	4.000
4510 Suppression	89.000	83.000	89.000	89.000
4520 Emergency Medical Services		1.000	1.000	1.000
4530 Prevention	3.000	3.000	4.000	4.000
4540 Training		1.000	1.000	1.000
<b>Total</b>	<b>94.000</b>	<b>90.000</b>	<b>98.000</b>	<b>99.000</b>

# FIRE DEPARTMENT Administration

4505

## Purpose

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

## Performance Measures

Performance Measure / Goal	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Firefighters Per Capita	0.6	0.5	0.7	0.6	0.7
Authorized Staffing	94	94	100	98	106
Overtime Costs	\$ 1,369,148	\$ 1,800,000	\$ 600,000	\$ 1,000,000	\$ 1,000,000
Dollar Value of Grant Applications	\$ 2,392,775	\$ 1,256,472	\$ 3,169,548	\$ 3,169,548	\$ 400,000
Dollar Value of Grants Awarded	\$ 1,692,775	TBD	TBD	TBD	TBD

## Major Budget Changes

1. Filled one (1) vacant Office Technician position.
2. Hired additional firefighters to staff a second ladder truck in the City.
3. Began design of an emergency Squad Program.
4. Received over \$365,541 in grant funding for fire department emergency operations.
5. Increased Advanced Life Support (ALS) coverage to all SFD emergency responses.
6. Placed into service two (2) new engine companies and two (2) new tiller ladder trucks.
7. Implemented an EMS/VAC Cost Recovery Program to enhance revenue generation and improve service deliveries for the community.
8. Upgraded two (2) Administrative Fire Captains to fill key staff functions.
9. Began improvements to Fire Station 5 for housing of new personnel and ladder company.
10. Implemented fueling stations and emergency generator upgrades for all six (6) fire stations.
11. Implemented new Water Rescue Training standards and equipment for the Department.
12. Hired for seven (7) firefighter positions to cover vacations, vacancies and time off due to injuries to save overtime.

# FIRE DEPARTMENT

## 4505 Fire Administration Division

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	485,762	485,046	551,256	572,884
62 - Supplies & Materials	11,035	9,346	5,400	8,900
63 - Outside Services	8,418	19,115	10,500	9,800
64 - Other Charges	683	5,522	6,700	20,700
66 - Capital Outlays	30,093	14,396	59,746	
<b>Total</b>	<b>535,991</b>	<b>533,425</b>	<b>633,602</b>	<b>612,284</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	478,520	487,376	455,147	526,594
1100 Measure V	57,471	46,049	48,759	
1200 Measure G			129,696	85,690
<b>Total</b>	<b>535,991</b>	<b>533,425</b>	<b>633,602</b>	<b>612,284</b>
<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
4505 Fire Administration	2.000	2.000	3.000	4.000
<b>Total</b>	<b>2.000</b>	<b>2.000</b>	<b>3.000</b>	<b>4.000</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 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 13,800 incidents last year with a daily minimum staffing of twenty-three personnel assigned to six (6) fire engines, one (1) ladder truck, and a hazardous materials incident response unit. Additional emergency response equipment includes a Command Vehicle, Type III (wildland) Engine, ARFF and numerous command and staff vehicles.

### Division Operations

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

### Performance Measures

Performance Measure / Goal	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
4 Minute Response - NFPA Standard	53.80%	51.40%	90%	57%	90%
4-6 Minute Response - General Plan Service Standard	87.20%	86.60%	90%	84.90%	90%
17 Firefighters at structure fires within 8 minutes - NFPA Standard	83.00%	81.20%	90%	80%	90%
Number of structure fires contained by 1st alarm assignment	116	97	100%	112	100%
Total Structure Fires	126	109	0	130	0
Total Other Type Fires	309	259	0	346	0

### Major Budget Changes

1. Three (3) Fire Captain positions frozen (Firefighters Union Concession) were returned in October of 2015.
2. Three (3) firefighter vacancies were filled in FY 2015/16.
3. Placed into service a new tiller ladder truck at Fire Station No. 5 and two new engines at Fire Station 5 and 2.
4. Implemented new grant purchased Self Contained Breathing Apparatus (SCBA's).
5. Placed into service the new Airport Crash Firefighting Rescue (ARFF) Vehicle.
6. Implement first phase of updated Standard Operating Guidelines (SOG) program.
7. Continue implementation of Next Generation Radio System (NGEN) project.
8. Fully implement electronic staffing program initiated in 4<sup>th</sup> quarter of FY 2015/16.
9. Enhance run card and box card system to more efficiently address emergency responses needs in the community.
10. Implement Youth Fire Explorer program.

# FIRE DEPARTMENT

## 4510 Suppression Division

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	15,376,038	16,242,006	16,428,374	16,785,870
62 - Supplies & Materials	171,441	221,045	255,048	244,200
63 - Outside Services	579,008	625,893	787,154	743,600
64 - Other Charges	635,142	163,215	163,500	163,500
66 - Capital Outlays	3,334	57,941	1,734,600	80,000
<b>Total</b>	<b>16,764,963</b>	<b>17,310,100</b>	<b>19,368,676</b>	<b>18,017,170</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	16,764,963	16,032,853	15,756,826	16,095,220
1200 Measure G			1,369,404	1,059,680
3111 SAFER 2013		1,277,247	2,242,446	862,270
<b>Total</b>	<b>16,764,963</b>	<b>17,310,100</b>	<b>19,368,676</b>	<b>18,017,170</b>
<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
4510 Suppression	89.000	83.000	89.000	89.000
<b>Total</b>	<b>89.000</b>	<b>83.000</b>	<b>89.000</b>	<b>89.000</b>

# FIRE DEPARTMENT

## Emergency Medical Services Division

4520

### Purpose

The EMS Division provides 24-hour ALS medical care at the paramedic first responder level through oversight provided by one (1) EMS Officer and care given by twenty-seven (27) crossed trained firefighter/paramedics. The mission is to respond to Emergency Medical Division (EMS) incidents to begin early treatment and care of the ill and injured. Fire Department paramedics will continue care of major and critical patients during transport to local hospitals.

### Division Operations

1. To provide State certified Advanced and Basic Life Support medical personnel to render critical care to enhance the community's quality of life.
2. Provide training and continuing education that meets or exceeds State of California standards to all Fire Department personnel.
3. Provide and train Tactical Paramedics (Tac-Med) for law enforcement SWAT operations.
4. Provide paramedics for City of Salinas sponsored special events.

### Performance Measures

Performance Measure / Goal	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Number of Paramedics	24	24	30	28	30
Number of EMT's	56	48	65	65	72
EMS Training Hours	1,110	1,235	1,452	1,200	1,500
Total EMS Responses	8,137	9,221	8,400	9,800	9,900

### Major Budget Changes

1. Implemented the ALS/VAC Cost Recovery Fee Program.
2. Trained all SFD paramedics in Pre-Hospital Advanced Life Support (PHTLS) in accordance with County EMS Agency requirements for the new countywide trauma system.
3. Provide administrative oversight and participation on numerous County and State of California EMS Committees.
4. Implemented new Active Shooter Emergency Response Guidelines in conjunction with all Monterey County law enforcement agencies and County OES.
5. Provided initial training and accreditation to four (4) new SFD paramedics.
6. Implemented EMS Platoon Training Coordinator (EMS PTC) positions on each shift to enhance training, Quality Improvement (QI) and records management.

# FIRE DEPARTMENT

## 4520 Emergency Medical Services Division

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	461,897	641,551	782,400	683,960
62 - Supplies & Materials	4,891	10,489	29,652	19,300
63 - Outside Services	4,218	4,447	77,200	17,300
64 - Other Charges	8,879	8,972	33,250	13,000
<b>Total</b>	<b>479,885</b>	<b>665,459</b>	<b>922,502</b>	<b>733,560</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund			60,000	
2501 Emergency Medical Service Fund	479,885	665,459	862,502	733,560
<b>Total</b>	<b>479,885</b>	<b>665,459</b>	<b>922,502</b>	<b>733,560</b>
<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
4520 Emergency Medical Services		1.000	1.000	1.000
<b>Total</b>		<b>1.000</b>	<b>1.000</b>	<b>1.000</b>



# FIRE DEPARTMENT

## Prevention Division

4530

### Purpose

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

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

### Division Operations

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

### Performance Measures

Performance Measure / Goal	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Fire & Life Safety Education	8	105	10	94	100
Public Safety Demonstrations	73	10	20	33	30
Total Number of Multi-Family Inspections	369	414	450	918	1,000
Total Number of Commercial/Fire Permit Inspections	1,108	1,034	1,000	620	1,000
Fire Code Complaint Inspections	1,266	459	1,000	145	500
Number of Fire Plan Checks	743	950	1,000	590	1,000
Number of Development Reviews (DRC)	77	95	75	81	90

### Major Budget Changes

1. Re-activate/fill the Battalion Chief Fire Marshal position.
2. Fill three (3) Shift Inspectors positions to perform Fire and Life Safety Inspections.
3. Fill one (1) Office Technician position.
4. Implement full cost recovery through fees, permits and inspections to sustain the Division.
5. Begin revisions and updates to the City of Salinas False Alarm Ordinance.
6. Implement office space improvements for additional personnel.
7. Implemented a new tiered Business Self Inspection Program.
8. Begin design on a Fire Prevention/Inspection Intern Program.

# FIRE DEPARTMENT

## 4530 Prevention Division

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	335,371	309,434	685,952	680,273
62 - Supplies & Materials	12,048	10,092	9,825	15,000
63 - Outside Services	3,007	3,199	16,787	5,100
64 - Other Charges	2,401	3,879	10,375	9,700
<b>Total</b>	<b>352,827</b>	<b>326,604</b>	<b>722,939</b>	<b>710,073</b>

<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	352,237	314,483	675,098	608,808
1100 Measure V	590	12,121	43,841	97,265
1200 Measure G			4,000	4,000
<b>Total</b>	<b>352,827</b>	<b>326,604</b>	<b>722,939</b>	<b>710,073</b>

<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
4530 Prevention	3.000	3.000	4.000	4.000
<b>Total</b>	<b>3.000</b>	<b>3.000</b>	<b>4.000</b>	<b>4.000</b>

## Purpose

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

## Division Operations

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

## Performance Measures

Performance Measure / Goal	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Total Number of Training Hours (Department)	21,584	46,000	25,000	30,000	30,000
Mandated Training Compliance (Department) - %	50%	50%	100%	50%	100%
Number of Firefighters Trained - Class A Burn Trailers	70	69	93	15	93

## Major Budget Changes

1. Conduct one (1) 20-week Firefighter Academy in FY 2016/17 for newly hired fire recruits.
2. Upgrade one (1) Administrative Fire Captain to manage recruit fire training.
3. Implement new Water Rescue Training Program.
4. Work with Fire Administration to provide the following promotional examinations:
  - Fire Engineer
  - Fire Captain (2)
5. Work with Human resources to coordinate a firefighter recruitment process.
6. Manage probationary training for all newly hired fire recruits.
7. Implement an enhanced process for tracking of training hours for all divisions.
8. Develop training facility plan in anticipation of the loss of the 801 Abbott Street lease.

# FIRE DEPARTMENT

## 4540 Training Division

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	31,868	207,775	317,230	340,946
62 - Supplies & Materials	3,836	17,614	32,256	34,100
63 - Outside Services	6,486	9,898	7,500	16,500
64 - Other Charges	17,143	38,637	21,628	70,400
66 - Capital Outlays	6,998	3,599	82,344	52,000
<b>Total</b>	<b>66,331</b>	<b>277,523</b>	<b>460,958</b>	<b>513,946</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	66,331	277,523	370,358	379,946
1200 Measure G			90,600	134,000
<b>Total</b>	<b>66,331</b>	<b>277,523</b>	<b>460,958</b>	<b>513,946</b>
<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
4540 Training		1.000	1.000	1.000
<b>Total</b>		<b>1.000</b>	<b>1.000</b>	<b>1.000</b>

# FIRE DEPARTMENT

## Vehicle Maintenance Division

4560

### Purpose

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

### Division Operations

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

### Performance Measures

Performance Measure / Goal	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Scheduled Maintenance Compliance - %	100%	60%	100%	60%	100%
Aerial & Ground Ladder Testing Compliance - %	100%	100%	100%	100%	100%

### Major Budget Changes

1. Develop job specifications with Human Resources for a civilian 40-hour Fire Mechanic position.
2. Work with City Administration, Police and Public Works on a Fleet Centralization and Maintenance Program for all SFD light and heavy apparatus. This Program will develop the concepts for transitioning from sworn to civilian mechanic staff for all future Division repairs and maintenance.
3. Provide tools (lift system) necessary to perform maintenance on all larger apparatus (ladder trucks, hazmat vehicle, command vehicle).
4. Fully implement asset tracking software.
5. Provide continued training for maintenance personnel.
6. Refurbish 2006 Pierce Quantum engines placed into reserve to maintain maximum life expectancy.

# FIRE DEPARTMENT

## 4560 Vehicle Maintenance Division

<b>Expenditures by Character</b>	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
61 - Salaries & Benefits	75,785	90,051	135,546	131,732
62 - Supplies & Materials	103,420	82,334	83,000	173,000
63 - Outside Services	37,215	64,434	150,400	80,000
64 - Other Charges	6,710	3,299	1,500	11,400
66 - Capital Outlays		8,135		
<b>Total</b>	<b>223,130</b>	<b>248,253</b>	<b>370,446</b>	<b>396,132</b>

<b>Expenditures by Fund</b>	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
1000 General Fund	223,130	248,253	320,446	396,132
1200 Measure G			50,000	
<b>Total</b>	<b>223,130</b>	<b>248,253</b>	<b>370,446</b>	<b>396,132</b>

# FIRE DEPARTMENT

## Hazardous Material 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.

### Division Operations

1. Ensure the safety of Hazardous Materials Team members through scheduled training.
2. Respond to hazardous material emergencies and minimize impacts to the community.
3. Process Certified Unified Program Agency (CUPA) reimbursements.
4. Provide quarterly training for Hazardous Material Team members.
5. Prepare and submit quarterly CUPA reimbursement reports.
6. Maintain State of California OES standards for Type I emergency operations response.

### Performance Measures

Performance Measure / Goal	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Total Training Hours	960	1,164	1,000	1,600	1,600
Annual CUPA Reimbursement	\$ 168,159	\$ 165,832	\$ 130,000	\$ 160,750	\$ 170,000

### Major Budget Changes

1. Received \$237,000 from UASI Grant funding to replacement 2004 Haz Mat vehicle and trailer.
2. Ordered a new Type I Haz/Mat Response Vehicle; delivery in October, 2016
3. Purchased grant funded Type I equipment for typing upgrade requirements.
4. Develop CUPA funding enhancements with the County of Monterey for additional revenue to support Type I operations in early 2017.
5. Completed additional Haz/mat Specialist Training for six (6) SFD firefighters.
6. Submitted a Department of Transportation (DOT) grant for a new Type II Haz/Mat response vehicle, equipment and training valued at 1.2 million dollars.

# FIRE DEPARTMENT

## 4570 Hazardous Material Control Division

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	149,635	166,107	179,155	206,837
62 - Supplies & Materials	4,476	6,713	10,000	14,000
63 - Outside Services			100	100
64 - Other Charges	1,200	4,937	12,100	12,100
<b>Total</b>	<b>155,311</b>	<b>177,757</b>	<b>201,355</b>	<b>233,037</b>

<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	155,311	177,757	196,355	226,037
1200 Measure G			5,000	7,000
<b>Total</b>	<b>155,311</b>	<b>177,757</b>	<b>201,355</b>	<b>233,037</b>



# FIRE DEPARTMENT

## Work Force

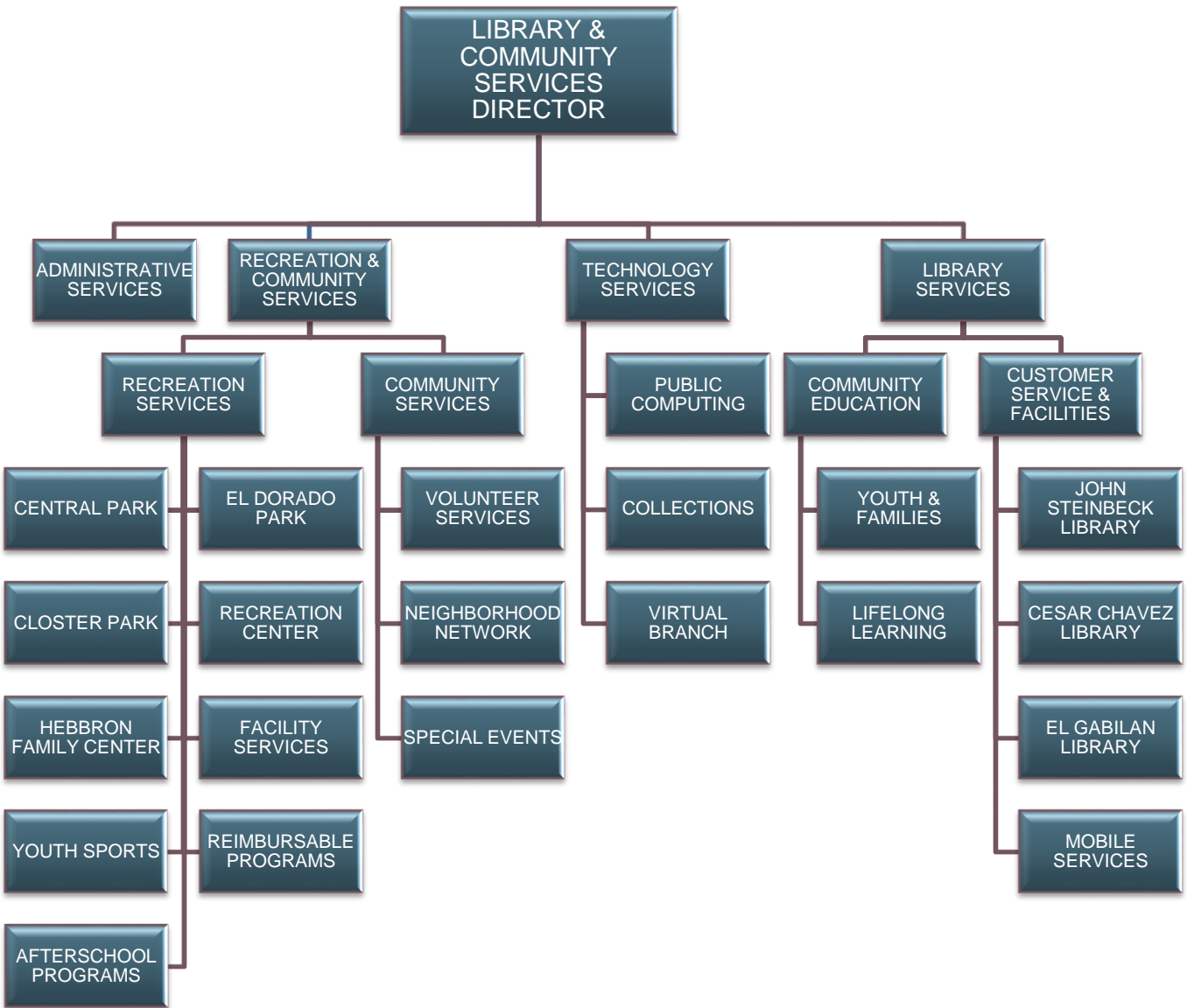
Workforce by Program	13-14 Authorized	14-15 Authorized	15-16 Authorized	16-17 Proposed
<b>4505 Fire Administration</b>				
Administrative Secretary	1.000	1.000	1.000	1.000
Fire Chief	1.000	1.000	1.000	1.000
Office Technician			1.000	2.000
<b>4505 Fire Administration Total</b>	<b>2.000</b>	<b>2.000</b>	<b>3.000</b>	<b>4.000</b>
<b>4510 Suppression</b>				
Battalion Chief	3.000	3.000	3.000	3.000
Deputy Fire Chief	1.000	1.000	1.000	1.000
Emergency Med Svcs Offcr	1.000			
Fire Captain	24.000	21.000	24.000	24.000
Fire Engineer	24.000	24.000	24.000	24.000
Fire Recruit				9.000
Firefighter	24.000	23.000	23.000	28.000
Firefighter (Grant 2011)	12.000			
Firefighter (Grant 2014)		11.000	14.000	
<b>4510 Suppression Total</b>	<b>89.000</b>	<b>83.000</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
<b>4520 Emergency Medical Services Total</b>		<b>1.000</b>	<b>1.000</b>	<b>1.000</b>
<b>4530 Prevention</b>				
BC/Fire Marshal			1.000	1.000
Fire Inspector	3.000	3.000	3.000	3.000
<b>4530 Prevention Total</b>	<b>3.000</b>	<b>3.000</b>	<b>4.000</b>	<b>4.000</b>
<b>4540 Training</b>				
Battalion Chief EMS/Trng		1.000	1.000	1.000
<b>4540 Training Total</b>		<b>1.000</b>	<b>1.000</b>	<b>1.000</b>
<b>Total</b>	<b>94.000</b>	<b>90.000</b>	<b>98.000</b>	<b>99.000</b>



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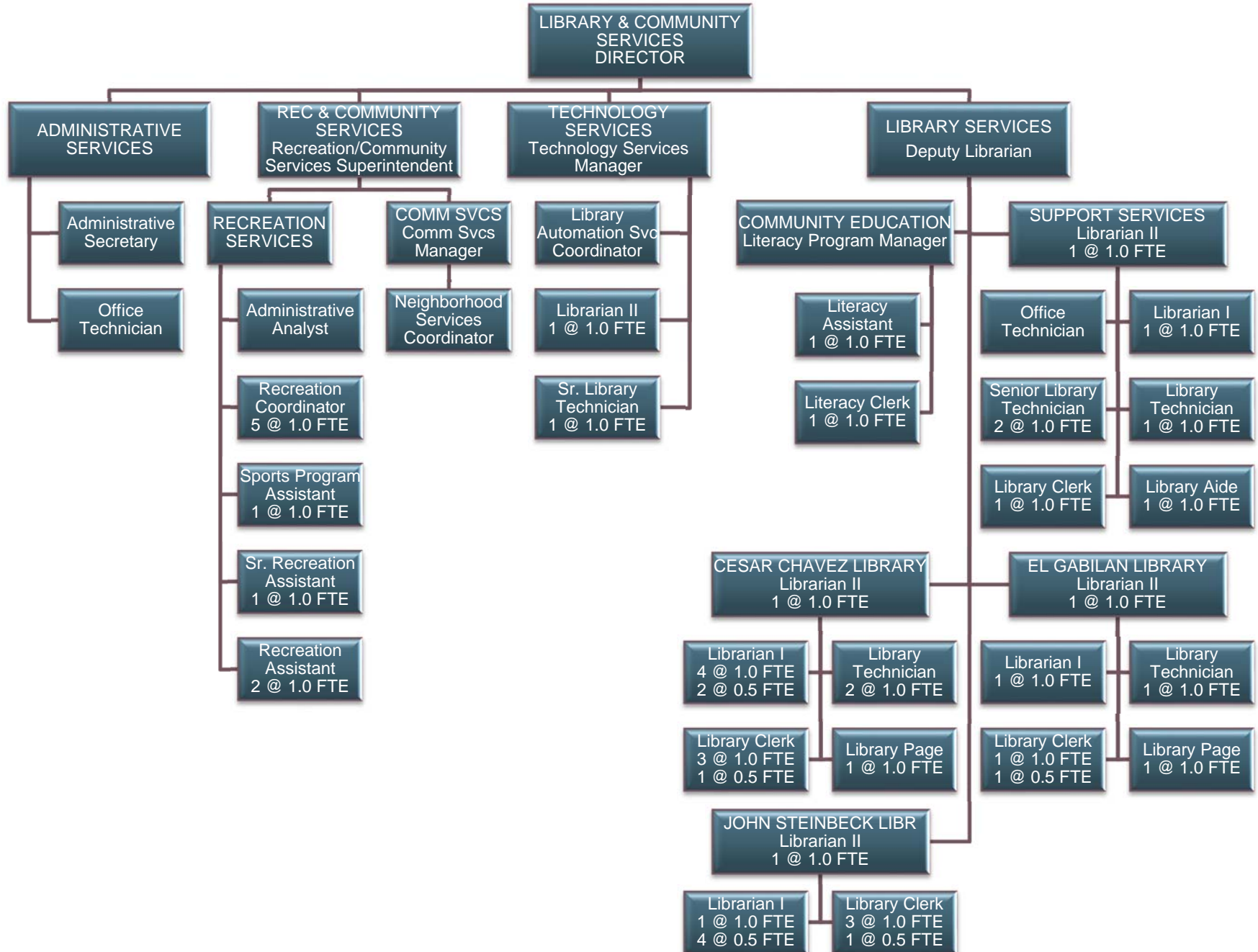
# LIBRARY AND COMMUNITY SERVICES DEPARTMENT

## 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 two Divisions: Recreation & Community Services 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 FY15-16

#### Economic Diversity and Prosperity

- Provided community service opportunities for youth and adults to strengthen skill development and workforce readiness. Residents performed nearly 23,000 community service hours.
- The Library engaged over 1500 participants to assist with GED completion, literacy and family literacy (supporting parents through structured programming to assist them with helping their children to read.)
- At the end of FY 15-16, the Library will acquire *Learning Express* a new online learning services and training tool to help connect customers to careers and provide support for academic advancement through test preparation tools and other vocational tutorials and e-books.
- Every summer the Library enlists thousands of students to read. The library presented 160 programs in 8 weeks in summer 2015. The goal was to encourage reading and reduce and/or reverse the summer slide (a well-documented phenomenon that affects many students during the summer months and reduces grade level readiness).

#### Safe, Livable Community

- To reduce violence and provide positive alternatives for youth, the Recreation Division implemented a weekly Saturday Night Teen Program that logged over 1,940 visits and 493 unduplicated participants.
- Over 220,000 residents visited recreation centers and 3,500 youth ages 5-18 participated in various sports programs.
- Conducted 7 community clean ups and issued 104 special event permits.
- The Library's Youth Services division expanded programming to offer programs seven days a week.

#### Effective, Sustainable Government

- Initiated recruitments and successfully hired 8 newly authorized or vacant recreation and neighborhood services positions that will allow the Recreation, Neighborhood and Community Services Division to begin to build capacity for increased quality and quantity of programming for residents.
- The Library hired six part-time staff to help better support weekend services, it also promoted a Librarian II to the position of Manager for Technical Services, hired a new Deputy Librarian, a new Director of Libraries and Community Services and opened up recruitment for two Librarian II positions.

#### Excellent Infrastructure

- Initiated Phase I of the Old Muni Pool Retrofit Project which will allow for additional venues for recreation and meeting space.
- Through Federal and State Grants, Salinas Public Library signed a contract that will introduce significantly greater bandwidth to its customers beginning in Summer 2016. In addition to providing greater access to e-services, the greater bandwidth will be leveraged to support the library's plans for a business incubator and career readiness center.

## LIBRARY AND COMMUNITY SERVICES DEPARTMENT Summary (Continued)

- The Library is also seeking plans to upgrade its programming space at the John Steinbeck Library and it is in the process of upgrading workspace for staff.

### **Quality of Life**

- Provided over 24,000 meals to youth and seniors at seven locations through the Summer Lunch/Snack Program and Firehouse Senior Program.
- Promoted literacy and cultural enrichment through the Annual Poet Laureate Contest.
- The Library expanded its Homebound services in 2016 and developed a new Health Services program to connect customers to health insurance and health services.
- The Library launched its Paletero Program in 2016. Library staff walk high need areas in Salinas with an ice cream cart, but instead of ice cream, the library delivers a mobile Wi-Fi station, books and services.

# LIBRARY AND COMMUNITY SERVICES DEPARTMENT

## Summary

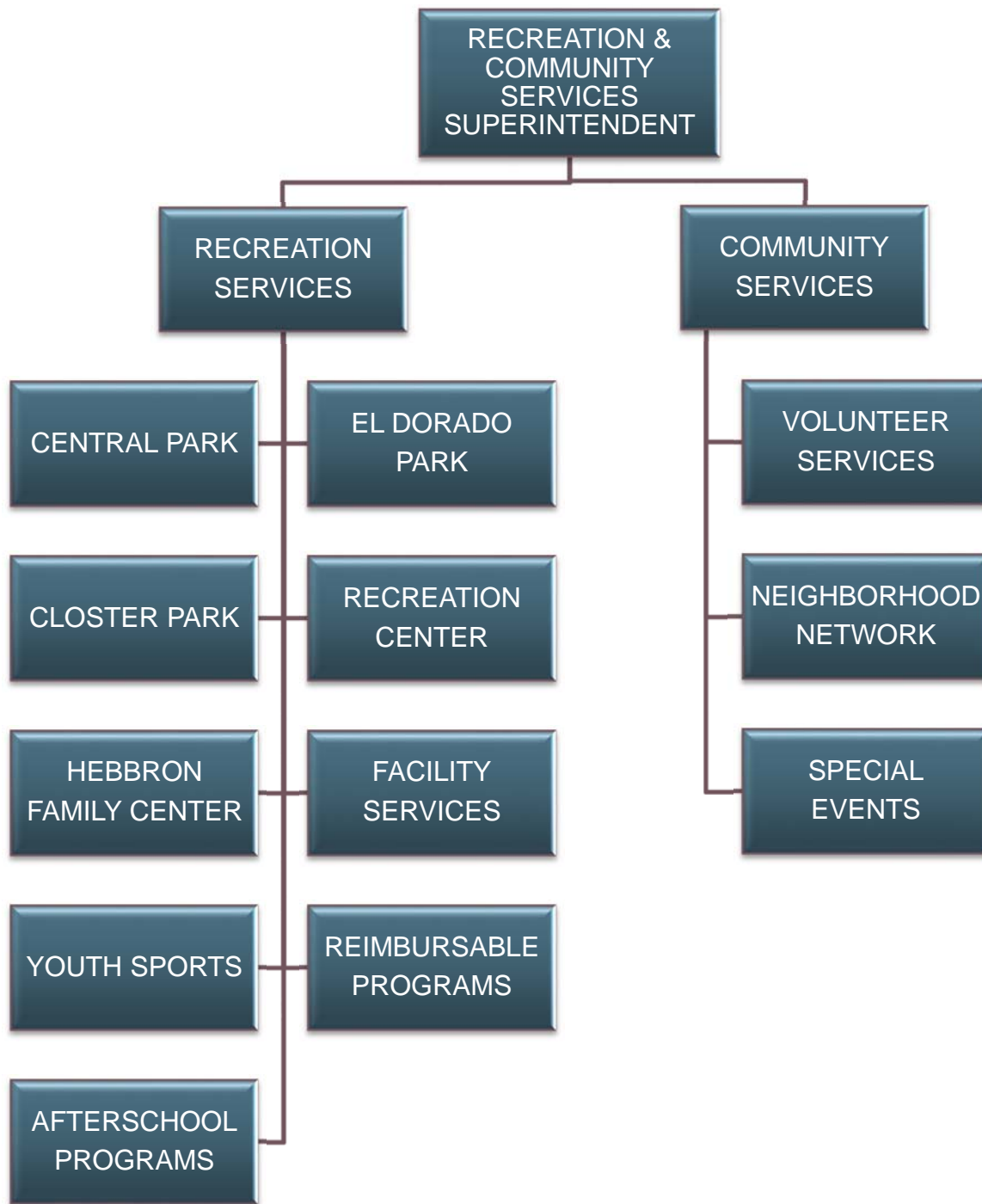
<b>Expenditures by Program</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
Parks and Community Services	1,518,304	1,668,562	2,537,353	2,730,968
Library	3,718,026	3,556,485	4,821,200	4,972,611
<b>Total</b>	<b>5,236,330</b>	<b>5,225,047</b>	<b>7,358,553</b>	<b>7,703,579</b>
<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
Parks and Community Services	8.000	8.640	14.000	14.000
Library	43.500	43.500	43.500	43.500
<b>Total</b>	<b>51.500</b>	<b>52.140</b>	<b>57.500</b>	<b>57.500</b>



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# PARKS AND COMMUNITY SERVICES Organizational Chart





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# PARKS AND COMMUNITY SERVICES

## Summary

<b>Expenditures by Program</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
6231 Recreation Admin	312,521	320,049	616,981	708,652
6232 Neighborhood Services	10,884	26,601	134,400	138,520
6233 Closter Park	3,083	6,400	18,800	19,800
6234 El Dorado Park	26,527	29,313	34,100	34,800
6235 Central Park	16,426	19,140	19,800	20,300
6236 Facility Services	1,878	919	8,500	9,200
6237 Reimbursable Rec Activities	59,638	69,521	160,700	163,900
6238 Youth Sports	162,794	159,620	188,428	184,361
6239 Recreation Center	47,662	56,889	58,575	75,300
6240 Firehouse Rec Center	29,523	34,527	63,342	94,400
6241 Hebbbron Heights Rec Center	58,437	60,996	85,000	89,800
6242 Afterschool Programs	303,903	344,405	625,000	644,399
6243 Community Center	239,153	267,398	236,540	245,400
6244 Breadbox Rec Center	98,280	130,703	130,900	118,726
6245 Firehouse After School	14,861	21,400		-
6246 Hebbbron Family Center	132,734	120,681	156,287	145,310
6247 Sherwood Rec Center				38,100
<b>Total</b>	<b>1,518,304</b>	<b>1,668,562</b>	<b>2,537,353</b>	<b>2,730,968</b>
<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	1,053,973	1,117,495	1,898,370	2,019,068
62 - Supplies & Materials	79,918	116,710	145,842	172,650
63 - Outside Services	368,203	403,295	454,581	499,850
64 - Other Charges	16,210	23,462	35,100	36,100
66 - Capital Outlays		7,600	3,460	3,300
<b>Total</b>	<b>1,518,304</b>	<b>1,668,562</b>	<b>2,537,353</b>	<b>2,730,968</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	822,598	810,269	782,666	848,913
1100 Measure V	573,759	782,932	974,187	1,087,355
1200 Measure G			665,500	794,700
2910 Community Development	121,947	75,361	115,000	-
<b>Total</b>	<b>1,518,304</b>	<b>1,668,562</b>	<b>2,537,353</b>	<b>2,730,968</b>

# PARKS AND COMMUNITY SERVICES

## Summary

<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
6231 Recreation Admin	3.000	3.000	5.000	5.000
6232 Neighborhood Services			1.000	1.000
6238 Youth Sports	1.000	1.000	1.000	1.000
6242 Afterschool Programs	2.000	2.000	5.619	5.670
6244 Breadbox Rec Center	0.500	0.830	0.381	0.330
6246 Hebbbron Family Center	1.500	1.810	1.000	1.000
<b>Total</b>	<b>8.000</b>	<b>8.640</b>	<b>14.000</b>	<b>14.000</b>

## 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 agreements at Twin Creeks, Fairways Golf Courses, Salinas Aquatic Center, Firehouse, Closter Park, Bread Box, Tennis Center and the Salinas Community 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 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Number of Employees (including temporary)	89	79	85		
Number of Attendees at Recreation Centers	209,187	219,986	240,000	220,000	240,000
Number of Youth Commission Events/Activities	7	5	5	6	7
Number of Participants Attending Youth Commission Events	1,200	1,000	2,000	563	750
Number of Special Event Permits Issued	120	104	130	115	120
Number of Annual Hours Spent in Support of CASP	104	95	125	100	100
Number of Annual Hours Spent Attending Community Meetings/Events	200	150	200	75	200

## Major Budget Changes

None

# PARKS AND COMMUNITY SERVICES

## 6231 Recreation Admin Division

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	275,808	281,734	578,721	652,452
62 - Supplies & Materials	3,745	2,302	5,500	5,500
63 - Outside Services	17,283	13,571	3,260	20,200
64 - Other Charges	15,685	22,442	29,500	30,500
<b>Total</b>	<b>312,521</b>	<b>320,049</b>	<b>616,981</b>	<b>708,652</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	291,302	205,273	140,181	202,152
1100 Measure V	21,219	114,776	280,500	298,060
1200 Measure G			196,300	208,440
<b>Total</b>	<b>312,521</b>	<b>320,049</b>	<b>616,981</b>	<b>708,652</b>
<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
6231 Recreation Admin	3.000	3.000	5.000	5.000
<b>Total</b>	<b>3.000</b>	<b>3.000</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 and town hall meetings.
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 Grant program
5. Provide excellent customer service.

### Performance Measures

Performance Measure / Goal	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Council District Cleanups	6	7	7	7	7
Community Meetings	6	5	7	3	7
City-wide Volunteer Hours Performed	23,830	22,865	26,000	44,143	30,000

### Major Budget Changes

None

# PARKS AND COMMUNITY SERVICES

## 6232 Neighborhood Services Division

<b>Expenditures by Character</b>	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
61 - Salaries & Benefits	5,495	14,793	123,600	126,220
62 - Supplies & Materials	3,989	10,142	6,300	10,800
63 - Outside Services	1,400	1,666	4,500	1,500
<b>Total</b>	<b>10,884</b>	<b>26,601</b>	<b>134,400</b>	<b>138,520</b>

<b>Expenditures by Fund</b>	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
1100 Measure V	10,884	26,601	30,700	34,200
1200 Measure G			103,700	104,320
<b>Total</b>	<b>10,884</b>	<b>26,601</b>	<b>134,400</b>	<b>138,520</b>

<b>Workforce by Program</b>	13-14 Authorized	14-15 Authorized	15-16 Authorized	16-17 Proposed
6232 Neighborhood Services			1.000	1.000
<b>Total</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.

### Performance Measures

Performance Measure / Goal	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
*Unavailable. Facility leased to Salinas Boxing Club. In FY14-15 the Summer Recreation Program was restored.	NA	1,394	NA	1,500	1,500

### Major Budget Changes

None

# PARKS AND COMMUNITY SERVICES

## 6233 Closter Park Division

<b>Expenditures by Character</b>	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
61 - Salaries & Benefits			9,500	10,500
62 - Supplies & Materials			2,500	2,500
63 - Outside Services	3,083	6,400	6,800	6,800
<b>Total</b>	<b>3,083</b>	<b>6,400</b>	<b>18,800</b>	<b>19,800</b>
<b>Expenditures by Fund</b>	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
1000 General Fund	1,201	3,919	2,700	2,700
1100 Measure V	1,882	2,481	4,800	4,800
1200 Measure G			11,300	12,300
<b>Total</b>	<b>3,083</b>	<b>6,400</b>	<b>18,800</b>	<b>19,800</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 and social prevention programs 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.

### Performance Measures

Performance Measure / Goal	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Number of Program Attendees	35,076	32,765	51,000	37,000	40,000

### Major Budget Changes

None

# PARKS AND COMMUNITY SERVICES

## 6234 El Dorado Park Division

<b>Expenditures by Character</b>	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
61 - Salaries & Benefits	16,779	16,239	19,000	19,700
62 - Supplies & Materials	972	3,716	2,800	2,800
63 - Outside Services	8,776	9,358	12,300	12,300
<b>Total</b>	<b>26,527</b>	<b>29,313</b>	<b>34,100</b>	<b>34,800</b>

<b>Expenditures by Fund</b>	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
1000 General Fund	7,552	9,568	8,100	8,100
1100 Measure V	18,975	19,745	25,800	26,500
1200 Measure G			200	200
<b>Total</b>	<b>26,527</b>	<b>29,313</b>	<b>34,100</b>	<b>34,800</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.

### Performance Measures

Performance Measure / Goal	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Program Attendees	22,932	24,610	40,000	23,800	25,000

### Major Budget Changes

None

# PARKS AND COMMUNITY SERVICES

## 6235 Central Park Division

<b>Expenditures by Character</b>	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
61 - Salaries & Benefits	10,490	11,411	9,500	10,000
62 - Supplies & Materials	2,627	4,064	4,900	4,900
63 - Outside Services	3,309	3,665	5,400	5,400
<b>Total</b>	<b>16,426</b>	<b>19,140</b>	<b>19,800</b>	<b>20,300</b>

<b>Expenditures by Fund</b>	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
1000 General Fund	1,921	3,396	2,900	2,900
1100 Measure V	14,505	15,744	16,700	17,200
1200 Measure G			200	200
<b>Total</b>	<b>16,426</b>	<b>19,140</b>	<b>19,800</b>	<b>20,300</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 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 work with theatrical groups, musicians and teen bands to provide programs, summer concerts and community entertainment at Sherwood Park Outdoor stage and Natividad Creek Park.
6. Continue to administer bounce – house reservations at three park sites.

### Performance Measures

Performance Measure / Goal	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Revenue Collected	\$ 19,297	\$9,127	\$ 8,000	\$ 8,500	\$ 8,500
Bounce House Permits Issued	31	38	50	30	35

### Major Budget Changes

None

# PARKS AND COMMUNITY SERVICES

## 6236 Facility Services Division

<b>Expenditures by Character</b>	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
61 - Salaries & Benefits	1,648	854	6,800	7,500
62 - Supplies & Materials			500	500
64 - Other Charges	230	65	1,200	1,200
<b>Total</b>	<b>1,878</b>	<b>919</b>	<b>8,500</b>	<b>9,200</b>
<b>Expenditures by Fund</b>	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
1000 General Fund	1,878	919	8,500	9,200
<b>Total</b>	<b>1,878</b>	<b>919</b>	<b>8,500</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 Hebron Family Center.
4. Provide karate programs for ages 5-18 at El Dorado Park and Hebron Family Center.

### Performance Measures

Performance Measure / Goal	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Revenue Collected	\$ 41,947	\$ 56,245	\$ 50,000	\$ 45,000	\$ 45,000

### Major Budget Changes

None

# PARKS AND COMMUNITY SERVICES

## 6237 Reimbursable Rec Activities Division

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	31,211	37,028	32,400	35,600
62 - Supplies & Materials	1,101	3,478	17,900	17,900
63 - Outside Services	27,226	29,015	109,600	109,600
64 - Other Charges	100		800	800
<b>Total</b>	<b>59,638</b>	<b>69,521</b>	<b>160,700</b>	<b>163,900</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	59,638	69,521	160,700	163,900
<b>Total</b>	<b>59,638</b>	<b>69,521</b>	<b>160,700</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 practice excellent customer service.

### Performance Measures

Performance Measure / Goal	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Number of Registered Participants	3,251	3,500	3,900	3,600	3,900
Volunteer Coaches Hours Performed	10,143	12,362	10,000	14,000	14,000
Revenue Collected	\$ 92,866	\$ 90,846	\$ 90,000	\$ 90,000	\$ 90,000

### Major Budget Changes

None

# PARKS AND COMMUNITY SERVICES

## 6238 Youth Sports Division

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	125,887	123,345	142,128	138,061
62 - Supplies & Materials	32,664	32,687	32,000	33,200
63 - Outside Services	4,048	2,829	12,200	11,000
64 - Other Charges	195	759	2,100	2,100
<b>Total</b>	<b>162,794</b>	<b>159,620</b>	<b>188,428</b>	<b>184,361</b>

<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	162,794	159,620	182,228	178,161
1200 Measure G			6,200	6,200
<b>Total</b>	<b>162,794</b>	<b>159,620</b>	<b>188,428</b>	<b>184,361</b>

<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 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

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.

### Performance Measures

Performance Measure / Goal	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Number of Registrations Taken	3,251	3,500	3,900	3,600	3,900
Number of Program Attendees	40,556	42,297	52,000	42,000	45,000

### Major Budget Changes

None

# PARKS AND COMMUNITY SERVICES

## 6239 Recreation Center Division

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	24,952	23,819	22,000	23,000
62 - Supplies & Materials	7,268	15,906	10,700	14,900
63 - Outside Services	15,442	16,968	24,375	32,600
64 - Other Charges		196	1,500	1,500
66 - Capital Outlays				3,300
<b>Total</b>	<b>47,662</b>	<b>56,889</b>	<b>58,575</b>	<b>75,300</b>

<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	15,017	26,900	24,175	25,400
1100 Measure V	32,645	29,989	33,100	34,100
1200 Measure G			1,300	15,800
<b>Total</b>	<b>47,662</b>	<b>56,889</b>	<b>58,575</b>	<b>75,300</b>

# PARKS AND COMMUNITY SERVICES

## Firehouse Recreation Center

6240

### Purpose

Provide a variety of recreational activities for youth and seniors.

### Division Operations

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

### Performance Measures

Performance Measure / Goal	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Number of Program Attendees	21,356	23,990	19,000	18,000	20,000
Senior Volunteer Hours Performed	2,040	5,369	2,000	6,500	6,500
Number of Senior Meals Served	5,431	6,829	5,200	8,000	10,000

### Major Budget Changes

None

# PARKS AND COMMUNITY SERVICES

## 6240 Firehouse Rec Center Division

<b>Expenditures by Character</b>	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
61 - Salaries & Benefits	10,000	12,742	28,000	29,000
62 - Supplies & Materials	1,715	6,100	12,642	25,800
63 - Outside Services	17,808	15,685	22,700	39,600
<b>Total</b>	<b>29,523</b>	<b>34,527</b>	<b>63,342</b>	<b>94,400</b>

<b>Expenditures by Fund</b>	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
1000 General Fund	19,523	24,527	26,642	25,800
1100 Measure V	10,000	10,000	10,000	10,500
1200 Measure G			26,700	58,100
<b>Total</b>	<b>29,523</b>	<b>34,527</b>	<b>63,342</b>	<b>94,400</b>



# PARKS AND COMMUNITY SERVICES

## Hebbron Heights Recreation Center

6241

### Purpose

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

### Division Operations

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

### Performance Measures

Performance Measure / Goal	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Number of Program Attendees	50,236	47,990	60,000	58,000	61,000
Number of Programs	1,800	1,668	2,000	2,000	2,000
Teen Volunteer Hours Performed	208	328	250	300	300

### Major Budget Changes

Due to a shift in CDBG resources, the Department will no longer receive funds. A combination of Measure V/G funds will be used to fund the Recreation Coordinator FTE that previously was funded through CDBG.

# PARKS AND COMMUNITY SERVICES

## 6241 Hebbron Heights Rec Center Division

<b>Expenditures by Character</b>	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
61 - Salaries & Benefits	40,283	42,236	48,800	51,600
62 - Supplies & Materials	2,515	5,064	13,000	15,000
63 - Outside Services	15,639	13,696	23,200	23,200
<b>Total</b>	<b>58,437</b>	<b>60,996</b>	<b>85,000</b>	<b>89,800</b>
<b>Expenditures by Fund</b>	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
1000 General Fund	13,854	17,495	19,000	19,000
1100 Measure V	44,583	43,501	43,500	45,200
1200 Measure G			22,500	25,600
<b>Total</b>	<b>58,437</b>	<b>60,996</b>	<b>85,000</b>	<b>89,800</b>

# PARKS AND COMMUNITY SERVICES

## Afterschool Programs

6242

### Purpose

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

### Division Operations

1. To provide enrichment programs in the areas of fine arts, sports and various camp activities.
2. Provide programs during school year and vacation periods.
3. Offer diverse prevention programs for ages 5-18 years.
4. Collaborate with the Library on programs and services when appropriate.
5. Provide new experiences for youth through field trips and specialty activities.
6. Administer the free summer lunch/snack program at the Bread Box, Central Park, Closter Park, El Dorado Park, Firehouse, Hebbbron Family Center and the Cesar Chavez Library.
7. Continue to practice excellent customer service.

### Performance Measures

Performance Measure / Goal	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Number of Free Lunches Served (Summer)	17,040	17,483	18,000	18,000	18,000
Number of Youth Field Trip Participants	225	275	200	300	300
Number of Summer Camp Participants	449	492	500	500	500

### Major Budget Changes

None

# PARKS AND COMMUNITY SERVICES

## 6242 Afterschool Programs Division

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	275,216	298,022	570,000	589,399
62 - Supplies & Materials	7,360	13,984	13,000	10,000
63 - Outside Services	21,327	32,399	38,540	45,000
66 - Capital Outlays			3,460	
<b>Total</b>	<b>303,903</b>	<b>344,405</b>	<b>625,000</b>	<b>644,399</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund		26,999		
1100 Measure V	303,903	317,406	354,400	481,269
1200 Measure G			270,600	163,130
<b>Total</b>	<b>303,903</b>	<b>344,405</b>	<b>625,000</b>	<b>644,399</b>
<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
6242 Afterschool Programs	2.000	2.000	5.619	5.670
<b>Total</b>	<b>2.000</b>	<b>2.000</b>	<b>5.619</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. Monitor the lease arrangements for the Meeting Room side of the Salinas Community Center Complex.
2. Operate Sherwood Hall- provide rental opportunities to community groups, City functions and outside promoters for commercial, provide and community programs and events.
3. Continue to practice excellent customer service.

### Performance Measures

Performance Measure / Goal	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Facility was leased thru July 2013 and the facility was underrenovation from Dcember 2013- February 2014. The meeting room side of the facility is leased to Millennium Charter School. The Millennium Charter School has use of Sherwood Hall Monday-Friday from 7:30-11:00 AM and exclusive use of the facility for 6 weeks each year. In addition, the school uses the facility on Monday afternoons for enrichment activities. Parent meetings are held in the Hall 2 to 3 times a year. The school also is able to use the facility on rainy days for physical education.					
Number of uses	65	56	65	77	80
Number of Facility Attendees	51,968	39,376	50,000	45,000	50000

### Major Budget Changes

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

# PARKS AND COMMUNITY SERVICES

## 6243 Community Center Division

<b>Expenditures by Character</b>	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
61 - Salaries & Benefits	25,157	34,929	98,860	110,000
62 - Supplies & Materials	261		1,400	1,400
63 - Outside Services	213,735	232,469	136,280	134,000
<b>Total</b>	<b>239,153</b>	<b>267,398</b>	<b>236,540</b>	<b>245,400</b>

<b>Expenditures by Fund</b>	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
1000 General Fund	239,153	235,998	184,140	188,000
1100 Measure V		31,400	50,000	55,000
1200 Measure G			2,400	2,400
<b>Total</b>	<b>239,153</b>	<b>267,398</b>	<b>236,540</b>	<b>245,400</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.

### Performance Measures

Performance Measure / Goal	FY 2012-13 Actual	FY 2013-14 Actual	FY2014-15 Goal	FY 2014-15 Projected	FY 2015-16 Goal
Number of Program Attendees	47,750	39,031	47,000	45,000	45,000

### Major Budget Changes

# PARKS AND COMMUNITY SERVICES

## 6244 Breadbox Rec Center Division

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	71,357	89,876	81,361	69,226
62 - Supplies & Materials	7,796	8,776	12,700	10,700
63 - Outside Services	19,127	24,451	36,839	38,800
66 - Capital Outlays		7,600		
<b>Total</b>	<b>98,280</b>	<b>130,703</b>	<b>130,900</b>	<b>118,726</b>

<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	8,765	26,134	23,400	23,600
1100 Measure V	51,883	50,608	33,300	70,526
1200 Measure G			24,100	24,600
2910 Community Development	37,632	53,961	50,100	-
<b>Total</b>	<b>98,280</b>	<b>130,703</b>	<b>130,900</b>	<b>118,726</b>

<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
6244 Breadbox Rec Center	0.500	0.830	0.381	0.330
<b>Total</b>	<b>0.500</b>	<b>0.830</b>	<b>0.381</b>	<b>0.330</b>



# BLOCK GRANT

## Firehouse After School Division

6245

### Purpose

Provide youth a recreational alternative to participation in gangs. Provide arts and crafts, sports, drama, and education to the densely populated East Salinas area.

### Division Operations

1. Provide a program for the year-round participants at the Firehouse Recreation Center.
2. Offer a diverse program for ages 5-18 years and "at-risk" youth. The Firehouse Recreation Center primarily serves "at-risk" and low income children.
3. Work with school district on co-sponsored activities.
4. Provide opportunities for mini-field trips to Salinas locations such as the municipal pool, bagel bakery, fire stations, etc.
5. Provide opportunities for field trips to places in surrounding counties, such as Great America, Santa Cruz Beach Boardwalk, and others.
6. Provide youth opportunities to use computers and other learning opportunities.

### Performance Measures

Performance Measure / Goal	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Number of Program Attendees	21,356	23,990	19,000	18,000	20,000
Senior Volunteer Hours Performed	2,040	5,369	2,000	6,500	6,500
Number of Senior Meals Served	5,431	6,829	5,200	8,000	10,000

### Major Budget Changes

The CDBG allocations may be decreased in FY 2013-14 by \$1,000, resulting in a potential reduction of 100 program hours.

# PARKS AND COMMUNITY SERVICES

## 6245 Firehouse After School Division

Expenditures by Character	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
61 - Salaries & Benefits	13,007	19,400		-
62 - Supplies & Materials	1,854	2,000		
<b>Total</b>	<b>14,861</b>	<b>21,400</b>		<b>-</b>
Expenditures by Fund	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
2910 Community Development	14,861	21,400		-
<b>Total</b>	<b>14,861</b>	<b>21,400</b>		<b>-</b>

# BLOCK GRANT Hebbron Family Center Division

6246

## Purpose

Youth Crime and Gang Violence Prevention Initiative.

## Division Operations

1. Provide programs and services at the Safehaven/homework center 5 days per week.
2. Provide opportunities for field trips and specialized contract classes.
3. Help to reduce the level of Gang related crime within the Community by offering recreational programs and activities targeted to at risk youth, during the crucial after school hours.
4. Help to reduce gang participation and keep kids in school.
5. Collaborate with organizations such as CASP, Neighbors United, California Youth Outreach, and others to increase the knowledge and awareness of the residents in the Hebbron neighborhood.

## Performance Measures

Performance Measure / Goal	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Number of Program Attendees	50,236	47,990	60,000	58,000	61,000
Number of Programs	1,800	1,668	2,000	2,000	2,000
Teen Volunteer Hours Performed	208	328	250	300	300

## Major Budget Changes

The CDBG allocations may be reduced by \$3,600 in FY 2013-14 resulting in the elimination of all program supplies for youth enrichment activities (i.e. craft supplies, sports equipment, computer supplies, etc.) and a reduction in FTE staffing resources.

# PARKS AND COMMUNITY SERVICES

## 6246 Hebbron Family Center Division

<b>Expenditures by Character</b>	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
61 - Salaries & Benefits	126,683	111,067	127,700	135,310
62 - Supplies & Materials	6,051	8,491	10,000	10,000
63 - Outside Services		1,123	18,587	
<b>Total</b>	<b>132,734</b>	<b>120,681</b>	<b>156,287</b>	<b>145,310</b>

<b>Expenditures by Fund</b>	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
1100 Measure V	63,280	120,681	91,387	10,000
1200 Measure G				135,310
2910 Community Development	69,454		64,900	
<b>Total</b>	<b>132,734</b>	<b>120,681</b>	<b>156,287</b>	<b>145,310</b>

<b>Workforce by Program</b>	13-14 Authorized	14-15 Authorized	15-16 Authorized	16-17 Proposed
6246 Hebbron Family Center	1.500	1.810	1.000	1.000
<b>Total</b>	<b>1.500</b>	<b>1.810</b>	<b>1.000</b>	<b>1.000</b>

**Purpose**

Operate the Sherwood Hall events and activities.

**Division Operations**

1. Continue to practice excellent customer service.
2. Provide services to the community for events held at Sherwood Hall, recreation activities, as well as offsite events.

**Major Budget Changes**

None

# PARKS AND COMMUNITY SERVICES

## 6247 Sherwood Rec Center Division

Expenditures by Character	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
61 - Salaries & Benefits				11,500
62 - Supplies & Materials				6,750
63 - Outside Services				19,850
<b>Total</b>				<b>38,100</b>
Expenditures by Fund	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
1200 Measure G				38,100
<b>Total</b>				<b>38,100</b>

# PARKS AND COMMUNITY SERVICES

## Work Force

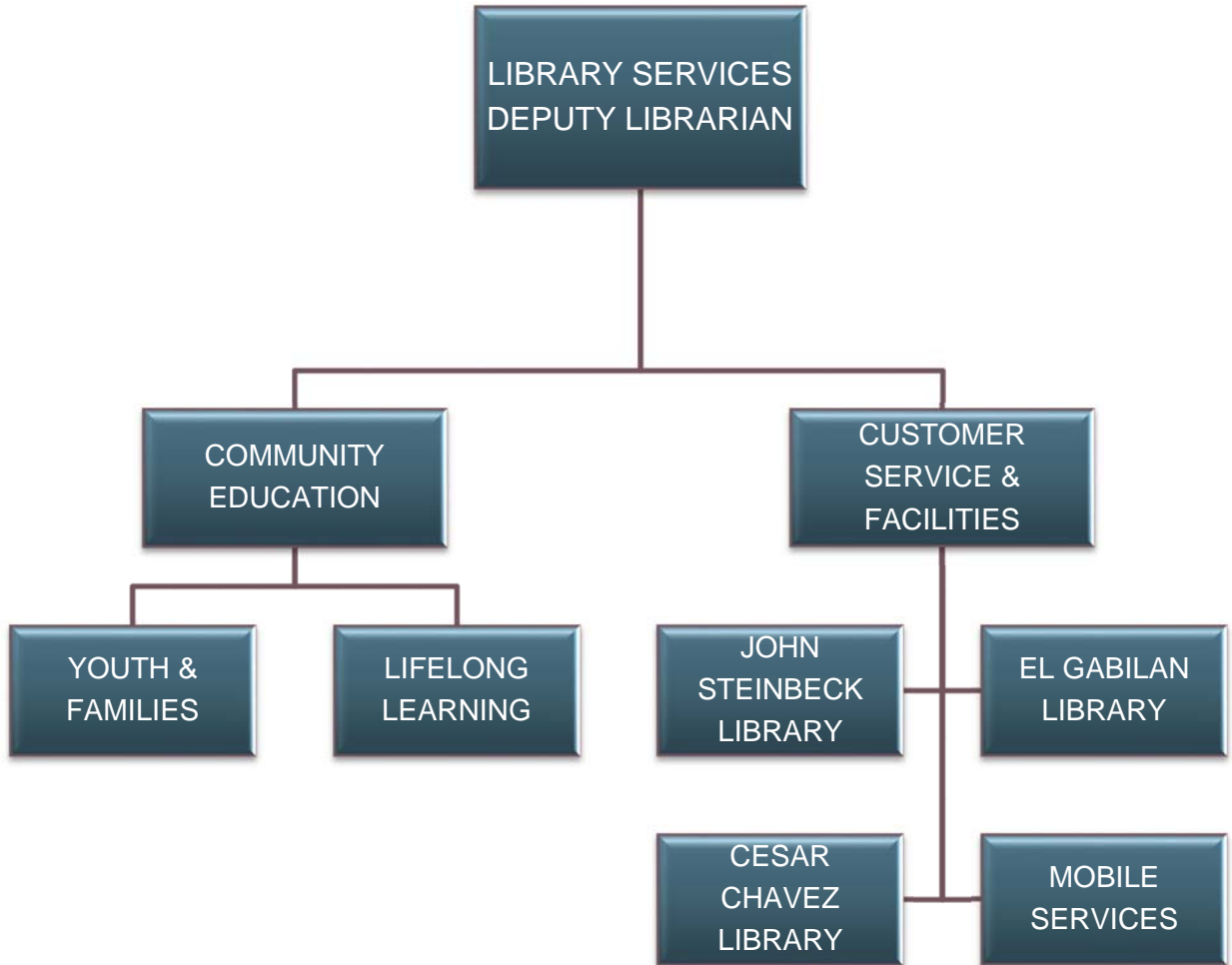
Workforce by Program	13-14 Authorized	14-15 Authorized	15-16 Authorized	16-17 Proposed
<b>6231 Recreation Admin</b>				
Administrative Analyst I			1.000	1.000
Administrative Secretary	1.000	1.000	1.000	1.000
Community Services Manager	2.000	2.000	2.000	1.000
Rec/Com Svcs Superintendent				1.000
Recreation Coordinator			1.000	1.000
<b>6231 Recreation Admin Total</b>	<b>3.000</b>	<b>3.000</b>	<b>5.000</b>	<b>5.000</b>
<b>6232 Neighborhood Services</b>				
Neighborhood Svcs Coord			1.000	1.000
<b>6232 Neighborhood Services Total</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
Recreation Coordinator	2.000	2.000	2.619	2.670
Senior Recreation Assistant				1.000
Sports Program Asst			1.000	
<b>6242 Afterschool Programs Total</b>	<b>2.000</b>	<b>2.000</b>	<b>5.619</b>	<b>5.670</b>
<b>6244 Breadbox Rec Center</b>				
Recreation Asst	0.500	0.500		
Recreation Coordinator		0.330	0.381	0.330
<b>6244 Breadbox Rec Center Total</b>	<b>0.500</b>	<b>0.830</b>	<b>0.381</b>	<b>0.330</b>
<b>6246 Hebronn Family Center</b>				
Recreation Asst	0.500	0.500		
Recreation Coordinator	1.000	1.310	1.000	1.000
<b>6246 Hebronn Family Center Total</b>	<b>1.500</b>	<b>1.810</b>	<b>1.000</b>	<b>1.000</b>
<b>Total</b>	<b>8.000</b>	<b>8.640</b>	<b>14.000</b>	<b>14.000</b>



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# LIBRARY Organizational Chart





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# LIBRARY

## Summary

<b>Expenditures by Program</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
6005 Library Administration	367,086	128,571	473,300	470,820
6009 Technology Services	333,165	309,556	419,148	464,473
6010 Support Services	708,747	783,094	991,852	1,043,702
6011 Steinbeck Library	691,061	679,419	822,700	900,150
6012 Cesar Chavez Library	966,888	988,320	1,251,500	1,189,676
6013 El Gabilan Library	403,517	412,423	557,900	563,786
6015 Literacy	247,562	255,102	304,800	340,004
<b>Total</b>	<b>3,718,026</b>	<b>3,556,485</b>	<b>4,821,200</b>	<b>4,972,611</b>
<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	3,048,694	2,910,796	3,915,100	4,054,561
62 - Supplies & Materials	263,698	279,764	291,100	351,650
63 - Outside Services	348,004	347,174	544,300	507,900
64 - Other Charges	17,119	13,320	15,500	16,500
66 - Capital Outlays	40,511	5,431	55,200	42,000
<b>Total</b>	<b>3,718,026</b>	<b>3,556,485</b>	<b>4,821,200</b>	<b>4,972,611</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1100 Measure V	3,718,026	3,556,485	4,821,200	4,972,611
<b>Total</b>	<b>3,718,026</b>	<b>3,556,485</b>	<b>4,821,200</b>	<b>4,972,611</b>
<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
6005 Library Administration	3.000	3.000	3.000	3.000
6009 Technology Services	3.000	3.000	3.000	4.000
6010 Support Services	8.000	8.000	8.000	8.000
6011 Steinbeck Library	8.500	8.000	7.000	7.500
6012 Cesar Chavez Library	12.500	13.000	14.000	12.500
6013 El Gabilan Library	5.500	5.500	5.500	5.500
6015 Literacy	3.000	3.000	3.000	3.000
<b>Total</b>	<b>43.500</b>	<b>43.500</b>	<b>43.500</b>	<b>43.500</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 2013-14 Actual</b>	<b>FY 2014-15 Actual</b>	<b>FY 2015-16 Goal</b>	<b>FY 2015-16 Projected</b>	<b>FY 2016-17 Goal</b>
Number of Employees (including temporary)	94		104		
Number of Visitors at Libraries	634,462		446,000	515,629	
Number of Hours Attending Community Meetings/Events (Annually)	NA		NA		
Number of News Releases Issued	50		65		
Number of Partnerships & Collaborations with Community Agencies			40		
Awards & Recognition					
Number of Volunteer Hours Performed by FOSPL	2,802		386		
Number of Volunteer Hours Performed	1,783		5,500		

**Major Budget Changes**

None

# LIBRARY

## 6005 Library Administration Division

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	349,096	113,896	451,000	452,620
62 - Supplies & Materials	13	81	500	500
63 - Outside Services	3,928	4,680	11,300	6,200
64 - Other Charges	14,049	9,914	10,500	11,500
<b>Total</b>	<b>367,086</b>	<b>128,571</b>	<b>473,300</b>	<b>470,820</b>

<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1100 Measure V	367,086	128,571	473,300	470,820
<b>Total</b>	<b>367,086</b>	<b>128,571</b>	<b>473,300</b>	<b>470,820</b>

<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
6005 Library Administration	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>

**Purpose**

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

**Division Operations**

1. Provide new programs for youth that effectively incorporate technology to increase knowledge of and proficiency in the STEAM disciplines.
2. Maintain and update hardware and software in public computing spaces for efficient operations and to allow for intuitive and easy use by library customers.
3. Utilize social media for communications with the public to increase awareness of services, programs and collections.
4. 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.
5. 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.

**Performance Measures**

<b>Performance Measure / Goal</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Actual</b>	<b>FY 2015-16 Goal</b>	<b>FY 2015-16 Projected</b>	<b>FY 2016-17 Goal</b>
Website Hits	442,323		459,500		
Internet Users	143,761		119,990		
Number of Public Programs	963		536		

**Major Budget Changes**

None

# LIBRARY

## 6009 Technology Services Division

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	265,390	283,277	349,900	380,573
62 - Supplies & Materials	6,670		148	20,000
63 - Outside Services	20,786	20,848	48,900	21,900
66 - Capital Outlays	40,319	5,431	20,200	42,000
<b>Total</b>	<b>333,165</b>	<b>309,556</b>	<b>419,148</b>	<b>464,473</b>

<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1100 Measure V	333,165	309,556	419,148	464,473
<b>Total</b>	<b>333,165</b>	<b>309,556</b>	<b>419,148</b>	<b>464,473</b>

<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
6009 Technology Services	3.000	3.000	3.000	4.000
<b>Total</b>	<b>3.000</b>	<b>3.000</b>	<b>3.000</b>	<b>4.000</b>

**Purpose**

To select, catalog, organize, and distribute books, media and digital material efficiently to the public through cost effective and innovative services.

**Division Operations**

1. Select, acquire and process materials in a variety of formats for new and existing library collections.
2. Maintain and update Koha, the integrated library system catalog to allow library staff and customers convenient access to library materials.
3. Expand e-book and other e-resources in order to increase access to library materials.
4. Analyze collection usage and expenditures to ensure investment in the library's collection is performed in an effective manner.

**Performance Measures**

<b>Performance Measure / Goal</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Actual</b>	<b>FY 2015-16 Goal</b>	<b>FY 2015-16 Projected</b>	<b>FY 2016-17 Goal</b>
Number of Titles Added to Collection	12,892		6,527		
Number of Materials in Collection			29,995		

**Major Budget Changes**

None



# LIBRARY

## 6010 Support Services Division

Expenditures by Character	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
61 - Salaries & Benefits	452,746	499,284	679,600	714,052
62 - Supplies & Materials	236,833	261,551	268,252	308,950
63 - Outside Services	15,906	18,853	39,000	15,700
64 - Other Charges	3,070	3,406	5,000	5,000
66 - Capital Outlays	192			
<b>Total</b>	<b>708,747</b>	<b>783,094</b>	<b>991,852</b>	<b>1,043,702</b>
Expenditures by Fund	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
1100 Measure V	708,747	783,094	991,852	1,043,702
<b>Total</b>	<b>708,747</b>	<b>783,094</b>	<b>991,852</b>	<b>1,043,702</b>
Workforce by Program	13-14 Authorized	14-15 Authorized	15-16 Authorized	16-17 Proposed
6010 Support Services	8.000	8.000	8.000	8.000
<b>Total</b>	<b>8.000</b>	<b>8.000</b>	<b>8.000</b>	<b>8.000</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 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.

**Performance Measures**

<b>Performance Measure / Goal</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Actual</b>	<b>FY 2015-16 Goal</b>	<b>FY 2015-16 Projected</b>	<b>FY 2016-17 Goal</b>
Number of Information Items * total for the entire	36,791		26,642	24,394	
Number of Titles Circulated	189,982		0	158,280	
Summer Reading Enrollment * total for the system	1,044		0	2,093	
Number of Programs	374		0	231	
Number of Visitors	273,784		0	217,310	

**Major Budget Changes**

None

# LIBRARY

## 6011 Steinbeck Library Division

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	529,001	531,726	637,400	704,050
62 - Supplies & Materials	9,147	8,759	9,500	9,500
63 - Outside Services	152,913	138,934	175,800	186,600
<b>Total</b>	<b>691,061</b>	<b>679,419</b>	<b>822,700</b>	<b>900,150</b>

<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1100 Measure V	691,061	679,419	822,700	900,150
<b>Total</b>	<b>691,061</b>	<b>679,419</b>	<b>822,700</b>	<b>900,150</b>

<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
6011 Steinbeck Library	8.500	8.000	7.000	7.500
<b>Total</b>	<b>8.500</b>	<b>8.000</b>	<b>7.000</b>	<b>7.500</b>

# LIBRARY

## Cesar Chavez Library Division

6012

### 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.

### Performance Measures

Performance Measure / Goal	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Number of Information Items	100,037		0		
Number of Titles Circulated	149,996		0	107,929	
Summer Reading Enrollment	748		0		
Number of Programs	462		0	233	
Number of Visitors	251,951		0	227,310	

### Major Budget Changes

None

# LIBRARY

## 6012 Cesar Chavez Library Division

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	863,133	874,262	1,051,500	1,016,476
62 - Supplies & Materials	5,577	4,179	4,800	4,800
63 - Outside Services	98,178	109,879	160,200	168,400
66 - Capital Outlays			35,000	
<b>Total</b>	<b>966,888</b>	<b>988,320</b>	<b>1,251,500</b>	<b>1,189,676</b>

<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1100 Measure V	966,888	988,320	1,251,500	1,189,676
<b>Total</b>	<b>966,888</b>	<b>988,320</b>	<b>1,251,500</b>	<b>1,189,676</b>

<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
6012 Cesar Chavez Library	12.500	13.000	14.000	12.500
<b>Total</b>	<b>12.500</b>	<b>13.000</b>	<b>14.000</b>	<b>12.500</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 the surrounding neighborhood.

**Division Operations**

1. Maintain an up-to-date and relevant collection of materials that responds to the needs of the community.
2. Provide access to public computing, printing and a wireless access network

**Performance Measures**

<b>Performance Measure / Goal</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Actual</b>	<b>FY 2015-16 Goal</b>	<b>FY 2015-16 Projected</b>	<b>FY 2016-17 Goal</b>
Number of Information Items	17,829		0		
Number of Titles Circulated	71,993		0	62,882	
Summer Reading Enrollment	595		0		
Number of Programs	127		0	111	
Number of Visitors	100,550		0	79,113	

**Major Budget Changes**

None

# LIBRARY

## 6013 El Gabilan Library Division

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	345,509	356,549	444,900	450,786
62 - Supplies & Materials	2,215	1,971	4,400	4,400
63 - Outside Services	55,793	53,903	108,600	108,600
<b>Total</b>	<b>403,517</b>	<b>412,423</b>	<b>557,900</b>	<b>563,786</b>

<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1100 Measure V	403,517	412,423	557,900	563,786
<b>Total</b>	<b>403,517</b>	<b>412,423</b>	<b>557,900</b>	<b>563,786</b>

<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
6013 El Gabilan Library	5.500	5.500	5.500	5.500
<b>Total</b>	<b>5.500</b>	<b>5.500</b>	<b>5.500</b>	<b>5.500</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.

**Performance Measures**

<b>Performance Measure / Goal</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Actual</b>	<b>FY 2015-16 Goal</b>	<b>FY 2015-16 Projected</b>	<b>FY 2016-17 Goal</b>
Number of Tutors & Learners	280		350		
Number of Homework Center Students	6000		125		
Number of Homework Center visits	1200		5,000		
Number of Grants	6		3		
Number of Free Lunches Served	1339		1,400		
Number of Information Items	NA		NA		
Number of Titles Circulated	NA		NA		
Number of Events /Special Events and Programs	12		8		
Number of Visitors to Literacy Center and progra	5000		3,000		
Number of Family Literacy Participants	300		250		
Nubmer of books given away (ADD)	1000		700		

**Major Budget Changes**

None



# LIBRARY

## 6015 Literacy Division

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	243,819	251,802	300,800	336,004
62 - Supplies & Materials	3,243	3,223	3,500	3,500
63 - Outside Services	500	77	500	500
<b>Total</b>	<b>247,562</b>	<b>255,102</b>	<b>304,800</b>	<b>340,004</b>

<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1100 Measure V	247,562	255,102	304,800	340,004
<b>Total</b>	<b>247,562</b>	<b>255,102</b>	<b>304,800</b>	<b>340,004</b>

<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
6015 Literacy	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>

# LIBRARY

## Work Force

<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
<b>6005 Library Administration</b>				
Deputy Librarian	1.000	1.000	1.000	1.000
Lib/Community Svc Dir	1.000	1.000	1.000	1.000
Office Technician	1.000	1.000	1.000	1.000
<b>6005 Library Administration Total</b>	<b>3.000</b>	<b>3.000</b>	<b>3.000</b>	<b>3.000</b>
<b>6009 Technology Services</b>				
Lib Automation Svc Coord				1.000
Librarian II	1.000	1.000	1.000	1.000
Sr Library Technician	1.000	1.000	1.000	1.000
Technical Services Manager	1.000	1.000	1.000	1.000
<b>6009 Technology Services Total</b>	<b>3.000</b>	<b>3.000</b>	<b>3.000</b>	<b>4.000</b>
<b>6010 Support Services</b>				
Librarian I			1.000	1.000
Librarian II	1.000	1.000	1.000	1.000
Library Aide	2.000	2.000	1.000	1.000
Library Clerk	1.000	1.000	1.000	1.000
Library Technician	1.000	1.000	1.000	1.000
Office Technician	1.000	1.000	1.000	1.000
Sr Library Technician	2.000	2.000	2.000	2.000
<b>6010 Support Services Total</b>	<b>8.000</b>	<b>8.000</b>	<b>8.000</b>	<b>8.000</b>
<b>6011 Steinbeck Library</b>				
Librarian I	2.000	2.000	1.500	3.000
Librarian II	1.000	1.000	1.000	1.000
Library Clerk	3.500	3.000	3.500	3.500
Library Page	1.000	1.000		
Sr Library Technician	1.000	1.000	1.000	
<b>6011 Steinbeck Library Total</b>	<b>8.500</b>	<b>8.000</b>	<b>7.000</b>	<b>7.500</b>
<b>6012 Cesar Chavez Library</b>				
Librarian I	6.000	6.000	6.500	5.000
Librarian II	1.000	1.000	1.000	1.000
Library Clerk	2.500	3.000	3.500	3.500
Library Page	1.000	1.000	1.000	1.000
Library Technician	2.000	2.000	2.000	2.000
<b>6012 Cesar Chavez Library Total</b>	<b>12.500</b>	<b>13.000</b>	<b>14.000</b>	<b>12.500</b>

# LIBRARY

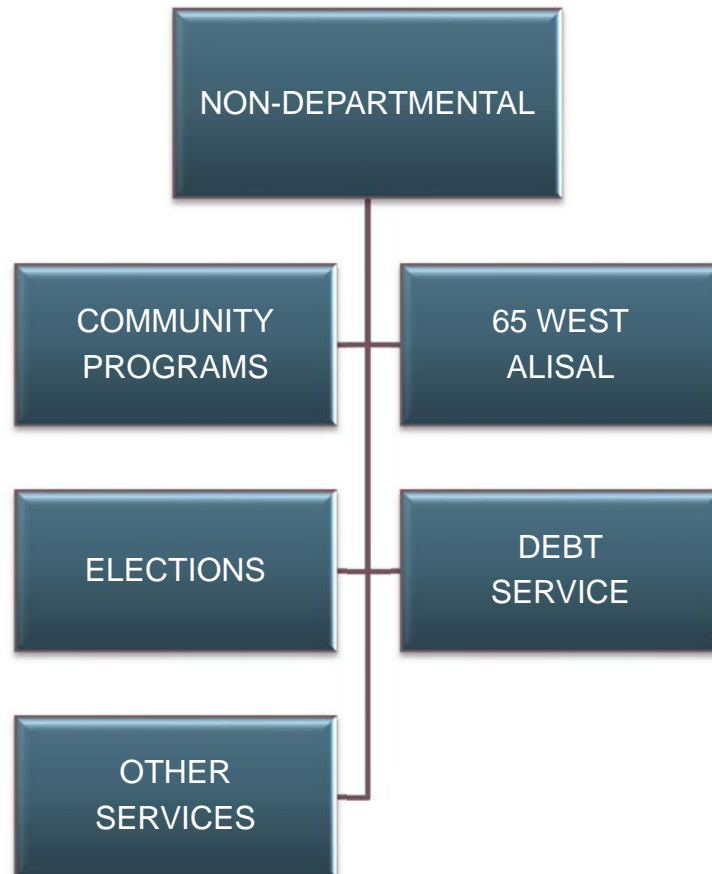
## Work Force

<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
<b>6013 El Gabilan Library</b>				
Librarian I	1.000	1.000	1.000	1.000
Librarian II	1.000	1.000	1.000	1.000
Library Clerk	1.500	1.500	1.500	1.500
Library Page	1.000	1.000	1.000	1.000
Library Technician	1.000	1.000	1.000	1.000
<b>6013 El Gabilan Library Total</b>	<b>5.500</b>	<b>5.500</b>	<b>5.500</b>	<b>5.500</b>
<b>6015 Literacy</b>				
Literacy Assistant	1.000	1.000	1.000	1.000
Literacy Clerk	1.000	1.000	1.000	1.000
Literacy Program Mgr	1.000	1.000	1.000	1.000
<b>6015 Literacy Total</b>	<b>3.000</b>	<b>3.000</b>	<b>3.000</b>	<b>3.000</b>
<b>Total</b>	<b>43.500</b>	<b>43.500</b>	<b>43.500</b>	<b>43.500</b>



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# NON-DEPARTMENTAL Organizational Chart





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# NON-DEPARTMENTAL Summary

## **Purpose**

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

## **Top Accomplishments for FY 2016-17**

### **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 2016-17**

### **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>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
8001 Community Programs	212,750	217,438	160,000	160,000
8002 Elections			500,000	500,000
8003 65 West Alisal	72,184	68,115	82,500	82,500
8004 Debt Service	1,940,409	3,254,762	2,014,400	2,972,800
8005 Other Services	6,547,770	8,936,538	6,429,080	5,905,200
8010 Intermodal Transp Center		21,271	96,700	137,160
<b>Total</b>	<b>8,773,113</b>	<b>12,498,124</b>	<b>9,282,680</b>	<b>9,757,660</b>
<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	2,455,190	2,685,161	583,346	30,000
62 - Supplies & Materials			2,940	1,200
63 - Outside Services	962,765	3,646,004	1,751,717	1,830,260
64 - Other Charges	3,152,062	4,317,957	4,529,277	4,758,400
65 - Debt Service	1,902,085	1,066,872	2,014,400	2,972,800
66 - Capital Outlays	63,694	19,682	201,000	30,000
69 - Financial Assistance	237,317	762,448	200,000	135,000
<b>Total</b>	<b>8,773,113</b>	<b>12,498,124</b>	<b>9,282,680</b>	<b>9,757,660</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	6,521,094	8,531,483	6,826,980	6,423,560
1100 Measure V	191,300	591,300	191,300	201,300
1200 Measure G				10,000
2506 PEG Cable Franchise	120,310	120,579	250,000	150,000
4101 1997 COPs	1,040,159	786,564	792,900	792,900
4104 2014 COP Consolidation	900,250	2,468,198	234,800	237,600
4108 Energy Improvement			986,700	1,245,950
4109 2015 Refunding COP 2005 A & B				696,350
<b>Total</b>	<b>8,773,113</b>	<b>12,498,124</b>	<b>9,282,680</b>	<b>9,757,660</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>	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
61 - Salaries & Benefits	212,355	206,904		
64 - Other Charges	395	216	160,000	160,000
69 - Financial Assistance		10,318		
<b>Total</b>	<b>212,750</b>	<b>217,438</b>	<b>160,000</b>	<b>160,000</b>
<b>Expenditures by Fund</b>	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
1000 General Fund	212,750	217,438	160,000	160,000
<b>Total</b>	<b>212,750</b>	<b>217,438</b>	<b>160,000</b>	<b>160,000</b>

**Purpose**

Conduct all municipal elections.

**Division Operations**

1. Conduct municipal elections.

**Major Budget Changes**

None

# NON-DEPARTMENTAL

## 8002 Elections Division

Expenditures by Character	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
63 - Outside Services			500,000	500,000
<b>Total</b>			<b>500,000</b>	<b>500,000</b>
Expenditures by Fund	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
1000 General Fund			500,000	500,000
<b>Total</b>			<b>500,000</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>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
62 - Supplies & Materials			2,000	
63 - Outside Services	72,184	68,115	80,500	82,500
<b>Total</b>	<b>72,184</b>	<b>68,115</b>	<b>82,500</b>	<b>82,500</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	72,184	68,115	82,500	82,500
<b>Total</b>	<b>72,184</b>	<b>68,115</b>	<b>82,500</b>	<b>82,500</b>

**Purpose**

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

**Division Operations**

1. Ensure timely payment to bondholders.

**Major Budget Changes**

None

# NON-DEPARTMENTAL

## 8004 Debt Service Division

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
63 - Outside Services	38,324	2,187,890		
65 - Debt Service	1,902,085	1,066,872	2,014,400	2,972,800
<b>Total</b>	<b>1,940,409</b>	<b>3,254,762</b>	<b>2,014,400</b>	<b>2,972,800</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
4101 1997 COPs	1,040,159	786,564	792,900	792,900
4104 2014 COP Consolidation	900,250	2,468,198	234,800	237,600
4108 Energy Improvement			986,700	1,245,950
4109 2015 Refunding COP 2005 A & B				696,350
<b>Total</b>	<b>1,940,409</b>	<b>3,254,762</b>	<b>2,014,400</b>	<b>2,972,800</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>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	2,242,835	2,478,257	583,346	30,000
62 - Supplies & Materials			550	
63 - Outside Services	852,257	1,368,728	1,075,907	1,111,800
64 - Other Charges	3,151,667	4,317,741	4,368,277	4,598,400
66 - Capital Outlays	63,694	19,682	201,000	30,000
69 - Financial Assistance	237,317	752,130	200,000	135,000
<b>Total</b>	<b>6,547,770</b>	<b>8,936,538</b>	<b>6,429,080</b>	<b>5,905,200</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	6,236,160	8,224,659	5,987,780	5,543,900
1100 Measure V	191,300	591,300	191,300	201,300
1200 Measure G				10,000
2506 PEG Cable Franchise	120,310	120,579	250,000	150,000
<b>Total</b>	<b>6,547,770</b>	<b>8,936,538</b>	<b>6,429,080</b>	<b>5,905,200</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

2. Provide centralized site for Intermodal Transportation in the City

## Major Budget Changes

None

# NON-DEPARTMENTAL

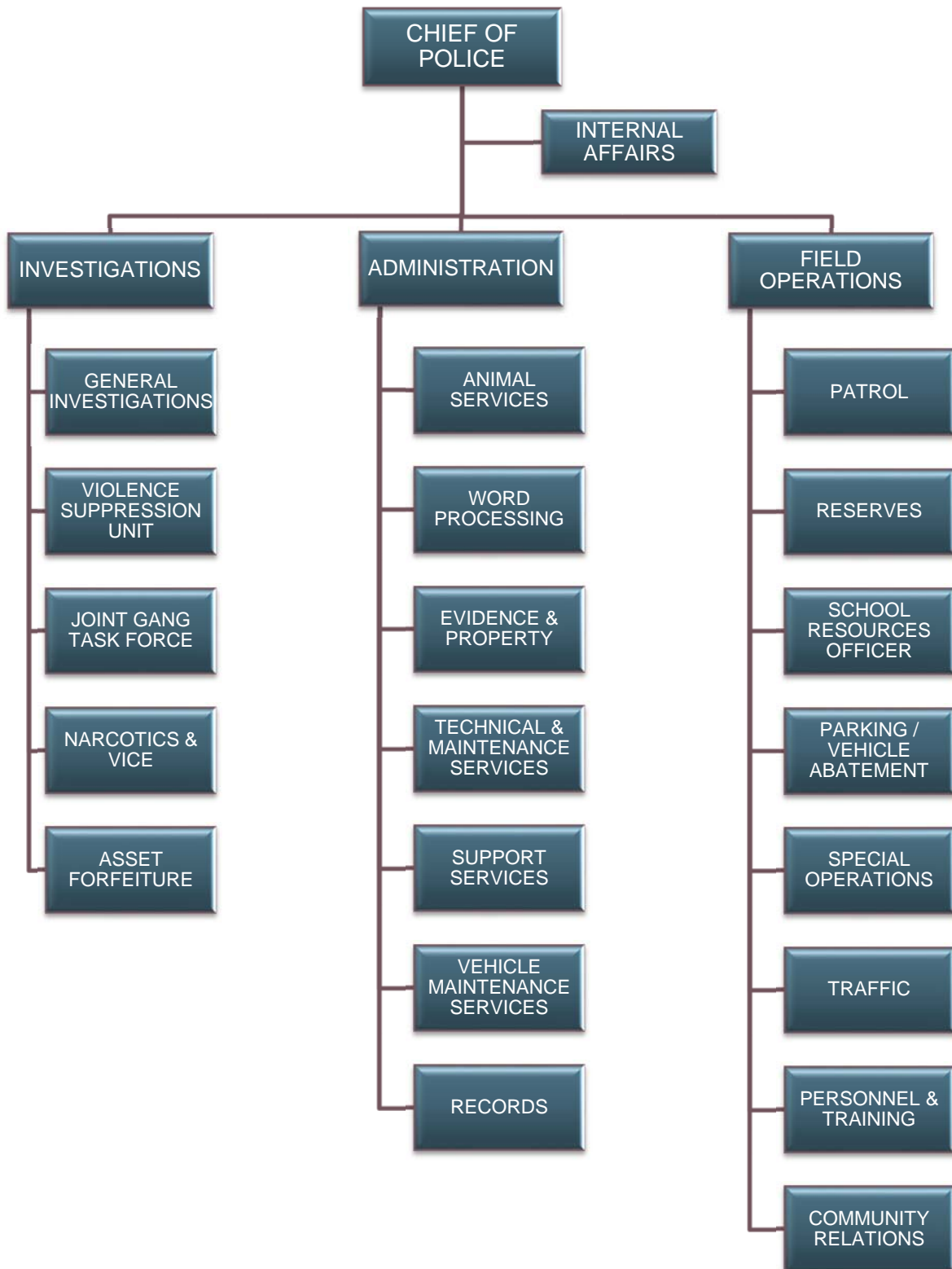
## 8010 Intermodal Transp Center Division

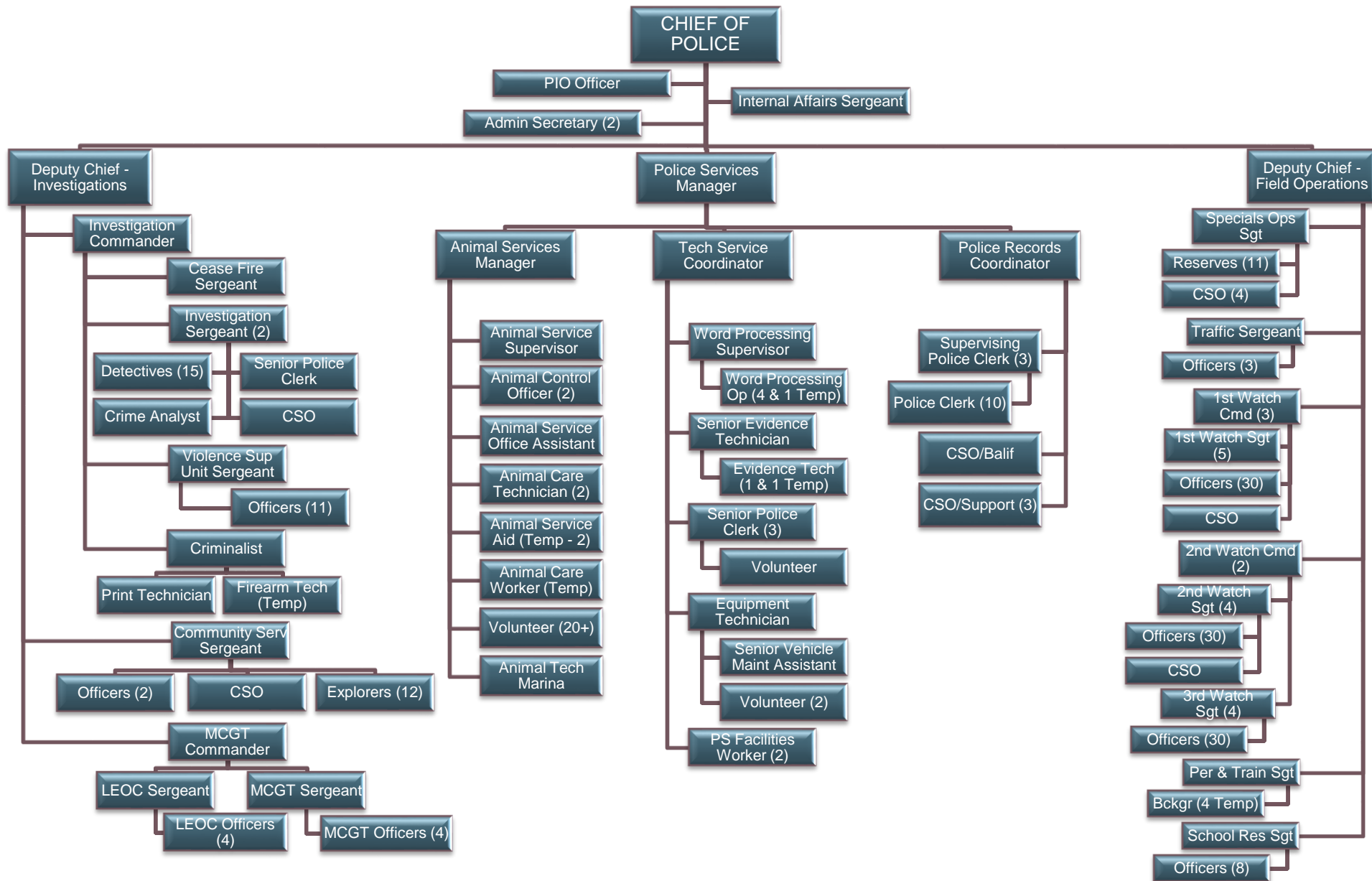
<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
62 - Supplies & Materials			390	1,200
63 - Outside Services		21,271	95,310	135,960
64 - Other Charges			1,000	
<b>Total</b>		<b>21,271</b>	<b>96,700</b>	<b>137,160</b>

<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund		21,271	96,700	137,160
<b>Total</b>		<b>21,271</b>	<b>96,700</b>	<b>137,160</b>

# 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 2015-2016**

#### **Economic Diversity and Prosperity**

1. Used creative staffing allocations to attempt to reduce overtime costs.
2. Provided overtime patrols to the Old Town and China Town area to enforce quality of life issues, provide for an inviting entertainment district and to manage homeless related issues.

#### **Safe, Livable Community**

1. Established effective communications strategy with the homeless in Chinatown.
2. Continued to refine shooting review process to more effectively use limited resources and involve other allied agencies.
3. Supported City yard personnel in ongoing cleanups of homeless encampments
4. Collaborated with Federal Law Enforcement partners targeting violent criminals and fugitives in Salinas and surrounding areas.

#### **Effective, Sustainable Government**

1. Re-organized the department to include:
  - a. Organization of all civilian staff under a civilian administrator (Police Services Administrator)
  - b. Eliminated specialized units to increase patrol and investigations staffing in order to better provide basic police services.
2. Institutionalized Body Worn Cameras in patrol personnel to enhance the Department's transparency and trust within the community.
3. Completed the first phase of the Collaborative Reform Program with the Department of Justice.

#### **Quality of Life**

1. Re-established the Community Services Unit and utilized volunteers to increase Neighborhood Watch presentations.
2. Worked with community stakeholders to balance the property owner's rights with the needs of the homeless community.

### **City Council Goals, Strategies, and Objectives for FY 2016-17**

#### **Economic Diversity and Prosperity**

1. Increase staffing to reduce overtime.
2. Enhance police presence to create a safe, business friendly environment to promote economic growth in City of Salinas.

#### **Safe, Livable Community**

1. Re-establish special units (i.e., SRO, Place Based Police Officers, Gang Enforcement Officers, etc.).

#### **Effective, Sustainable Government**

1. Evaluate and implement Department of Justice's Collaborative Reform Initiative recommendations as appropriate.

## **POLICE DEPARTMENT Summary (Continued)**

2. Continue the process to design and build a new Police Department facility at 312 E. Alisal Street and surrounding properties, emphasizing a community-based design and incorporating positive, community-based features such as community meeting space, open space or recreational space.

### **Quality of Life**

1. Hire additional CSO's 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.

### **Major Budget Changes**

Multiple positions remain vacant for FY16-17. In addition, the Department is requesting significant increases to training and outside services accounts for the ongoing training as recommended in the Collaborative Reform report as well as increased funds for ongoing vehicle replacements within the Department. The Department is also seeking significant funding for technological investments supporting the prevention and detection of violent crime, and the apprehension of violent criminals.



# POLICE DEPARTMENT

## Summary

<b>Expenditures by Program</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
4110 Police Administration	812,421	743,298	1,193,363	1,209,619
4111 Community Relations	659,634	602,926	1,239,733	685,146
4112 Personnel & Training	475,006	617,927	816,573	614,708
4116 Special Operations	506,064	585,296	713,859	739,581
4130 Support Services	3,748,981	3,423,700	4,429,717	4,354,687
4131 Technical Services	358,365	323,814	498,172	603,803
4132 Word Processing	482,711	491,626	623,407	629,107
4133 Evidence & Property	188,835	185,345	222,066	232,060
4134 Records	947,028	974,269	1,338,499	1,291,118
4170 Animal Control Services	796,830	799,163	999,347	1,034,999
4171 Animal Control Svc -Agencies	64,595	53,686	89,944	75,570
4220 Field Operations	18,610,182	19,354,086	22,477,327	26,640,907
4221 Traffic	744,366	604,362	720,209	354,445
4250 Reserves	59,259	55,672	52,000	57,000
4340 Investigations	3,689,669	3,550,658	4,601,369	5,479,668
4341 Narcotics	992,084	960,032	1,138,700	169,700
4342 School Resource Officers			3,669,329	1,366,230
4343 Violence Suppression	2,007,443	2,281,959	2,475,072	1,704,988
4380 Asset Seizure	21,055	17,483	20,000	20,000
4390 Joint Gang Task Force	1,184,187	919,262	1,291,300	513,970
<b>Total</b>	<b>36,348,715</b>	<b>36,544,564</b>	<b>48,609,986</b>	<b>47,777,306</b>
<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	31,931,943	32,365,300	43,020,392	42,546,080
62 - Supplies & Materials	752,838	711,028	762,900	908,800
63 - Outside Services	3,269,560	2,971,540	3,730,943	3,714,573
64 - Other Charges	330,353	452,839	631,845	525,000
66 - Capital Outlays	64,021	43,857	463,906	82,853
<b>Total</b>	<b>36,348,715</b>	<b>36,544,564</b>	<b>48,609,986</b>	<b>47,777,306</b>

# POLICE DEPARTMENT

## Summary

<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	31,879,450	31,818,792	37,769,681	37,274,438
1100 Measure V	2,726,097	2,796,598	3,500,100	3,509,651
1200 Measure G			3,754,600	4,910,656
2201 Sales Tax-SB172	390,000	600,000	400,000	400,000
2202 Supplemental Law Enf - AB3229	300,000	200,000	200,000	200,000
2502 Asset Seizure	21,055	17,483	20,000	20,000
2504 Vehicle Abatement	98,482	139,923	203,700	204,131
3104 COPS Hiring 2011	848,808	883,496	(736,755)	
3163 2014 COPS Hiring SRO			3,400,529	1,152,640
3302 Cal ID / RAN Grant	84,823	88,272	98,131	105,790
<b>Total</b>	<b>36,348,715</b>	<b>36,544,564</b>	<b>48,609,986</b>	<b>47,777,306</b>

<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
4110 Police Administration	3.000	3.000	5.000	5.000
4111 Community Relations	7.000	5.000	6.000	3.000
4112 Personnel & Training	1.000	1.000	1.000	1.000
4116 Special Operations	5.500	5.500	5.500	5.500
4130 Support Services	6.000	6.000	7.000	7.000
4131 Technical Services	3.000	3.000	3.000	4.000
4132 Word Processing	5.000	5.000	6.000	6.000
4133 Evidence & Property	2.000	2.000	2.000	2.000
4134 Records	11.000	11.000	14.000	13.000
4170 Animal Control Services	7.000	7.000	7.000	7.000
4171 Animal Control Svc -Agencies	1.000	1.000	1.000	1.000
4220 Field Operations	94.000	94.000	114.000	129.000
4221 Traffic	4.000	3.000	3.000	1.000
4340 Investigations	21.000	21.000	21.000	24.000
4341 Narcotics	5.000	5.000	5.000	
4342 School Resource Officers			9.000	9.000
4343 Violence Suppression	12.000	11.000	11.000	8.000
4390 Joint Gang Task Force	6.000	5.000	5.000	2.000
<b>Total</b>	<b>193.500</b>	<b>188.500</b>	<b>225.500</b>	<b>227.500</b>

# POLICE DEPARTMENT

## Police Administration Unit

4110

### Purpose

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

### Division Operations

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

### Performance Measures

Performance Measure / Goal	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Customer Referrals	280	n/a	350	n/a	n/a
Billings/Purchase Order Completions	1,000	n/a	500	n/a	n/a
Travel Authorizations	n/a	n/a	n/a	n/a	n/a

### Major Budget Changes

None

# POLICE DEPARTMENT

## 4110 Police Administration Unit

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	789,492	711,913	1,115,793	1,163,752
62 - Supplies & Materials	5,380	7,592	44,570	5,800
63 - Outside Services		341	250	
64 - Other Charges	14,635	23,452	21,325	20,800
66 - Capital Outlays	2,914		11,425	19,267
<b>Total</b>	<b>812,421</b>	<b>743,298</b>	<b>1,193,363</b>	<b>1,209,619</b>

<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	812,421	743,298	934,563	935,839
1200 Measure G			258,800	273,780
<b>Total</b>	<b>812,421</b>	<b>743,298</b>	<b>1,193,363</b>	<b>1,209,619</b>

<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
4110 Police Administration	3.000	3.000	5.000	5.000
<b>Total</b>	<b>3.000</b>	<b>3.000</b>	<b>5.000</b>	<b>5.000</b>

# POLICE DEPARTMENT

## Community Relations Unit

4111

### Purpose

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

### Division Operations

2. Present crime prevention programs through Neighborhood Watch and public presentations/community events.
3. Through the PAL and Explorer program, support, coordinate, and facilitate youth activities and programs.
4. Strengthen communication with Salinas residents through a variety of traditional and non-traditional public outreach initiatives, including conducting community academies.
5. 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.
6. Continue to support the Police/Community Advisory Committee in their efforts to build a safe and peaceful community.
7. Continue to reach out to the community through a variety of recruitment activities.

### Performance Measures

Performance Measure / Goal	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Neighborhood Watch Presentations	0	5		20	50
Community Presentations	0	20	35	80	100

### Major Budget Changes

Several vacant positions to be filled.

# POLICE DEPARTMENT

## 4111 Community Relations Unit

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	625,224	586,209	1,222,419	667,246
62 - Supplies & Materials	2,266	2,885	3,514	4,100
64 - Other Charges	32,144	13,832	13,800	13,800
<b>Total</b>	<b>659,634</b>	<b>602,926</b>	<b>1,239,733</b>	<b>685,146</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	659,634	602,926	1,026,933	685,146
1200 Measure G			212,800	
<b>Total</b>	<b>659,634</b>	<b>602,926</b>	<b>1,239,733</b>	<b>685,146</b>
<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
4111 Community Relations	7.000	5.000	6.000	3.000
<b>Total</b>	<b>7.000</b>	<b>5.000</b>	<b>6.000</b>	<b>3.000</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 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 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

Increased training budget to cover increasing police academy costs. Increased outside services budget for increased hiring related services.

# POLICE DEPARTMENT

## 4112 Personnel & Training Unit

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	311,499	413,679	341,235	305,308
62 - Supplies & Materials	60,744	62,015	72,487	76,500
63 - Outside Services	5,926	15,529	95,500	30,000
64 - Other Charges	96,837	126,704	302,900	202,900
66 - Capital Outlays			4,451	
<b>Total</b>	<b>475,006</b>	<b>617,927</b>	<b>816,573</b>	<b>614,708</b>

<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	475,006	617,927	521,573	489,708
1200 Measure G			295,000	125,000
<b>Total</b>	<b>475,006</b>	<b>617,927</b>	<b>816,573</b>	<b>614,708</b>

<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
4112 Personnel & 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>



# POLICE DEPARTMENT

## Special Operations Unit

4116

### Purpose

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

### Division Operations

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

### Performance Measures

Performance Measure / Goal	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Special Events Planned and Managed	75	27	60	51	50
Special Events Staffed and Supervised with Police Officers	15	12	17	23	20
Alcohol Permit Review	157	248	145	306	300

### Major Budget Changes

None

# POLICE DEPARTMENT

## 4116 Special Operations Unit

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	499,998	575,696	680,759	706,481
62 - Supplies & Materials	6,066	6,699	20,200	20,200
63 - Outside Services			10,000	10,000
64 - Other Charges		2,901	2,900	2,900
<b>Total</b>	<b>506,064</b>	<b>585,296</b>	<b>713,859</b>	<b>739,581</b>

<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	220,366	253,174	283,659	301,194
1100 Measure V	187,216	192,199	226,500	234,256
2504 Vehicle Abatement	98,482	139,923	203,700	204,131
<b>Total</b>	<b>506,064</b>	<b>585,296</b>	<b>713,859</b>	<b>739,581</b>

<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
4116 Special Operations	5.500	5.500	5.500	5.500
<b>Total</b>	<b>5.500</b>	<b>5.500</b>	<b>5.500</b>	<b>5.500</b>

**Purpose**

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

**Division Operations**

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

**Performance Measures**

<b>Performance Measure / Goal</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Actual</b>	<b>FY 2015-16 Goal</b>	<b>FY 2015-16 Projected</b>	<b>FY 2016-17 Goal</b>
Investigate/reconstruct major crime scenes	15	14	18	38	36
Latent Print Investigations	230	199	225	190	200
Firearms Processed	270	208	225	200	200
Internal Investigations Completed	23	33	25	20	20

**Major Budget Changes**

None

# POLICE DEPARTMENT

## 4130 Support Services Unit

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	770,711	712,095	1,013,457	1,077,187
62 - Supplies & Materials	95,290	98,127	82,400	62,500
63 - Outside Services	2,868,679	2,596,649	3,153,965	3,199,400
64 - Other Charges	2,391	7,550	10,995	5,600
66 - Capital Outlays	11,910	9,279	168,900	10,000
<b>Total</b>	<b>3,748,981</b>	<b>3,423,700</b>	<b>4,429,717</b>	<b>4,354,687</b>

<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	3,528,697	3,249,098	3,958,586	3,938,342
1100 Measure V	135,461	86,330	158,900	174,735
1200 Measure G			214,100	135,820
3302 Cal ID / RAN Grant	84,823	88,272	98,131	105,790
<b>Total</b>	<b>3,748,981</b>	<b>3,423,700</b>	<b>4,429,717</b>	<b>4,354,687</b>

<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
4130 Support Services	6.000	6.000	7.000	7.000
<b>Total</b>	<b>6.000</b>	<b>6.000</b>	<b>7.000</b>	<b>7.000</b>

**Purpose**

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

**Division Operations**

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

**Performance Measures**

<b>Performance Measure / Goal</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Actual</b>	<b>FY 2015-16 Goal</b>	<b>FY 2015-16 Projected</b>	<b>FY 2016-17 Goal</b>
Complete Uniform Crime Reports	12	12	12	12	12
Process Citations for Court	7,019	7,000	8,000	6,708	7,000

**Major Budget Changes**

Increased Outside Services budget to for Coplink Partner Agency Contract expenses.

# POLICE DEPARTMENT

## 4131 Technical Services Unit

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	341,098	298,724	444,099	550,430
62 - Supplies & Materials	12,693	17,225	23,900	23,200
63 - Outside Services	4,261	6,450	29,273	29,273
64 - Other Charges		888	900	900
66 - Capital Outlays	313	527		
<b>Total</b>	<b>358,365</b>	<b>323,814</b>	<b>498,172</b>	<b>603,803</b>

<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	358,365	323,814	487,172	592,803
1200 Measure G			11,000	11,000
<b>Total</b>	<b>358,365</b>	<b>323,814</b>	<b>498,172</b>	<b>603,803</b>

<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
4131 Technical Services	3.000	3.000	3.000	4.000
<b>Total</b>	<b>3.000</b>	<b>3.000</b>	<b>3.000</b>	<b>4.000</b>

**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**

<b>Performance Measure / Goal</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Actual</b>	<b>FY 2015-16 Goal</b>	<b>FY 2015-16 Projected</b>	<b>FY 2016-17 Goal</b>
Police Reports completed	24,576	17,120	22,000	16,257	18,000

**Major Budget Changes**

Increased Supplies and Materials budget to allow for increase in report transcription services.

# POLICE DEPARTMENT

## 4132 Word Processing Unit

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	390,727	394,818	490,707	500,507
62 - Supplies & Materials	4,284	3,405	6,600	2,500
63 - Outside Services	87,700	92,313	125,000	125,000
64 - Other Charges		1,090	1,100	1,100
<b>Total</b>	<b>482,711</b>	<b>491,626</b>	<b>623,407</b>	<b>629,107</b>

<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	482,711	491,626	554,407	551,137
1200 Measure G			69,000	77,970
<b>Total</b>	<b>482,711</b>	<b>491,626</b>	<b>623,407</b>	<b>629,107</b>

<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
4132 Word Processing	5.000	5.000	6.000	6.000
<b>Total</b>	<b>5.000</b>	<b>5.000</b>	<b>6.000</b>	<b>6.000</b>



**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**

<b>Performance Measure / Goal</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Actual</b>	<b>FY 2015-16 Goal</b>	<b>FY 2015-16 Projected</b>	<b>FY 2016-17 Goal</b>
Process evidence into storage	11,013	10,982	10,000	12,782	12,782
Purge evidence	8,123	7,645	8,000	13,399	15,000

**Major Budget Changes**

None

# POLICE DEPARTMENT

## 4133 Evidence & Property Unit

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	162,572	178,348	213,466	224,260
62 - Supplies & Materials	10,972	5,235	6,800	6,000
64 - Other Charges	90	1,762	1,800	1,800
66 - Capital Outlays	15,201			
<b>Total</b>	<b>188,835</b>	<b>185,345</b>	<b>222,066</b>	<b>232,060</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	188,835	185,345	222,066	232,060
<b>Total</b>	<b>188,835</b>	<b>185,345</b>	<b>222,066</b>	<b>232,060</b>
<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
4133 Evidence & Property	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>

**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. Provide public fingerprint services two days per week.
8. Purge selected police records on an on-going basis.
9. Continually improve and streamline the efficiency and effectiveness of the Records Unit.

**Performance Measures**

<b>Performance Measure / Goal</b>	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Actual</b>	<b>FY 2015-16 Goal</b>	<b>FY 2015-16 Projected</b>	<b>FY 2016-17 Goal</b>
Arrest Packets Completed for Court	4,128	5,264	4,000	5,100	5,300
Reports Processed	17,179	18,944	18,000	19,941	20,000

**Major Budget Changes**

None

# POLICE DEPARTMENT

## 4134 Records Unit

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	936,949	960,532	1,319,149	1,275,218
62 - Supplies & Materials	9,789	10,976	13,650	13,000
64 - Other Charges	290	2,761	2,900	2,900
66 - Capital Outlays			2,800	
<b>Total</b>	<b>947,028</b>	<b>974,269</b>	<b>1,338,499</b>	<b>1,291,118</b>

<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	944,846	971,807	1,129,699	1,075,368
1100 Measure V	2,182	2,462	2,500	2,500
1200 Measure G			206,300	213,250
<b>Total</b>	<b>947,028</b>	<b>974,269</b>	<b>1,338,499</b>	<b>1,291,118</b>

<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
4134 Records	11.000	11.000	14.000	13.000
<b>Total</b>	<b>11.000</b>	<b>11.000</b>	<b>14.000</b>	<b>13.000</b>

# POLICE DEPARTMENT

## Animal Control Svcs Unit

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 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Animals Licensed	6,490	6,700	6,500	6,900	7,000
Animals Returned to Owner	405	446	430	480	500

### Major Budget Changes

Requested the increase of 2 part-time clerical positions to 2 full time positions and funds for Capital Improvement projects to the facility.

# POLICE DEPARTMENT

## 4170 Animal Control Services Unit

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	623,556	635,018	798,847	802,999
62 - Supplies & Materials	36,998	42,426	47,700	52,800
63 - Outside Services	136,276	117,891	149,000	150,400
64 - Other Charges		3,828	3,800	3,800
66 - Capital Outlays				25,000
<b>Total</b>	<b>796,830</b>	<b>799,163</b>	<b>999,347</b>	<b>1,034,999</b>

<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	700,930	705,064	881,247	912,749
1100 Measure V	95,900	94,099	106,600	110,750
1200 Measure G			11,500	11,500
<b>Total</b>	<b>796,830</b>	<b>799,163</b>	<b>999,347</b>	<b>1,034,999</b>

<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
4170 Animal Control Services	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>

# 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 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Animals Received (City of Marina only)	86	90	200	100	100

### Major Budget Changes

None

# POLICE DEPARTMENT

## 4171 Animal Control Svc -Agencies Unit

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	64,595	52,979	89,244	74,870
64 - Other Charges		707	700	700
<b>Total</b>	<b>64,595</b>	<b>53,686</b>	<b>89,944</b>	<b>75,570</b>

<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	64,595	53,686	89,944	75,570
<b>Total</b>	<b>64,595</b>	<b>53,686</b>	<b>89,944</b>	<b>75,570</b>

<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
4171 Animal Control Svc -Agencies	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>



# POLICE DEPARTMENT

## Field Operations Unit

4220

### Purpose

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

### Division Operations

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

### Performance Measures

Performance Measure / Goal	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Community Oriented Policing Activities (per patrol officer per year)**	100	n/a	100	n/a	100

### Major Budget Changes

Multiple positions remain vacant for FY16-17. Increased budget for Taser replacement program.

# POLICE DEPARTMENT

## 4220 Field Operations Unit

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	18,031,580	18,708,459	21,616,391	25,838,921
62 - Supplies & Materials	460,328	405,506	450,570	538,100
63 - Outside Services	70,211	54,671	56,500	56,500
64 - Other Charges	48,063	178,362	178,800	178,800
66 - Capital Outlays		7,088	175,066	28,586
<b>Total</b>	<b>18,610,182</b>	<b>19,354,086</b>	<b>22,477,327</b>	<b>26,640,907</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	16,019,126	16,521,667	19,080,382	20,353,459
1100 Measure V	1,052,248	1,148,923	1,329,400	1,841,702
1200 Measure G			2,204,300	3,845,746
2201 Sales Tax-SB172	390,000	600,000	400,000	400,000
2202 Supplemental Law Enf - AB3229	300,000	200,000	200,000	200,000
3104 COPS Hiring 2011	848,808	883,496	(736,755)	
<b>Total</b>	<b>18,610,182</b>	<b>19,354,086</b>	<b>22,477,327</b>	<b>26,640,907</b>
<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
4220 Field Operations	94.000	94.000	114.000	129.000
<b>Total</b>	<b>94.000</b>	<b>94.000</b>	<b>114.000</b>	<b>129.000</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

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Percent reduction in collisions at five most accident-prone locations	0	n/a	5%	n/a	n/a
Percent Reduction in Fatal Accidents	up 11.76	n/a	20%	n/a	n/a

### Major Budget Changes

\*\* With the exception of a recently reinstated Sergeant, this specialized unit was eliminated temporarily as of July 2015 due to the department re-organization to increase patrol and investigations staffing in order to better provide basic police services to the community.

# POLICE DEPARTMENT

## 4221 Traffic Unit

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	607,038	594,076	700,691	338,545
62 - Supplies & Materials	1,425	1,453	10,718	7,100
64 - Other Charges	135,903	8,833	8,800	8,800
<b>Total</b>	<b>744,366</b>	<b>604,362</b>	<b>720,209</b>	<b>354,445</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	744,366	604,362	720,209	354,445
<b>Total</b>	<b>744,366</b>	<b>604,362</b>	<b>720,209</b>	<b>354,445</b>
<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
4221 Traffic	4.000	3.000	3.000	1.000
<b>Total</b>	<b>4.000</b>	<b>3.000</b>	<b>3.000</b>	<b>1.000</b>

# POLICE DEPARTMENT

## Reserves Unit

4250

### Purpose

Provide additional trained assistance to the Department when specific needs exceed normal resources. This assistance consists of Reserve Officers who work primarily within the Field Operations Division in a variety of roles. Reserve officers provide a variety of services, such as prisoner transport, backup to other units, DUI checkpoint, crowd control, traffic direction, and security at city council meetings.

### Division Operations

1. Provide police reserve services for special events, such as Big Week activities Kiddiekapers Parade, natural disasters, and other events as needed. Provide police reserve services on a regular basis, primarily on weekends as follows: prisoner transport, DUI Checkpoints, truancy abatement and Oldtown patrols and pre-planned events
2. Maintain required Advanced Officer Training for Level 1 officers.

### Performance Measures

Performance Measure / Goal	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Patrol hours per Reserve Officer per Year	172	0	20	0	0
Special Event hours per Reserve Officer per Year	281	281	250	281	250
Truancy Abatement hours worked	384	899	380	900	900
City Council Security Hours per Year	123	240	200	240	240

### Major Budget Changes

None

**POLICE DEPARTMENT**  
**4250 Reserves Unit**

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	58,178	54,445	50,000	55,000
62 - Supplies & Materials	1,081	1,227	2,000	2,000
<b>Total</b>	<b>59,259</b>	<b>55,672</b>	<b>52,000</b>	<b>57,000</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	59,259	55,672	52,000	57,000
<b>Total</b>	<b>59,259</b>	<b>55,672</b>	<b>52,000</b>	<b>57,000</b>

# POLICE DEPARTMENT

## Investigations 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 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Investigations Completed	426	391	475	479	442
Average Clearance Rate/All Cases	83 percent	86 percent	80percent	83 percent	85 percent

### Major Budget Changes

None

# POLICE DEPARTMENT

## 4340 Investigations Unit

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	3,680,957	3,499,087	4,541,134	5,428,068
62 - Supplies & Materials	8,712	7,459	12,590	7,500
64 - Other Charges		44,112	45,025	44,100
66 - Capital Outlays			2,620	
<b>Total</b>	<b>3,689,669</b>	<b>3,550,658</b>	<b>4,601,369</b>	<b>5,479,668</b>

<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	3,620,766	3,469,023	4,512,869	5,172,421
1100 Measure V	68,903	81,635	85,500	304,247
1200 Measure G			3,000	3,000
<b>Total</b>	<b>3,689,669</b>	<b>3,550,658</b>	<b>4,601,369</b>	<b>5,479,668</b>

<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
4340 Investigations	21.000	21.000	21.000	24.000
<b>Total</b>	<b>21.000</b>	<b>21.000</b>	<b>21.000</b>	<b>24.000</b>



# POLICE DEPARTMENT

## Narcotics Unit

4341

### Purpose

Serve as a proactive unit for the purpose of identifying and arresting criminals involved in the illegal manufacture, sales, or use of narcotics. Strive to develop sources of information that will be useful in solving other crimes in the community. Provide undercover operational support to detect and interrupt criminal operations

### Division Operations

1. Continue to conduct investigations into illegal narcotic activity as well as develop strategies to reduce the manufacture, sale and use of illegal narcotics.
2. Improve efforts to work closely with other narcotics/vice units, task forces or agencies which share similar responsibilities.
3. Continue to work closely with neighborhood groups to identify narcotic problems and then take the necessary enforcement action to improve the quality of life in that particular neighborhood.
4. Work with local partner agencies and State and Federal agencies to develop strategies to target drug and violent crime enterprises.

### Performance Measures

Performance Measure / Goal	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Investigations Completed	n/a		0		
Made into STING Task Force					

### Major Budget Changes

\*\*This specialized unit was eliminated temporarily as of July 2015 due to the department re-organization to increase patrol and investigations staffing in order to better provide basic police services to the community.

**POLICE DEPARTMENT**  
**4341 Narcotics Unit**

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	943,187	915,709	1,096,000	108,000
62 - Supplies & Materials	24,753	8,668	1,500	20,500
63 - Outside Services	24,144	24,469	30,000	30,000
64 - Other Charges		11,186	11,200	11,200
<b>Total</b>	<b>992,084</b>	<b>960,032</b>	<b>1,138,700</b>	<b>169,700</b>

<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	992,084	960,032	1,138,700	169,700
<b>Total</b>	<b>992,084</b>	<b>960,032</b>	<b>1,138,700</b>	<b>169,700</b>

<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
4341 Narcotics	5.000	5.000	5.000	0.000
<b>Total</b>	<b>5.000</b>	<b>5.000</b>	<b>5.000</b>	<b>0.000</b>

**Purpose**

Work with students, parents, teachers, administrators to ensure a peaceful and safe learning environment in our schools. Work with “problem behavior” students through counseling, referral and personal contact including classroom presentations. Solve school related crimes and successfully prosecute juveniles who have not shown a propensity for guidance through counseling. Relieve patrol personnel of time-consuming investigations occurring at local schools.

**Division Operations**

1. Coordinate efforts in gang awareness and prevention within Salinas.
2. Analyze alternatives and implement procedures to reduce-juvenile gang activity, truancy, and juvenile crime.
3. Act as a liaison for gang intelligence information, prevention and suppression for involving students.
4. Work with Patrol Division to provide safe areas around campuses.
5. Continue Gang Resistance Education and Training programs in both Salinas City elementary school districts. (24 elementary schools and 2,500 students).
6. Continue to evaluate effectiveness of program, in partnership with local school officials.

**Performance Measures**

**Major Budget Changes**

No major changes. 8 Police Officer Positions funded by a three-year 2014 COPS Hiring Grant.

**POLICE DEPARTMENT**  
**4342 School Resource Officers Unit**

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	-	-	3,669,329	1,366,230
<b>Total</b>	<b>-</b>	<b>-</b>	<b>3,669,329</b>	<b>1,366,230</b>
<b>Expenditures by Fund</b>				
	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1200 Measure G	-	-	268,800	213,590
3163 2014 COPS Hiring SRO			3,400,529	1,152,640
<b>Total</b>	<b>-</b>	<b>-</b>	<b>3,669,329</b>	<b>1,366,230</b>
<b>Workforce by Program</b>				
	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
4342 School Resource Officers	0.000	0.000	9.000	9.000
<b>Total</b>	<b>0.000</b>	<b>0.000</b>	<b>9.000</b>	<b>9.000</b>

# POLICE DEPARTMENT

## Violence Suppression Unit

4343

### Purpose

Collect information on gangs and gang members and investigate gang-related crimes. Provide gang-related training and other criminal intelligence to law enforcement and members of the community. Identify and suppress gang/criminal activity. Conduct short and long term gang focused investigations.

### Division Operations

1. Continue to expand and improve a comprehensive criminal gang and gang member certification process under the California Penal Code.
2. Continue to aggressively identify violent gang members and other violent criminals for the arrest and prosecution of a variety of crimes.
3. Continue to work with the Monterey County District Attorney's Office and other allied agencies to ensure vertical prosecution of gang members for their crimes.
4. Improve our efforts to work closely with parents or other community members for the purpose of providing them information or training that will help at-risk youth.
5. Conduct short term and long term, complex investigations of criminal gang groups utilizing all available resources.
6. Coordinate with community partners to provide intervention services for gang members and potential gang members.

### Performance Measures

Performance Measure / Goal	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Gang Certifications/Registrations	82		70		
Court Presentations/Expert Testimony	55		75		
Weapons Seized	20		25		

### Major Budget Changes

\*\*This specialized unit was eliminated temporarily as of July 2015 due to the department re-organization to increase patrol and investigations staffing in order to better provide basic police services to the community.

# POLICE DEPARTMENT

## 4343 Violence Suppression Unit

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	1,972,010	2,231,353	2,416,372	1,639,088
62 - Supplies & Materials	8,518	1,543	2,800	10,000
63 - Outside Services	26,915	24,192	31,000	31,000
64 - Other Charges		24,871	24,900	24,900
<b>Total</b>	<b>2,007,443</b>	<b>2,281,959</b>	<b>2,475,072</b>	<b>1,704,988</b>

<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	2,007,443	2,010,271	2,175,672	1,377,497
1100 Measure V		271,688	299,400	327,491
<b>Total</b>	<b>2,007,443</b>	<b>2,281,959</b>	<b>2,475,072</b>	<b>1,704,988</b>

<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
4343 Violence Suppression	12.000	11.000	11.000	8.000
<b>Total</b>	<b>12.000</b>	<b>11.000</b>	<b>11.000</b>	<b>8.000</b>

# POLICE DEPARTMENT

## Asset Seizure Unit

4380

### Purpose

Provides for the identification of assets (visible and hidden) held by local criminal enterprises. Asset seizure provides for lawful forfeiture, utilizing State and Federal Asset Seizure programs to enhance local enforcement efforts.

### Division Operations

1. Continue to identify and seize assets used to facilitate narcotic transactions.
2. Identify and seize assets deemed "proceeds" from narcotic transactions.
3. Enhance our efforts to detect and attack criminal enterprises utilizing civil law in conjunction with criminal law.
4. Aggressive use of assets to supplement local law enforcement's efforts toward narcotics related enforcement.

### Performance Measures

Performance Measure / Goal	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Cases adjudicated	18		12		

### Major Budget Changes

\*\*This function was fulfilled by the narcotics unit that was eliminated temporarily as of July 2015 due to the department re-organization to increase patrol and investigations staffing in order to better provide basic police services to the community. This function is now performed as a collateral duty.

**POLICE DEPARTMENT**  
**4380 Asset Seizure Unit**

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
63 - Outside Services	21,055	17,483	20,000	20,000
<b>Total</b>	<b>21,055</b>	<b>17,483</b>	<b>20,000</b>	<b>20,000</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
2502 Asset Seizure	21,055	17,483	20,000	20,000
<b>Total</b>	<b>21,055</b>	<b>17,483</b>	<b>20,000</b>	<b>20,000</b>



# POLICE DEPARTMENT

## Joint Gang Task Force Unit

4390

### Purpose

Participate in the county-wide Gang Task Force to investigate gang criminal activity and collect information on gangs and gang members. Increase the flow of gang-related information among various law enforcement agencies within the county.

### Division Operations

1. Reduce gang-related crimes throughout the county.
2. Identify and apprehend gang members responsible for criminal conduct.
3. Gather and disseminate gang information to affected agencies.
4. Provide gang training to Monterey County agency personnel.
5. Meet with community members and collectively work toward solutions to reduce gang violence.

### Performance Measures

Performance Measure / Goal	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Gang related investigations	200	n/a	80	80	80
Gang related arrests	181	108	125	125	125
Weapons seized	31	51	50	50	50

### Major Budget Changes

\*\*This specialized unit was eliminated temporarily as of July 2015 due to the department re-organization to increase patrol and investigations staffing in order to better provide basic police services to the community.

**POLICE DEPARTMENT**  
**4390 Joint Gang Task Force Unit**

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	1,122,572	842,160	1,201,300	423,970
62 - Supplies & Materials	3,539	28,587	(39,099)	57,000
63 - Outside Services	24,393	21,552	30,455	33,000
66 - Capital Outlays	33,683	26,963	98,644	
<b>Total</b>	<b>1,184,187</b>	<b>919,262</b>	<b>1,291,300</b>	<b>513,970</b>

<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1100 Measure V	1,184,187	919,262	1,291,300	513,970
<b>Total</b>	<b>1,184,187</b>	<b>919,262</b>	<b>1,291,300</b>	<b>513,970</b>

<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
4390 Joint Gang Task Force	6.000	5.000	5.000	2.000
<b>Total</b>	<b>6.000</b>	<b>5.000</b>	<b>5.000</b>	<b>2.000</b>

# POLICE DEPARTMENT

## Work Force

Workforce by Program	13-14 Authorized	14-15 Authorized	15-16 Authorized	16-17 Proposed
<b>4110 Police Administration</b>				
Administrative Secretary	1.000	1.000	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
Police Services Admin			1.000	1.000
<b>4110 Police Administration Total</b>	<b>3.000</b>	<b>3.000</b>	<b>5.000</b>	<b>5.000</b>
<b>4111 Community Relations</b>				
Police Officer	6.000	4.000	4.000	1.000
Police Officer - New Hire				1.000
Police Sergeant	1.000	1.000	2.000	1.000
<b>4111 Community Relations Total</b>	<b>7.000</b>	<b>5.000</b>	<b>6.000</b>	<b>3.000</b>
<b>4112 Personnel &amp; Training</b>				
Police Sergeant	1.000	1.000	1.000	1.000
<b>4112 Personnel &amp; Training Total</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>
<b>4116 Special Operations</b>				
Community Service Officer	4.500	4.500	4.500	4.500
Police Sergeant	1.000	1.000	1.000	1.000
<b>4116 Special Operations Total</b>	<b>5.500</b>	<b>5.500</b>	<b>5.500</b>	<b>5.500</b>
<b>4130 Support Services</b>				
Community Service Officer	2.000	2.000	2.000	2.000
Crime Analyst			1.000	1.000
Criminalist	1.000	1.000	1.000	1.000
Latent Fingerprint Tech	1.000	1.000	1.000	1.000
Police Sergeant	1.000	1.000	1.000	1.000
Senior Police Svc Tech	1.000	1.000	1.000	1.000
<b>4130 Support Services Total</b>	<b>6.000</b>	<b>6.000</b>	<b>7.000</b>	<b>7.000</b>
<b>4131 Technical Services</b>				
Police Services Tech				1.000
Senior Police Svc Tech	2.000	2.000	2.000	2.000
Technical Services Coordinator	1.000	1.000	1.000	1.000
<b>4131 Technical Services Total</b>	<b>3.000</b>	<b>3.000</b>	<b>3.000</b>	<b>4.000</b>

# POLICE DEPARTMENT

## Work Force

Workforce by Program	13-14 Authorized	14-15 Authorized	15-16 Authorized	16-17 Proposed
<b>4132 Word Processing</b>				
Supvsg Wrđ Proc Operator	1.000	1.000	1.000	1.000
Word Processing Operator	4.000	4.000	5.000	5.000
<b>4132 Word Processing Total</b>	<b>5.000</b>	<b>5.000</b>	<b>6.000</b>	<b>6.000</b>
<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
<b>4133 Evidence &amp; Property Total</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>
<b>4134 Records</b>				
Police Record Coord	1.000	1.000	1.000	1.000
Police Services Tech	7.000	7.000	10.000	9.000
Supvsg Police Serv Tech	3.000	3.000	3.000	3.000
<b>4134 Records Total</b>	<b>11.000</b>	<b>11.000</b>	<b>14.000</b>	<b>13.000</b>
<b>4170 Animal Control Services</b>				
Animal Care Tech	2.000	2.000	2.000	2.000
Animal Control Officer	2.000	2.000	2.000	2.000
Animal Services Mgr	1.000	1.000	1.000	1.000
Animal Services Supv	1.000	1.000	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>7.000</b>	<b>7.000</b>
<b>4171 Animal Control Svc -Agencies</b>				
Animal Care Tech	1.000	1.000	1.000	1.000
<b>4171 Animal Control Svc -Agencies Total</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>
<b>4220 Field Operations</b>				
Community Service Officer	3.000	3.000	8.000	8.000
Deputy Chief of Police	1.000	1.000	1.000	
Police Commander	4.000	4.000	4.000	4.000
Police Officer	72.000	61.000	58.000	62.000
Police Officer - New Hire	2.000	13.000	31.000	34.000
Police Recruit				7.000
Police Sergeant	12.000	12.000	12.000	14.000
<b>4220 Field Operations Total</b>	<b>94.000</b>	<b>94.000</b>	<b>114.000</b>	<b>129.000</b>

# POLICE DEPARTMENT

## Work Force

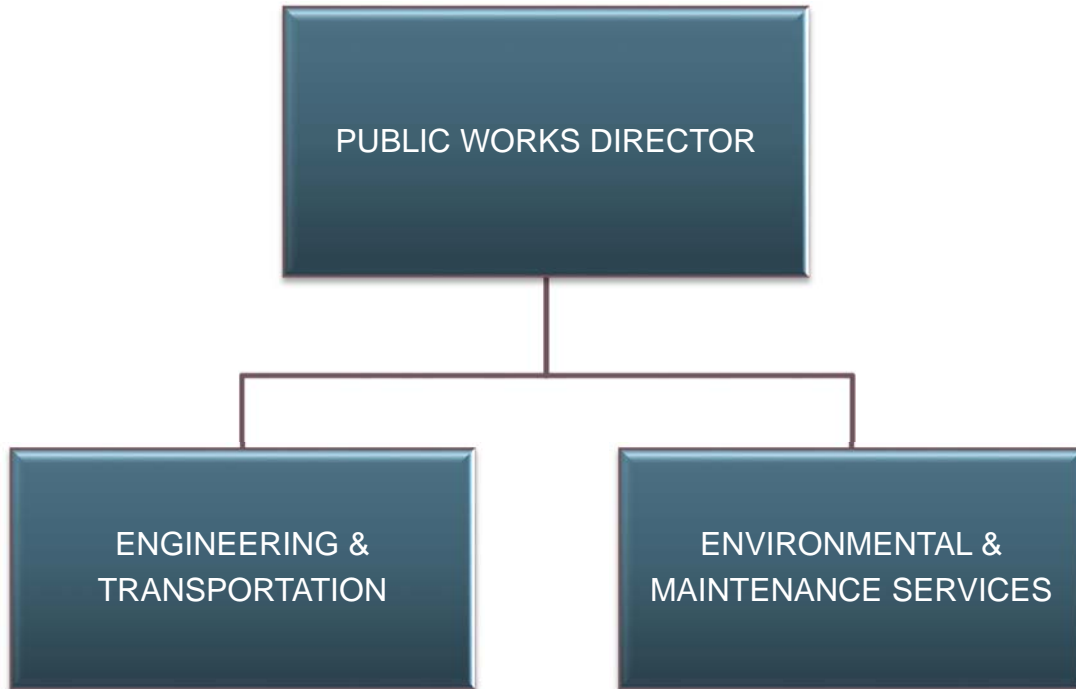
Workforce by Program	13-14 Authorized	14-15 Authorized	15-16 Authorized	16-17 Proposed
<b>4221 Traffic</b>				
Police Officer	3.000	2.000	2.000	
Police Sergeant	1.000	1.000	1.000	1.000
<b>4221 Traffic Total</b>	<b>4.000</b>	<b>3.000</b>	<b>3.000</b>	<b>1.000</b>
<b>4340 Investigations</b>				
Community Service Officer	1.000	1.000	1.000	1.000
Deputy Chief of Police	1.000	1.000	1.000	2.000
Police Commander	1.000	1.000	1.000	1.000
Police Officer	15.000	14.000	12.000	15.000
Police Officer - New Hire		1.000	3.000	2.000
Police Sergeant	2.000	2.000	2.000	2.000
Senior Police Svc Tech	1.000	1.000	1.000	1.000
<b>4340 Investigations Total</b>	<b>21.000</b>	<b>21.000</b>	<b>21.000</b>	<b>24.000</b>
<b>4341 Narcotics</b>				
Police Officer	4.000	4.000	4.000	
Police Sergeant	1.000	1.000	1.000	
<b>4341 Narcotics Total</b>	<b>5.000</b>	<b>5.000</b>	<b>5.000</b>	
<b>4342 School Resource Officers</b>				
Police Officer - New Hire			8.000	8.000
Police Sergeant			1.000	1.000
<b>4342 School Resource Officers Total</b>			<b>9.000</b>	<b>9.000</b>
<b>4343 Violence Suppression</b>				
Police Commander		1.000	1.000	1.000
Police Officer	11.000	9.000	9.000	5.000
Police Officer - New Hire				1.000
Police Sergeant	1.000	1.000	1.000	1.000
<b>4343 Violence Suppression Total</b>	<b>12.000</b>	<b>11.000</b>	<b>11.000</b>	<b>8.000</b>
<b>4390 Joint Gang Task Force</b>				
Police Commander	1.000			
Police Officer	4.000	4.000	4.000	
Police Officer - New Hire				1.000
Police Sergeant	1.000	1.000	1.000	1.000
<b>4390 Joint Gang Task Force Total</b>	<b>6.000</b>	<b>5.000</b>	<b>5.000</b>	<b>2.000</b>
<b>Total</b>	<b>193.500</b>	<b>188.500</b>	<b>225.500</b>	<b>227.500</b>



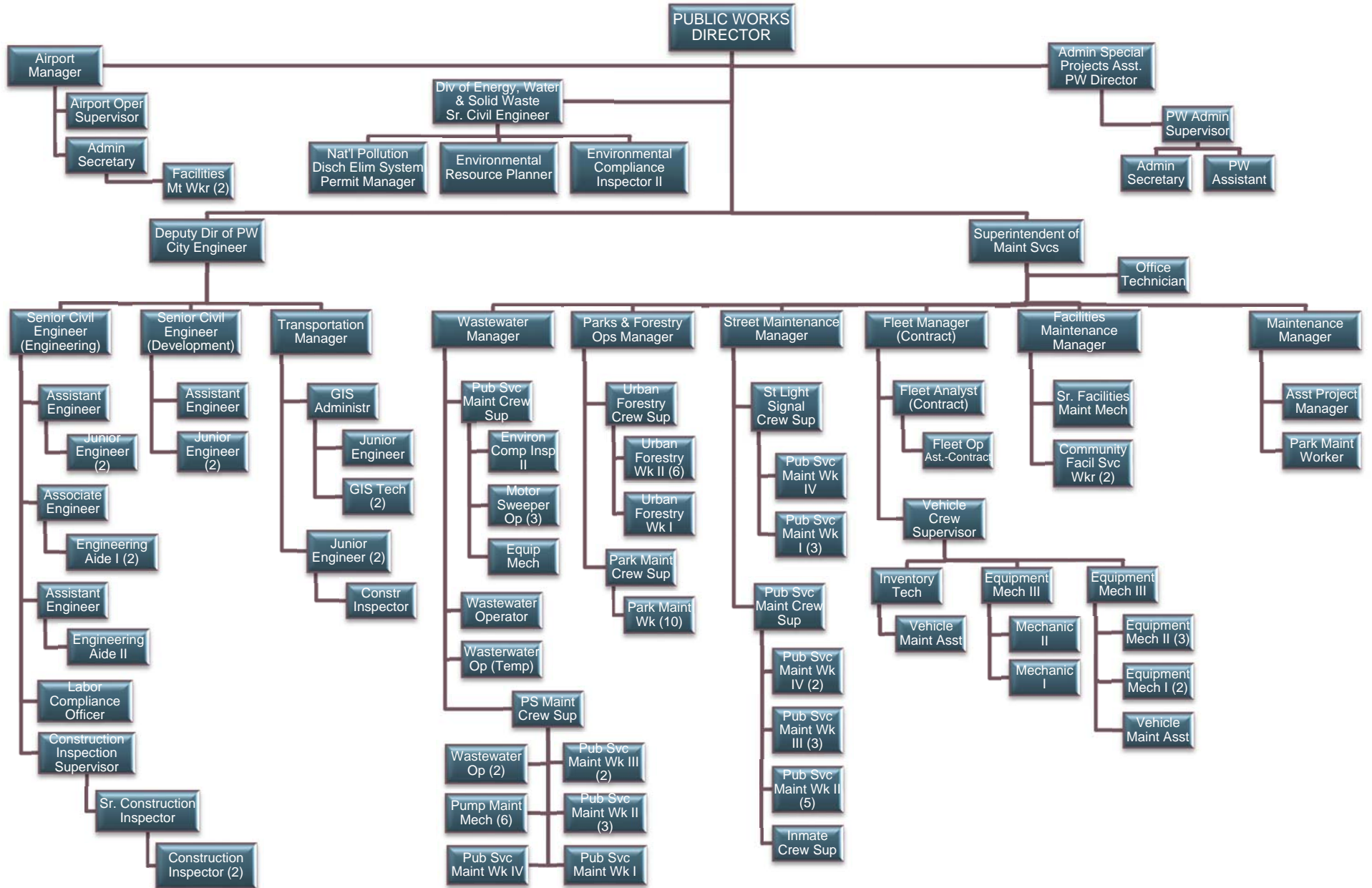
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# **PUBLIC WORKS DEPARTMENT**

## **Organizational Chart**



# PUBLIC WORKS DEPARTMENT Organizational Chart





# **PUBLIC WORKS DEPARTMENT**

## **Summary**

### **Purpose**

The Public Works Department consists of the Engineering, Traffic/Transportation, Solid Waste/Water and Energy, and 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. Last year, the Department assumed responsibility for the engineering reviews of private development plans/proposals as well. Also added last year was a new Division dedicated to National Pollution Discharge Elimination permit, solid waste, water and sustainable energy programs. The Engineering Division also manages the use and development of City properties and special projects associated with them. The Environmental and Maintenance Services Division protects the health of Salinas by providing maintenance services for all City infrastructure, vehicles and equipment, and also ensures NPDES compliance in the field.

### **Top Accomplishments for FY 2015-16**

#### **Economic Diversity and Prosperity**

1. Downtown Vibrancy Plan Implementation
2. Development of the Downtown Community Benefit District
3. Continued recycling of produce wash water for irrigation purposes
4. Support development of Salinas Gateway project
5. Support modifications to Northridge Mall
6. Supported community based projects including:
  - a. new lighting and new basketball court in Acosta Plaza,
  - b. the rehabilitation of the Cesar Chavez "Warriors" basketball court,
  - c. new and refurbished lighting Natividad Creek Park in support at the skate park and tennis courts,
  - d. initiating the community garden with the Local Urban Gardeners in Natividad Creek Park.
  - e. City representative to the Building Healthy Communities project funded by the California Endowment

#### **Safe, Livable Community**

1. Sherwood Hall security Improvements
2. Adopted the policy defining City-wide homeless encampment cleanup process and implemented it cleaning more than 78 camps at a cost of \$200,000
3. Continued implementation of Homeless Service Partnerships and Winter Warming Shelter Programs
4. Acquire property for the Public Safety Facility
5. Re-established the Inmate Cleanup Crew program to help parolees fulfill probation requirements while addressing illegal dumping in the City
6. Provide property access and funding for the Franciscan Workers of Junipero Serra to build the Chinatown Health Center.

#### **Effective, Sustainable Government**

1. Priority Based Budgeting
2. Capital Improvement Budget Process Updates
3. Completion of Opterra Energy Services Project
4. Implementing the Governing for Racial Equity program with City staff
5. Began implementing the Long Range Property Management Plan following the dissolution of Redevelopment
6. Developed and implemented a civic engagement program to support various projects and initiatives

#### **Excellent Infrastructure**

1. East Market Street Improvements
2. Airport Pavement Improvements

# **PUBLIC WORKS DEPARTMENT**

## **Summary (Continued)**

3. 50-50 Sidewalk Program
4. Broke ground on the Elvee Drive Improvement Project
5. Re-roofed the Salinas Train Depot
6. Complete construction of Alisal-Skyway Roundabout
7. Airport Electrical project
8. Construction of permanent shunt for Industrial Wastewater System
9. Intermodal Transportation Cost Center
10. Completion of construction of the Industrial Waste Water Conveyance System on time and under budget
11. Completion of phase 1 and 2 of Sanitary Sewer and Manhole Rehab for the Downtown Area

### **Quality of Life**

1. Caesar Chavez Park Improvements (Play Equipment)
2. El Dorado Park water features retrofit
3. Tatum's Garden sidewalk project
4. Ciclovía (Award winning open streets project – 3<sup>rd</sup> Year)
5. Completion of Urban Greening Grant project
6. Produced 4 megawatts of solar power
7. Received \$1.4 million from the All US Credit Union to initiate the El Gabilan Library Expansion
8. Co-chair for the regional Community Foundation's homeless response and services committee

### **City Council Goals, Strategies, and Objectives for FY 2016-17**

#### **Economic Diversity and Prosperity**

1. Develop and implement downtown parking strategy
2. Complete grant requests and funding to support Industrial Wastewater Treatment pond reuse
3. Secure sustainable funding for downtown improvements
4. Reconfigure wastewater system to provide stormwater for agricultural irrigation
5. Traffic Improvement Program and Fee Update

#### **Safe, Livable Community**

1. Rebuild of 10 Soledad Street and completion of 115 East Lake Street to provide Sanitary Health Services
2. Complete rebuild of Old Municipal Pool to provide Multi-purpose facility
3. Design and establish debt structure for the new Public Safety Facility
4. Planning and Improvement of Alisal Street for multi-modal use
5. Complete ADA Transition Plan and Street Sign Management Plan

#### **Effective, Sustainable Government**

1. Complete energy efficiency projects and evaluate new opportunities
2. Continue to Implement reorganization of Engineering and Transportation including consolidation of all city engineering services.
3. Continue to fund and consolidate all NPDES requirements in the Water, Waste and Energy Division
4. Evaluate and Update Assessment District fees and services
5. Improve Project Management Processes

#### **Excellent Infrastructure**

1. Construct Elvee Drive Improvements
2. Complete design and funding of Laurel Avenue extension improvements.
3. Complete implementation of the Job Order Contracting process to include facilities and buildings.
4. Prepare Airport Master Plan update
5. Complete all funded infrastructure projects

# **PUBLIC WORKS DEPARTMENT**

## **Summary (Continued)**

### **Quality of Life**

1. Complete green neighborhood templates
2. Support acquisition and planning of Carr Lake
3. Complete Cesar Chavez, Closter, La Paz park improvements
4. Fund shelters and services for homeless
5. Host Salinas International Airshow

### **Major Budget Changes**

Assume direct responsibility for the management of the Solid Waste Franchise, centralize fleet management, and initiate the construction of the City's expanded Gabilan Library, and new Public Safety Facility.

Continue to rebuild the human resources necessary for effective and efficient Maintenance and Environmental Services.

# PUBLIC WORKS DEPARTMENT

## Summary

<b>Expenditures by Program</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
Engineering and Transportation	2,499,329	1,997,849	3,133,911	3,910,248
Environmental and Maintenance Services	6,179,564	6,105,458	8,230,802	8,609,386
<b>Total</b>	<b>8,678,893</b>	<b>8,103,307</b>	<b>11,364,713</b>	<b>12,519,634</b>
<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
Engineering and Transportation	25.625	26.875	32.625	32.125
Environmental and Maintenance Services	41.375	39.625	47.625	47.625
<b>Total</b>	<b>67.000</b>	<b>66.500</b>	<b>80.250</b>	<b>79.750</b>

# PUBLIC WORKS DEPARTMENT

## Summary

<b>Expenditures by Program</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
5110 Engineering Administration	579,641	701,131	797,044	1,005,624
5115 Development Engineering	578,512		843,338	769,541
5120 Engineering Services	954,846	908,631	781,584	736,899
5122 Dev, Traffic & Transportation	386,330	233,323	114,512	467,992
5125 Eng Water & Solid Waste Division			207,285	482,296
5128 GIS Division		154,764	390,148	447,896
5230 Maintenance Administration	353,248	398,266	466,273	484,980
5231 Graffiti Abatement	88,272	92,792	169,530	177,237
5232 Facilities Maintenance	915,194	896,061	1,043,308	1,126,052
5234 Street Maintenance	1,016,879	1,208,571	1,739,732	1,833,903
5235 Street Lights	832,876	665,211	840,049	843,761
5236 Traffic Signals	286,690	161,295	220,400	220,400
5237 Environmental Compliance	135,915	151,464	145,027	112,770
5238 Parks and Community Services	1,943,302	1,930,748	2,576,697	2,743,975
5239 Urban Forestry	607,188	601,050	1,029,786	1,066,308
<b>Total</b>	<b>8,678,893</b>	<b>8,103,307</b>	<b>11,364,713</b>	<b>12,519,634</b>

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	5,794,910	5,438,532	7,482,244	8,213,284
62 - Supplies & Materials	346,691	313,264	544,968	494,300
63 - Outside Services	2,524,699	2,261,134	3,213,926	3,688,000
64 - Other Charges	11,531	79,993	103,225	121,400
66 - Capital Outlays	1,062	10,384	20,350	2,650
<b>Total</b>	<b>8,678,893</b>	<b>8,103,307</b>	<b>11,364,713</b>	<b>12,519,634</b>

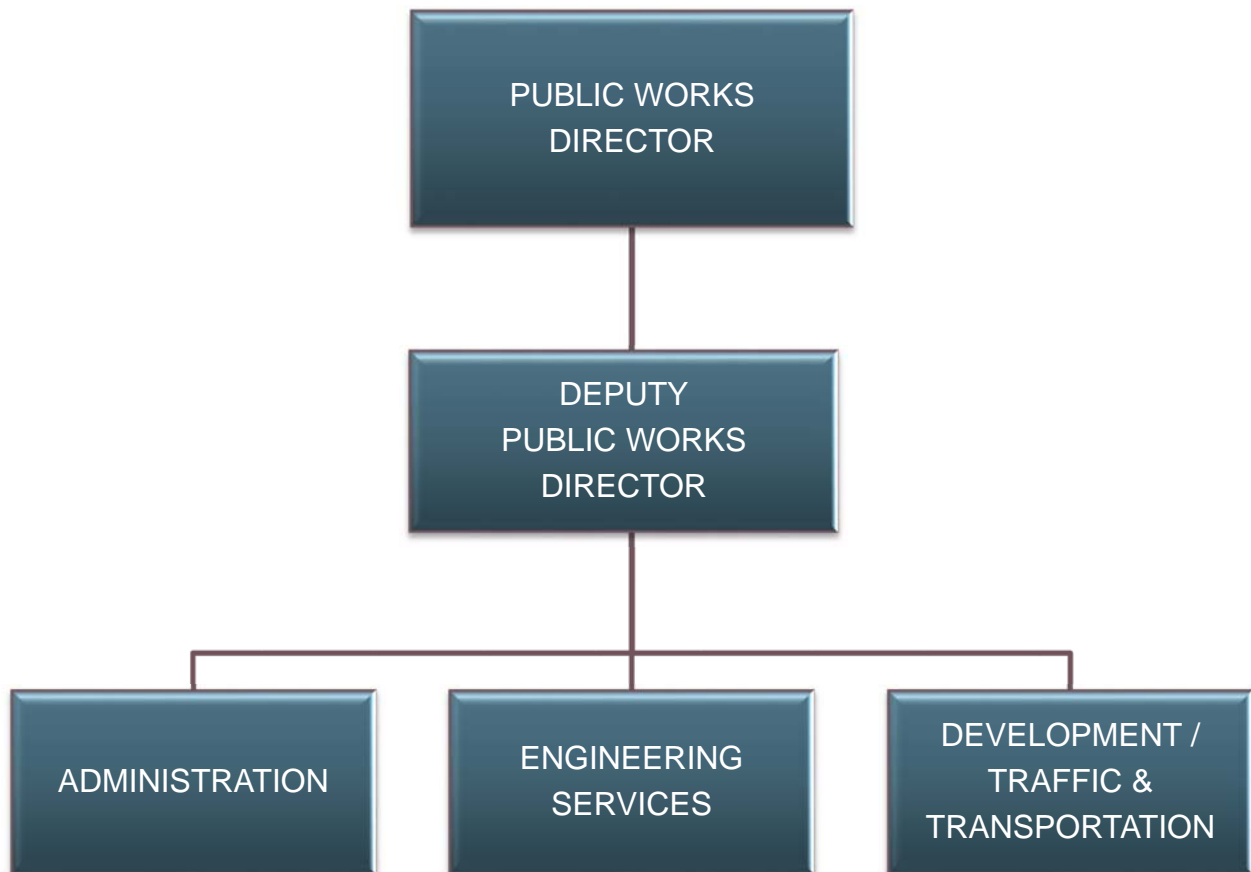
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	7,780,697	7,243,701	9,020,913	9,856,374
1100 Measure V	898,196	859,606	982,800	1,147,536
1200 Measure G			1,361,000	1,515,724
<b>Total</b>	<b>8,678,893</b>	<b>8,103,307</b>	<b>11,364,713</b>	<b>12,519,634</b>

# PUBLIC WORKS DEPARTMENT

## Summary

<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
5110 Engineering Administration	4.875	5.125	5.125	6.125
5115 Development Engineering	5.250	5.250	5.250	4.750
5120 Engineering Services	12.500	12.500	13.500	12.500
5122 Dev, Traffic & Transportation	3.000	3.000	4.000	4.000
5125 Eng Water & Solid Waste Division			1.750	0.750
5128 GIS Division		1.000	3.000	4.000
5230 Maintenance Administration	2.375	2.375	2.375	2.375
5231 Graffiti Abatement	0.750	1.000	1.000	1.000
5232 Facilities Maintenance	6.000	6.000	5.250	5.250
5234 Street Maintenance	11.000	10.000	17.000	17.000
5235 Street Lights	1.000	1.000	1.000	1.000
5237 Environmental Compliance	1.250	1.250	1.000	1.000
5238 Parks and Community Services	11.000	10.000	12.000	12.000
5239 Urban Forestry	8.000	8.000	8.000	8.000
<b>Total</b>	<b>67.000</b>	<b>66.500</b>	<b>80.250</b>	<b>79.750</b>

# ENGINEERING AND TRANSPORTATION Organizational Chart





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# ENGINEERING AND TRANSPORTATION

## Engineering Administration 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, manage all city-owned property, including leases/rents, administrative oversight of all Maintenance, Assessment, and Parking Districts, administrative oversight of all Public Works Grants, acquire property as needed for projects, administer programs dealing with energy efficiency, environmental and Labor Compliance on Public Works projects issues, and respond to citizen complaints and inquiries.

### Division Operations

1. Supervise and manage Department Services and resources in an efficient manner.
2. 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, and Parking Districts
9. Manage all departmental grant application and reporting

### Performance Measures

Performance Measure / Goal	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Percentage of lease payments received on time			100%	98%	100%
Percentage of maintenance district resident service complaints satisfactorily resolved within 24 hours			95%	96%	100%
Percentage of resident and others (realtors, title companies) assessment/maintenance district inquiries responded to satisfactorily within 24 hours			100%	98%	100%
Council Reports Processed (annually)			95	98	98
Personnel Actions processed (annually)			100	50	50
Purchase Orders Processed (annually)			175	125	150
Assist with DRC Applications (annually)			8	6	10
Review Traffic Studies and/or CEQA documents (annually)			6	8	8

### Major Budget Changes

We are expanding our GIS program with additional staffing, and developing a rigorous records retention program this years, all centered around the Department's first ever City Hall offices remodel.

# ENGINEERING AND TRANSPORTATION

## 5110 Engineering Administration Division

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	550,598	661,815	656,144	788,224
62 - Supplies & Materials	11,325	11,235	25,750	15,700
63 - Outside Services	15,129	22,599	98,950	184,000
64 - Other Charges	2,589	5,067	14,200	15,700
66 - Capital Outlays		415	2,000	2,000
<b>Total</b>	<b>579,641</b>	<b>701,131</b>	<b>797,044</b>	<b>1,005,624</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	579,641	701,131	747,044	886,624
1200 Measure G			50,000	119,000
<b>Total</b>	<b>579,641</b>	<b>701,131</b>	<b>797,044</b>	<b>1,005,624</b>
<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
5110 Engineering Administration	4.875	5.125	5.125	6.125
<b>Total</b>	<b>4.875</b>	<b>5.125</b>	<b>5.125</b>	<b>6.125</b>

# ENGINEERING AND TRANSPORTATION

## Development Engineering Division

5115

### Purpose

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

### Division Operations

1. Plan review and inspection of private development projects for compliance with City codes and standards and NPDES stormwater permit.
2. Coordinate implementation of NPDES requirements related development in conformance with the Permit.
3. Review and inspection of private improvements within the City right of way.
4. Review of planning site improvement applications and building permit applicants for development related engineering requirements.
5. Provide technical support to planning applications in accordance with the Subdivision Map Act.
6. Calculate impact fees for development applicants.
7. Coordinate City Street Vendor Program.
8. Provide assistance to City Engineer in implementing floodplain management.
9. Coordination of city addressing of public and private buildings.

### Performance Measures

Performance Measure / Goal	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Percentage of inspections within 24 hours of request			<u>NEW</u>		100%
Engineering Services/Permit Center Compliance with NPDES Stormwater Permit			100%		100%

### Major Budget Changes:

Increase training to ensure adequate project review and inspection in accordance with the stormwater permit. Adjust staffing (reclassification of 1 position) to better align with employee responsibilities and expectations. Account for moneys required to contract professional consultant to provide City Land Surveyor services and plan review assistance. 100% of the cost of plan review costs are paid by developer fees.

# ENGINEERING AND TRANSPORTATION

## 5115 Development Engineering Division

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	529,111		749,138	652,941
62 - Supplies & Materials	572		5,700	4,000
63 - Outside Services	46,240		80,000	100,000
64 - Other Charges	2,589		8,500	12,600
<b>Total</b>	<b>578,512</b>		<b>843,338</b>	<b>769,541</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	578,512		843,338	769,541
<b>Total</b>	<b>578,512</b>		<b>843,338</b>	<b>769,541</b>
<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
5115 Development Engineering	5.250	5.250	5.250	4.750
<b>Total</b>	<b>5.250</b>	<b>5.250</b>	<b>5.250</b>	<b>4.750</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.
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. 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 second phase of improvements of the sanitary sewer system.
5. Work with regional partners to resolve water supply issues to benefit Salinas residents and Salinas-based industries.
6. Continue work with the Pure Water Project to recapture stormwater for re-use and support efforts to reduce the impacts of stormwater intrusion countywide.

### Performance Measures

Performance Measure / Goal	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Grant applications submitted. Dollars secured vs. dollars applied for	(4@\$3.5M)	3@\$2.5M	6@\$7.2M	2@4.2M	4@\$9.5M
City C.I.P. projects designed. (annually)	12	10	15	17	25
City projects constructed on time and within budget (annually)	10	7	20	13	22
Number of projects inspected	12	9	20	13	22

### Major Budget Changes

None

# ENGINEERING AND TRANSPORTATION

## 5120 Engineering Services Division

<b>Expenditures by Character</b>	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
61 - Salaries & Benefits	892,684	802,318	659,228	617,699
62 - Supplies & Materials	1,444	4,080	7,500	5,500
63 - Outside Services	58,426	70,671	90,756	89,600
64 - Other Charges	1,230	21,593	24,100	24,100
66 - Capital Outlays	1,062	9,969		
<b>Total</b>	<b>954,846</b>	<b>908,631</b>	<b>781,584</b>	<b>736,899</b>
<b>Expenditures by Fund</b>	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
1000 General Fund	954,846	908,631	781,584	736,899
<b>Total</b>	<b>954,846</b>	<b>908,631</b>	<b>781,584</b>	<b>736,899</b>
<b>Workforce by Program</b>	13-14 Authorized	14-15 Authorized	15-16 Authorized	16-17 Proposed
5120 Engineering Services	12.500	12.500	13.500	12.500
<b>Total</b>	<b>12.500</b>	<b>12.500</b>	<b>13.500</b>	<b>12.500</b>

# ENGINEERING AND TRANSPORTATION

## Development/Traffic and Transportation Division

5122

### Purpose

Review development plans and proposals to ensure responsible growth within the City as related to traffic issues and public infrastructure; provide engineering services for the safe and efficient movement of commerce and people; plan for future traffic needs; and promote the use of alternative transportation modes to reduce traffic demand and congestion. Oversee operations of the City's traffic signals.

### Division Operations

1. Implement Traffic Monitoring Program and maintain traffic data.
2. Respond to traffic inquiries and concerns from the public, other departments and other agencies.
3. Oversee operations of traffic signals and improve efficiency.
4. Evaluate the City's transportation systems as appropriate to meet needs of all street users in accordance with Complete Streets and sustainable transportation principles.
5. Secure funding for transportation related projects.
6. Implement traffic fee Ordinance and collaborate with other departments and agencies to fund future transportation infrastructure needs.
7. Work with TAMC, Caltrans and other agencies to obtain funding for extending rail service from the San Francisco Bay Area and Silicon Valley to Salinas.
8. Work with TAMC, Caltrans and other agencies to improve capacity on US 101 through Salinas.
9. Review and update traffic signal timing systems to improve circulation
10. Provide signal interconnection in an effort to improve corridor travel and limit congestion.
11. Develop and consolidate City's Parking Programs.
12. Increase response to rising demand for Traffic Calming on neighborhood streets.

### Performance Measures

Performance Measure / Goal	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Transportation Permits issued (annually)	148	238	150	144	150
Grant applications submitted, Dollars secured vs. dollars applied for.	2,\$1.475/\$2.2M	2,\$0.364	2, \$1M	3, \$7.3M/\$12M	2, \$2 M
Traffic Requests addressed (annually)	68	73	70	50	60

### Major Budget Changes

Requested the addition of a Traffic Engineer to staff to assist with response to resident traffic concerns, to assist with review of development projects and assist in assessment of City traffic needs.

# ENGINEERING AND TRANSPORTATION

## 5122 Dev, Traffic & Transportation Division

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	360,232	208,977	35,512	433,492
62 - Supplies & Materials	18,168	15,406	14,900	15,400
63 - Outside Services	7,680	1,787	57,000	10,000
64 - Other Charges	250	7,153	7,100	9,100
<b>Total</b>	<b>386,330</b>	<b>233,323</b>	<b>114,512</b>	<b>467,992</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	386,330	233,323	64,512	467,992
1200 Measure G			50,000	
<b>Total</b>	<b>386,330</b>	<b>233,323</b>	<b>114,512</b>	<b>467,992</b>
<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
5122 Dev, Traffic & Transportation	3.000	3.000	4.000	4.000
<b>Total</b>	<b>3.000</b>	<b>3.000</b>	<b>4.000</b>	<b>4.000</b>



# ENGINEERING AND TRANSPORTATION

## Energy, Water & Solid Waste Division

5125

### Purpose

This Division's purpose is to provide technical support in the specific areas of Water, Solid Waste and Energy. These areas have been identified as focus areas that are complex and may have local and regional significance. The Division is essentially a Public Works special projects team that will be working on larger scale complex Public Works efforts of intermediate to long term duration that require a systemic approach. The Division is directly under the Public Works Director.

### Division Operations

1. Re-organize and consolidate the City's stormwater Permit compliance efforts:
  - a. Bring the City's stormwater program into compliance with the City's 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. Coordinate with DPW GIS section to ensure data collection and data reporting capabilities meet Permit reporting requirements.
  - d. Negotiate new Permit requirements for the City's new 5-year stormwater Permit for the 2017-2022 Permit period.
  - e. Continue technical support and oversight of City programs for compliance with stormwater quality regulation and provide the internal structure necessary to ensure the new Permit requirements are met while providing for efficient use of City resources.
2. Manage the Opterra Energy Program to complete city energy efficiency projects and track savings, performance, and financing/cost savings.
3. Manage and provide technical support for Solid Waste initiatives led by the City to provide effective and economical solid waste service for the City.
4. Manage and provide technical support for water projects and work with City partners towards solutions for water needs for City residents and the agriculture industry.
5. Management and oversight of City sustainability goals and programs including the Urban Greening Program.

### Performance Measures

Performance Measure / Goal	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Compliance with EPA and NPDES Storm Water Permit				100%	100%
Funding NPDES System Changes				75%	85%
Energy Savings Potential				60%	100%
Public Outreach/Awareness				6 public mtgs	16 public mtgs

1. Reduce the number of Permit violations normally discovered during EPA and Regional Board audits of the City's Stormwater Permit Compliance efforts from 12 violations (last audit) to 0.
2. Working in cooperation with our Partners and consultants, obtain \$10 million in grants for water projects.

### Major Budget Changes

- This is the second year of existence for the Water, Solid Waste and Energy Division in the Public Works Department. The Division was formed in FY 2015-16 with a minimal budget until needs were determined. New staffing positions for 2016-2017 include an additional Environmental Resource Planner to act as the City's National Pollution Discharge Elimination System (Stormwater) Permit Manager in response to recent EPA and Regional Board audit findings.

# ENGINEERING AND TRANSPORTATION

## 5125 Eng Water & Solid Waste Division

Expenditures by Character	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
61 - Salaries & Benefits			205,785	123,646
62 - Supplies & Materials			100	5,000
63 - Outside Services				350,000
64 - Other Charges			750	3,000
66 - Capital Outlays			650	650
<b>Total</b>			<b>207,285</b>	<b>482,296</b>
Expenditures by Fund	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
1000 General Fund			207,285	482,296
<b>Total</b>			<b>207,285</b>	<b>482,296</b>
Workforce by Program	13-14 Authorized	14-15 Authorized	15-16 Authorized	16-17 Proposed
5125 Eng Water & Solid Waste Division			1.750	0.750
<b>Total</b>			<b>1.750</b>	<b>0.750</b>

### Purpose

The Geographic Information System (GIS) Division's primary function is to provide mapping and spatial analyses support to city departments. The City of Salinas GIS is being developed to make information easily accessible in a manner that will assist other city departments make informed decisions on city operational and planning activities.

A secondary goal of the Division is to be able to offer GIS services to other public and private entities at a reasonable cost.

### Division Operations

1. Develop databases necessary to achieve compliance with City NPDES requirements.
2. Create, Manage, update and enhance database layers of geographically located features and associated information.
3. Create maps and statistical data from database layers.
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. Develop meaningful performance measures for the division.

### Performance Measures

Performance Measure / Goal	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Number of Service Requests completed on time					NEW
Total Hours on Service Request					NEW
Update Internal GIS Database					1
Prepare GIS Portal for Public Use					1

1. Number of Service Requests completed on time.
2. Total Hours on Service Requests
3. Update Internal GIS Database
4. Prepare GIS Portal for Public Use

### Major Budget Changes

In FY 2016-17, no major budget changes are anticipated. Staff is still attempting to bring in the anticipated GIS Administrator. In the interim, two temporary part time GIS Technicians will provide supplemental assistance to complete the NPDES database which will provide data required by the EPA and the State Regional Water Quality Control Board. A continuing task of new division for the fiscal year is to develop meaningful performance measures for the Division.

# ENGINEERING AND TRANSPORTATION

## 5128 GIS Division

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits		154,764	390,148	447,896
<b>Total</b>		<b>154,764</b>	<b>390,148</b>	<b>447,896</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund		154,764	390,148	447,896
<b>Total</b>		<b>154,764</b>	<b>390,148</b>	<b>447,896</b>
<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
5128 GIS Division		1.000	3.000	4.000
<b>Total</b>		<b>1.000</b>	<b>3.000</b>	<b>4.000</b>

# ENGINEERING AND TRANSPORTATION

## Work Force

Workforce by Program	13-14 Authorized	14-15 Authorized	15-16 Authorized	16-17 Proposed
<b>5110 Engineering Administration</b>				
Administrative Secretary	1.000	1.000	1.000	1.000
Asst Public Works Director			0.500	0.500
Asst Redevelopment Project Mgr				1.000
Deputy PW Dir/City Engr	0.250	0.250	0.250	0.250
Labor Compliance Officer I				1.000
Public Works Admin Supervisor			1.000	1.000
Public Works Assistant	1.750	2.000	2.000	1.000
Public Works Director	0.375	0.375	0.375	0.375
Public Works Manager	0.500	0.500		
PW Compliance Officer II	1.000	1.000		
<b>5110 Engineering Administration Total</b>	<b>4.875</b>	<b>5.125</b>	<b>5.125</b>	<b>6.125</b>
<b>5115 Development Engineering</b>				
Construction Inspector	1.000	1.000	1.000	1.000
Deputy PW Dir/City Engr	0.250	0.250	0.250	0.250
Junior Engineer	3.000	3.000	3.000	3.000
Senior Civil Engineer	1.000	1.000	1.000	0.500
<b>5115 Development Engineering Total</b>	<b>5.250</b>	<b>5.250</b>	<b>5.250</b>	<b>4.750</b>
<b>5120 Engineering Services</b>				
Assistant Engineer	2.000	2.000	3.000	2.000
Associate Engineer	1.000	1.000	1.000	1.000
Const Inspector Supv	1.000	1.000	1.000	1.000
Construction Inspector	1.000	1.000	1.000	1.000
Deputy PW Dir/City Engr	0.500	0.500	0.500	0.500
Engineering Aide I			1.000	2.000
Engineering Aide II	1.000	1.000	1.000	1.000
Engineering Tech	2.000	2.000	1.000	1.000
Junior Engineer	2.000	2.000	2.000	1.000
Senior Civil Engineer	1.000	1.000	1.000	1.000
Sr Construction Inspector	1.000	1.000	1.000	1.000
<b>5120 Engineering Services Total</b>	<b>12.500</b>	<b>12.500</b>	<b>13.500</b>	<b>12.500</b>
<b>5122 Dev, Traffic &amp; Transportation</b>				
Asst Engineer			1.000	
Construction Inspector	1.000	1.000	1.000	1.000
Junior Engineer	1.000	1.000	1.000	2.000
Sr Transportation Planner			1.000	

# ENGINEERING AND TRANSPORTATION

## Work Force

Workforce by Program	13-14 Authorized	14-15 Authorized	15-16 Authorized	16-17 Proposed
Transportation Manager				1.000
Transportation Planner	1.000	1.000		
<b>5122 Dev, Traffic &amp; Transportation Total</b>	<b>3.000</b>	<b>3.000</b>	<b>4.000</b>	<b>4.000</b>
<b>5125 Eng Water &amp; Solid Waste Division</b>				
Engineering Aide I			1.000	
Environ Resource Planner			0.250	0.250
Senior Civil Engineer			0.500	0.500
<b>5125 Eng Water &amp; Solid Waste Division Total</b>			<b>1.750</b>	<b>0.750</b>
<b>5128 GIS Division</b>				
GIS Administrator		1.000	1.000	1.000
GIS Technician			2.000	2.000
Junior Engineer				1.000
<b>5128 GIS Division Total</b>		<b>1.000</b>	<b>3.000</b>	<b>4.000</b>
<b>Total</b>	<b>25.625</b>	<b>26.875</b>	<b>32.625</b>	<b>32.125</b>

# ENVIRONMENTAL AND MAINTENANCE SERVICES Organizational Chart





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# 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 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Number of purchase orders issued	4,000	3,345	4,500	4,000	4,000
Process Biweekly Payroll Personnel Actions	72	72	72	75	75

### Major Budget Changes

The re-classification of the Parking Operations Officer to Public Works Administrative Services Manager is the first time this Division has planned for the administration necessary to maintain a data driven culture in Public Works.

# ENVIRONMENTAL AND MAINTENANCE SERVICES

## 5230 Maintenance Administration Division

Expenditures by Character	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
61 - Salaries & Benefits	300,911	312,052	394,233	412,680
62 - Supplies & Materials	2,972	1,078	10,000	8,200
63 - Outside Services	49,126	82,402	56,140	51,400
64 - Other Charges	239	2,734	3,200	12,700
66 - Capital Outlays			2,700	
<b>Total</b>	<b>353,248</b>	<b>398,266</b>	<b>466,273</b>	<b>484,980</b>
Expenditures by Fund	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
1000 General Fund	353,248	398,266	466,273	484,980
<b>Total</b>	<b>353,248</b>	<b>398,266</b>	<b>466,273</b>	<b>484,980</b>
Workforce by Program	13-14 Authorized	14-15 Authorized	15-16 Authorized	16-17 Proposed
5230 Maintenance Administration	2.375	2.375	2.375	2.375
<b>Total</b>	<b>2.375</b>	<b>2.375</b>	<b>2.375</b>	<b>2.375</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 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Square Feet of Graffiti Removed Annually	327,740	204,648	250,000	200,000	195,000

### Major Budget Changes

Responsibility for Graffiti Abatement services was returned to Environmental and Maintenance Services from Republic Services in August 2012.

# ENVIRONMENTAL AND MAINTENANCE SERVICES

## 5231 Graffiti Abatement Division

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	77,953	82,889	111,330	119,037
62 - Supplies & Materials		5,455	25,000	25,000
63 - Outside Services	8,774	3,767	32,500	30,000
64 - Other Charges	1,545	681	700	3,200
<b>Total</b>	<b>88,272</b>	<b>92,792</b>	<b>169,530</b>	<b>177,237</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	88,272	92,792	169,530	177,237
<b>Total</b>	<b>88,272</b>	<b>92,792</b>	<b>169,530</b>	<b>177,237</b>
<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
5231 Graffiti Abatement	0.750	1.000	1.000	1.000
<b>Total</b>	<b>0.750</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 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Square feet of buildings to maintain per employee	350,000	350,000	350,000	350,000	400,000
Electrical and Plumbing Repairs Performed Annually	827	728	950	950	1,000
Painting and Carpentry Maintenance Requests	1,129	945	1,850	1,850	2,000

### 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 on line 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>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	533,331	515,491	603,808	662,552
62 - Supplies & Materials	17,691	15,393	28,800	26,800
63 - Outside Services	364,112	357,858	403,000	429,500
64 - Other Charges	60	7,319	7,700	7,200
<b>Total</b>	<b>915,194</b>	<b>896,061</b>	<b>1,043,308</b>	<b>1,126,052</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	915,194	896,061	1,043,308	1,126,052
<b>Total</b>	<b>915,194</b>	<b>896,061</b>	<b>1,043,308</b>	<b>1,126,052</b>
<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
5232 Facilities Maintenance	6.000	6.000	5.250	5.250
<b>Total</b>	<b>6.000</b>	<b>6.000</b>	<b>5.250</b>	<b>5.250</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 continuous upkeep to stay in top-notch working order.

The mission of the Street Maintenance Division is 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 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Tons of Asphalt Applied Annually	4,561	3,720	5,000	5,000	5,000
Yards of Concrete Poured	39	0	200	300	300
Street Sign Installation/Repair/Replacement	1,333	948	850	884	850

### Major Budget Changes

The passage of Measure G allowed the Streets Maintenance Division to have two dedicated crews for street and sidewalk repairs for the first time in a decade. The Neighborhood cleanup was also re-established with the hiring of an inmate crew coordinator.

# ENVIRONMENTAL AND MAINTENANCE SERVICES

## 5234 Street Maintenance Division

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	851,511	1,038,028	1,563,463	1,661,703
62 - Supplies & Materials	129,954	120,162	137,918	138,700
63 - Outside Services	34,694	31,729	19,451	15,600
64 - Other Charges	720	18,652	18,900	17,900
66 - Capital Outlays			-	
<b>Total</b>	<b>1,016,879</b>	<b>1,208,571</b>	<b>1,739,732</b>	<b>1,833,903</b>

<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	1,016,879	1,208,571	1,143,332	1,121,459
1200 Measure G			596,400	712,444
<b>Total</b>	<b>1,016,879</b>	<b>1,208,571</b>	<b>1,739,732</b>	<b>1,833,903</b>

<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
5234 Street Maintenance	11.000	10.000	17.000	17.000
<b>Total</b>	<b>11.000</b>	<b>10.000</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 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Street Lights Repaired/Replaced	951	390	0	222	128
			LED Retrofit		2% of inventory

### Major Budget Changes

The retrofit of all street lights with LED fixtures in FY 2015-16 using grant funds was accomplished.

# ENVIRONMENTAL AND MAINTENANCE SERVICES

## 5235 Street Lights Division

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	126,058	124,518	136,449	140,161
62 - Supplies & Materials	28,153	21,908	36,000	36,000
63 - Outside Services	678,665	517,195	666,000	666,000
64 - Other Charges		1,590	1,600	1,600
<b>Total</b>	<b>832,876</b>	<b>665,211</b>	<b>840,049</b>	<b>843,761</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	832,876	665,211	840,049	843,761
<b>Total</b>	<b>832,876</b>	<b>665,211</b>	<b>840,049</b>	<b>843,761</b>
<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 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. Review and update traffic signal timing systems to improve circulation
3. Evaluate systems as appropriate to meet traffic needs.
4. Provide signal interconnection in an effort to improve traffic movements and minimize congestion

### Performance Measures

Performance Measure / Goal	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Number of signalized intersections to maintain per employee	106	106	106	106	106

### Major Budget Changes

None

# ENVIRONMENTAL AND MAINTENANCE SERVICES

## 5236 Traffic Signals Division

<b>Expenditures by Character</b>	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
61 - Salaries & Benefits		88		
63 - Outside Services	286,690	161,207	205,400	220,400
66 - Capital Outlays			15,000	
<b>Total</b>	<b>286,690</b>	<b>161,295</b>	<b>220,400</b>	<b>220,400</b>
<b>Expenditures by Fund</b>	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
1000 General Fund	286,690	161,295	220,400	220,400
<b>Total</b>	<b>286,690</b>	<b>161,295</b>	<b>220,400</b>	<b>220,400</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 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Number of businesses inspected	422	393	250	250	250

### Major Budget Changes

A whole new data driven street sweeping system is being implemented using GIS driven mapping, street parking restrictions and better record keeping to facilitate NPDES reporting.

# ENVIRONMENTAL AND MAINTENANCE SERVICES

## 5237 Environmental Compliance Division

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	135,915	149,595	143,127	110,870
64 - Other Charges		1,869	1,900	1,900
<b>Total</b>	<b>135,915</b>	<b>151,464</b>	<b>145,027</b>	<b>112,770</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	135,915	151,464	145,027	112,770
<b>Total</b>	<b>135,915</b>	<b>151,464</b>	<b>145,027</b>	<b>112,770</b>
<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
5237 Environmental Compliance	1.250	1.250	1.000	1.000
<b>Total</b>	<b>1.250</b>	<b>1.250</b>	<b>1.000</b>	<b>1.000</b>

# ENVIRONMENTAL AND MAINTENANCE SERVICES

## Parks and Community Services Division

5238

### Purpose

It is the mission of the Parks and Community Services Division to provide quality maintenance service to preserve safety, aesthetics, health and utility for Salinas' inventory of parks, green belts, open spaces, medians, planters, facility landscapes, and landscape maintenance districts.

The City's parks encompass over 450 acres in 47 sites. With an additional 90 acres of median islands and greenbelt areas through out the city.

### Division Operations

1. Provide services focused on health and safety to City parks.
2. Maintain public landscapes at a level commensurate with available funding.
3. Provide median weed abatement of City greenbelts and medians.
4. Develop plans for landscape restoration of select gateway medians with one-time funds from Measure V.

### Performance Measures

Performance Measure / Goal	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Cost per Salinas resident to support parks	\$ 13.23	\$ 13.23	\$ 13.67	\$ 16.53	\$ 1,653.00
Number of Park Acres Maintained per FTE Daily Average	92	92	92	77	77
Percentage Above Municipal Benchmark (11 Acres/FTE)	919%	919%	919%	700%	700%
Acres of Parks Maintained	460	460	460	460	460
Percentage of Parks Request For Service Responded to Within 48 Hours	100%	100%	100%	100%	100%
Average Number of FTE per Workday (7 Days per Week)	5	5	5	7	7

### Major Budget Changes

Two Park Maintenance Positions have been added. Assumed responsibility for landscape maintenance of Airport/Hwy 101 interchange

# ENVIRONMENTAL AND MAINTENANCE SERVICES

## 5238 Parks and Community Services Division

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	975,614	957,737	1,261,793	1,431,775
62 - Supplies & Materials	102,210	93,237	205,000	166,200
63 - Outside Services	864,223	873,678	1,103,229	1,140,000
64 - Other Charges	1,255	6,096	6,675	6,000
<b>Total</b>	<b>1,943,302</b>	<b>1,930,748</b>	<b>2,576,697</b>	<b>2,743,975</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	1,319,905	1,330,404	1,553,197	1,568,374
1100 Measure V	623,397	600,344	664,900	797,321
1200 Measure G			358,600	378,280
<b>Total</b>	<b>1,943,302</b>	<b>1,930,748</b>	<b>2,576,697</b>	<b>2,743,975</b>
<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
5238 Parks and Community Services	11.000	10.000	12.000	12.000
<b>Total</b>	<b>11.000</b>	<b>10.000</b>	<b>12.000</b>	<b>12.000</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 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Cost per Salinas resident to support Street Trees	\$ 4.22	\$ 4.22	\$ 4.25	\$ 6.66	\$ 6.66
Number of Tree Service Requests	1,590	1,600	1,500	10,000	13,000
Number of Storm and Emergency Call Outs	300	300	300	350	200
Number of Street Trees to maintain EService Requests	5,829	5,829	5,829	10,000	13,000

### Major Budget Changes

Additional funding obtained with the passage of Measure G has brought the maintenance of the City's urban forest on track to trim all 30,000 street trees within six years.

# ENVIRONMENTAL AND MAINTENANCE SERVICES

## 5239 Urban Forestry Division

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	460,992	430,260	572,086	610,608
62 - Supplies & Materials	34,202	25,310	48,300	47,800
63 - Outside Services	110,940	138,241	401,500	401,500
64 - Other Charges	1,054	7,239	7,900	6,400
<b>Total</b>	<b>607,188</b>	<b>601,050</b>	<b>1,029,786</b>	<b>1,066,308</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	332,389	341,788	405,886	410,093
1100 Measure V	274,799	259,262	317,900	350,215
1200 Measure G			306,000	306,000
<b>Total</b>	<b>607,188</b>	<b>601,050</b>	<b>1,029,786</b>	<b>1,066,308</b>
<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
5239 Urban Forestry	8.000	8.000	8.000	8.000
<b>Total</b>	<b>8.000</b>	<b>8.000</b>	<b>8.000</b>	<b>8.000</b>

# ENVIRONMENTAL AND MAINTENANCE SERVICES

## Work Force

Workforce by Program	13-14 Authorized	14-15 Authorized	15-16 Authorized	16-17 Proposed
<b>5230 Maintenance Administration</b>				
Office Technician	1.000	1.000	1.000	1.000
Public Works Director	0.375	0.375	0.375	0.375
Superintendent of Maintenance Sv	1.000	1.000	1.000	1.000
<b>5230 Maintenance Administration Total</b>	<b>2.375</b>	<b>2.375</b>	<b>2.375</b>	<b>2.375</b>
<b>5231 Graffiti Abatement</b>				
Neighborhood Svcs Worker	0.750	1.000	1.000	1.000
<b>5231 Graffiti Abatement Total</b>	<b>0.750</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>
<b>5232 Facilities Maintenance</b>				
Comm Facilities Svc Wkr	1.000	1.000	1.000	2.000
Facility Maint Mech Crew Sup	2.000	2.000	1.250	1.250
Facility Maint Worker	1.000	1.000	1.000	
Sr Comm Facilities Svc Wk	1.000	1.000	1.000	1.000
Sr Facility Maint Mech	1.000	1.000	1.000	1.000
<b>5232 Facilities Maintenance Total</b>	<b>6.000</b>	<b>6.000</b>	<b>5.250</b>	<b>5.250</b>
<b>5234 Street Maintenance</b>				
Inmate Crew Coordinator			1.000	1.000
P.S. Maint Crew Supervisor	1.000	1.000	1.000	1.000
Public Service Maint Wkr I				3.000
Public Svc Maint Wkr II	5.000	5.000	8.000	5.000
Public Svc Maint Wkr III	2.000	1.000	3.000	3.000
Public Svc Maint Wkr IV	2.000	2.000	3.000	3.000
Street Maintenance Manager	1.000	1.000	1.000	1.000
<b>5234 Street Maintenance Total</b>	<b>11.000</b>	<b>10.000</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>				
Env Compliance Insp II	1.000	1.000	1.000	1.000
Environ Resource Planner	0.250	0.250		
<b>5237 Environmental Compliance Total</b>	<b>1.250</b>	<b>1.250</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	1.000

# ENVIRONMENTAL AND MAINTENANCE SERVICES

## Work Force

Workforce by Program	13-14 Authorized	14-15 Authorized	15-16 Authorized	16-17 Proposed
Park Maint Worker	9.000	8.000	10.000	10.000
Park Maintenance Crew Sup	1.000	1.000	1.000	1.000
<b>5238 Parks and Community Services Total</b>	<b>11.000</b>	<b>10.000</b>	<b>12.000</b>	<b>12.000</b>
<b>5239 Urban Forestry</b>				
Urban Forestry Crew Supervisor	1.000	1.000	1.000	1.000
Urban Forestry Worker I				1.000
Urban Forestry Worker II	7.000	7.000	7.000	6.000
<b>5239 Urban Forestry Total</b>	<b>8.000</b>	<b>8.000</b>	<b>8.000</b>	<b>8.000</b>
<b>Total</b>	<b>41.375</b>	<b>39.625</b>	<b>47.625</b>	<b>47.625</b>

# 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 2015-16

#### Economic Diversity and Prosperity

1. Respond to citizen inquires and attend property owner meetings
2. Suggest methods to improve service efficiencies without raising the cost to the homeowner
3. Keeping expenses within budget and below the anticipated revenues to insure adequate reserves

#### Safe, Livable Community

1. Remove graffiti within 24-hours
2. Repair faulty lights and damage from vehicle accidents as soon as possible
3. Respond to concerns related to traffic and security as soon as possible

#### Effective, Sustainable Government

1. Manage district budgets with positive fund balances at year-end
2. Address concerns quickly and effectively

#### Excellent Infrastructure

1. Quality maintenance contracts in place for mowing and street sweeping
2. Replaced all lighting with LED
3. Painted curbs and replaced signs as needed

### City Council Goals, Strategies, and Objectives for FY 2016-17

#### Economic Diversity and Prosperity

1. Maintain clear communication channels
2. Proactively identify service delivery problems
3. Conduct weekly inspections for quality control

#### Safe, Livable Community

1. Remove graffiti and respond to vandalism concerns quickly
2. Implement drought tolerant practices where ever possible
3. Maintain adequate reserves to quickly address emergencies

#### Effective, Sustainable Government

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

#### Quality of Life

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

Reduced staff time charged to districts

# ASSESSMENT AND MAINTENANCE DISTRICTS

## Summary

<b>Expenditures by Program</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
2140 Assessment Dist Administration	198,936	128,726	141,152	152,959
2141 Assessment District Debt Service	3,215,291	3,207,995	1,356,800	1,343,000
5560 Woodside Park	21,108	48,860	36,300	36,660
5561 Downtown Mall	1,748	1,664	2,400	2,400
5562 Airport Business Park	14,884	15,772	20,700	19,810
5563 North East	690,881	661,950	821,600	705,340
5564 Harden Ranch	150,652	195,218	220,500	193,290
5565 Vista Nueva	11,847	9,031	27,700	27,700
5566 Mira Monte	89,003	91,533	118,200	119,120
5567 Monte Bella	105,165	128,129	227,000	225,190
<b>Total</b>	<b>4,499,515</b>	<b>4,488,878</b>	<b>2,972,352</b>	<b>2,825,469</b>

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	292,092	285,448	351,313	282,769
62 - Supplies & Materials	669	697	18,005	18,000
63 - Outside Services	816,261	816,970	1,032,400	956,400
64 - Other Charges	174,942	177,768	211,834	223,300
65 - Debt Service	3,215,291	3,207,995	1,356,800	1,343,000
66 - Capital Outlays	260		2,000	2,000
<b>Total</b>	<b>4,499,515</b>	<b>4,488,878</b>	<b>2,972,352</b>	<b>2,825,469</b>

<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund		29,400	104,852	112,488
2101 Maintenance Dist Administration	129,770	61,579	36,300	40,471
2102 Woodside Park Maint District	21,108	48,860	36,300	36,660
2103 Downtown Mall Maint District	1,748	1,664	2,400	2,400
2104 Airport Bus Park Maint District	14,884	15,772	20,700	19,810
2105 N E Salinas Landscape Dist	690,881	661,950	821,600	705,340
2106 Harden Ranch Landscape Dist	150,652	195,218	220,500	193,290
2107 Vista Nueva Maint District	11,847	9,031	27,700	27,700
2108 Mira Monte Maint District	89,003	91,533	118,200	119,120
2109 Monte Bella Maint District	105,165	128,129	227,000	225,190
4202 Assessment Districts-Debt Svc	3,284,457	3,245,742	1,356,800	1,343,000
<b>Total</b>	<b>4,499,515</b>	<b>4,488,878</b>	<b>2,972,352</b>	<b>2,825,469</b>



# ASSESSMENT AND MAINTENANCE DISTRICTS

## Summary

<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
2140 Assessment Dist Administration	1.250	1.000	1.000	1.000
5560 Woodside Park			0.030	0.030
5562 Airport Business Park			0.010	0.010
5563 North East	1.000	1.000	0.430	0.430
5564 Harden Ranch			0.110	0.110
5566 Mira Monte			0.070	0.070
5567 Monte Bella			0.100	0.100
<b>Total</b>	<b>2.250</b>	<b>2.000</b>	<b>1.750</b>	<b>1.750</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 district and property functions.

**Major Budget Changes**

50% of the Account Clerk charged to this division; removed all training and supportive services

# ASSESSMENT AND MAINTENANCE DISTRICTS

## 2140 Assessment Dist Administration Division

<b>Expenditures by Character</b>	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
61 - Salaries & Benefits	171,355	116,472	138,013	149,859
62 - Supplies & Materials	190	70	5	
64 - Other Charges	27,391	12,184	3,134	3,100
<b>Total</b>	<b>198,936</b>	<b>128,726</b>	<b>141,152</b>	<b>152,959</b>

<b>Expenditures by Fund</b>	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
1000 General Fund		29,400	104,852	112,488
2101 Maintenance Dist Administration	129,770	61,579	36,300	40,471
4202 Assessment Districts-Debt Svc	69,166	37,747		
<b>Total</b>	<b>198,936</b>	<b>128,726</b>	<b>141,152</b>	<b>152,959</b>

<b>Workforce by Program</b>	13-14 Authorized	14-15 Authorized	15-16 Authorized	16-17 Proposed
2140 Assessment Dist Administration	1.250	1.000	1.000	1.000
<b>Total</b>	<b>1.250</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

Expenditures by Character	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
65 - Debt Service	3,215,291	3,207,995	1,356,800	1,343,000
<b>Total</b>	<b>3,215,291</b>	<b>3,207,995</b>	<b>1,356,800</b>	<b>1,343,000</b>
Expenditures by Fund	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
4202 Assessment Districts-Debt Svc	3,215,291	3,207,995	1,356,800	1,343,000
<b>Total</b>	<b>3,215,291</b>	<b>3,207,995</b>	<b>1,356,800</b>	<b>1,343,000</b>

### 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 2015-16

#### Economic Diversity and Prosperity

1. Respond to citizen inquires and attend property owner meetings
2. Suggest methods to improve service efficiencies without raising the cost to the homeowner
3. Keeping expenses within budget and below the anticipated revenues to insure adequate reserves

#### Safe, Livable Community

1. Remove graffiti within 24-hours
2. Repair faulty lights and damage from vehicle accidents as soon as possible
3. Respond to concerns related to traffic and security as soon as possible

#### Effective, Sustainable Government

1. Manage district budgets with positive fund balances at year-end
2. Address concerns quickly and effectively

#### Excellent Infrastructure

1. Quality maintenance contracts in place for mowing and street sweeping
2. Replaced all lighting with LED
3. Painted curbs and replaced signs as needed

### City Council Goals, Strategies, and Objectives for FY 2016-17

#### Economic Diversity and Prosperity

1. Maintain clear communication channels
2. Proactively identify service delivery problems
3. Conduct weekly inspections for quality control

#### Safe, Livable Community

1. Remove graffiti and respond to vandalism concerns quickly
2. Implement drought tolerant practices where ever possible
3. Maintain adequate reserves to quickly address emergencies

#### Effective, Sustainable Government

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

#### Quality of Life

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

Reduced staff time charged to districts

# ASSESSMENT AND MAINTENANCE DISTRICTS

## 5560 Woodside Park Division

Expenditures by Character	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
61 - Salaries & Benefits	1,740	3,096	4,800	5,160
63 - Outside Services	16,800	39,200	20,000	20,000
64 - Other Charges	2,568	6,564	11,500	11,500
<b>Total</b>	<b>21,108</b>	<b>48,860</b>	<b>36,300</b>	<b>36,660</b>
Expenditures by Fund	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
2102 Woodside Park Maint District	21,108	48,860	36,300	36,660
<b>Total</b>	<b>21,108</b>	<b>48,860</b>	<b>36,300</b>	<b>36,660</b>
Workforce by Program	13-14 Authorized	14-15 Authorized	15-16 Authorized	16-17 Proposed
5560 Woodside Park			0.030	0.030
<b>Total</b>			<b>0.030</b>	<b>0.030</b>

**Purpose**

The City Provides limited maintenance support for this District currently.

**Division Operations**

1. Budget provides irrigation for this district.

**Major Budget Changes**

None



# ASSESSMENT AND MAINTENANCE DISTRICTS

## 5561 Downtown Mall Division

Expenditures by Character	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
63 - Outside Services	1,520	1,446	2,200	2,200
64 - Other Charges	228	218	200	200
<b>Total</b>	<b>1,748</b>	<b>1,664</b>	<b>2,400</b>	<b>2,400</b>
Expenditures by Fund	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
2103 Downtown Mall Maint District	1,748	1,664	2,400	2,400
<b>Total</b>	<b>1,748</b>	<b>1,664</b>	<b>2,400</b>	<b>2,400</b>

**Purpose**

This district encompasses approximately 66 acres of planned commercial business development known as the Airport Business Park. The acreage does not include acreage owned by governmental agencies. The costs for district operations are 94% paid by the properties within the district and 6% paid by the City (Airport Fund) for parcel 003-863-002-000. The purpose of the district is to provide the Airport Business Park with limited basic maintenance to include mowing and irrigation. Maintained improvements are all walkways, crosswalks, masonry walls or fences, parkways, embankments, sprinkler systems and landscaping within the right of way of Moffett Street, La Guardia, and Vandenburg Street.

**Division Operations**

1. Based on limited resources, to provide mowing services on Moffett Street.

**Major Budget Changes**

This district functions at a deficit of 35% to 50% level, that is off-set by support from the Airport Enterprise Fund.

# ASSESSMENT AND MAINTENANCE DISTRICTS

## 5562 Airport Business Park Division

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	555	410	2,600	1,710
63 - Outside Services	13,616	13,198	16,300	16,300
64 - Other Charges	713	2,164	1,800	1,800
<b>Total</b>	<b>14,884</b>	<b>15,772</b>	<b>20,700</b>	<b>19,810</b>

<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
2104 Airport Bus Park Maint District	14,884	15,772	20,700	19,810
<b>Total</b>	<b>14,884</b>	<b>15,772</b>	<b>20,700</b>	<b>19,810</b>

<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
5562 Airport Business Park			0.010	0.010
<b>Total</b>			<b>0.010</b>	<b>0.010</b>

# ASSESSMENT & MAINTENANCE DISTRICTS

## North East Division

5563

### Purpose

This district encompasses street landscape improvements throughout Northeast Salinas from Boronda Road south to East Laurel Drive and from Gabilan Creek to Williams Road. The purpose of the district is to provide maintenance, servicing, and operation of the improvements, equal to the District funds available for contract maintenance activities. The improvements public landscaping & irrigation at park strips, cul-de-sac median islands, jogging paths, planter walls, riprap, detention ponds, bank protection, bridge, appurtenant water mains & irrigation systems. Ornamental water, electric current, spraying, and debris removal are also included. The improvements are along portions of Constitution Boulevard, Independence Boulevard, Gabilan Creek, Nantucket Boulevard, Boronda Road, Freedom Parkway, Nogal Drive, Rider Avenue, North Sanborn Road, Towt Street, and Williams Road. Other improvements are storm water detention facilities, permanent open space/bluff, sloping ground areas, and PG&E tower right-of-way landscaped open space (linear park).

### Division Operations

1. Provide responsive customer service.
2. Administer and supervise the maintenance contract for cost effective landscape maintenance.

### Major Budget Changes

None

# ASSESSMENT AND MAINTENANCE DISTRICTS

## 5563 North East Division

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	97,263	130,028	146,100	76,840
62 - Supplies & Materials		276	500	500
63 - Outside Services	505,215	441,574	586,500	528,000
64 - Other Charges	88,403	90,072	88,500	100,000
<b>Total</b>	<b>690,881</b>	<b>661,950</b>	<b>821,600</b>	<b>705,340</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
2105 N E Salinas Landscape Dist	690,881	661,950	821,600	705,340
<b>Total</b>	<b>690,881</b>	<b>661,950</b>	<b>821,600</b>	<b>705,340</b>
<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
5563 North East	1.000	1.000	0.430	0.430
<b>Total</b>	<b>1.000</b>	<b>1.000</b>	<b>0.430</b>	<b>0.430</b>

**Purpose**

This district encompasses street landscape improvements along North Main Street from Cherokee Drive to San Juan Grade Road, El Dorado Drive, McKinnon Drive, Harden Parkway, and storm water detention basins that are also used as parks. The purpose of the district is to provide contract maintenance services equal to the District funds available.

**Division Operations**

1. Provide the highest level of quality landscape maintenance within the limited amount of financial resources available.
2. Provide responsive customer service.

**Major Budget Changes**

None

# ASSESSMENT AND MAINTENANCE DISTRICTS

## 5564 Harden Ranch Division

Expenditures by Character	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
61 - Salaries & Benefits	7,046	12,181	31,600	18,890
62 - Supplies & Materials			500	500
63 - Outside Services	119,838	156,646	170,400	155,900
64 - Other Charges	23,768	26,391	18,000	18,000
<b>Total</b>	<b>150,652</b>	<b>195,218</b>	<b>220,500</b>	<b>193,290</b>
Expenditures by Fund	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
2106 Harden Ranch Landscape Dist	150,652	195,218	220,500	193,290
<b>Total</b>	<b>150,652</b>	<b>195,218</b>	<b>220,500</b>	<b>193,290</b>
Workforce by Program	13-14 Authorized	14-15 Authorized	15-16 Authorized	16-17 Proposed
5564 Harden Ranch			0.110	0.110
<b>Total</b>			<b>0.110</b>	<b>0.110</b>

**Purpose**

This district encompasses 52 parcels most of which are residential between Garner Avenue and Gee Street, uphill from Natividad Creek. The purpose of the district is to provide maintenance services for streets, sewers, subdivision fencing, and lights, equal to the District funds available.

**Division Operations**

1. Provide the district with the highest level of maintenance with available resources.

**Major Budget Changes**

None



# ASSESSMENT AND MAINTENANCE DISTRICTS

## 5565 Vista Nueva Division

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	3,540	3,113		
63 - Outside Services	6,426	4,723	19,000	19,000
64 - Other Charges	1,621	1,195	6,700	6,700
66 - Capital Outlays	260		2,000	2,000
<b>Total</b>	<b>11,847</b>	<b>9,031</b>	<b>27,700</b>	<b>27,700</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
2107 Vista Nueva Maint District	11,847	9,031	27,700	27,700
<b>Total</b>	<b>11,847</b>	<b>9,031</b>	<b>27,700</b>	<b>27,700</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 approximately 30 acres of a planned development know as the Cottages of Mira Monte. This development includes approximately 244 medium density family homes, open space, and tot lots within the development. The purpose of the district is to provide maintenance, servicing, and operation of street and open space landscape improvements, tot lot improvements, routine street maintenance, maintenance of the clustered driveways, maintenance of public lighting fixtures on all streets and clustered driveways, and associated appurtenances located within the public right-of-ways and dedicated landscape easements.

### **Division Operations**

1. Provide cost effective and quality landscape maintenance.
2. Provide excellent customer service to the District residents by being available to resolve maintenance issues in a timely manner.
3. Administer and supervise the maintenance contracts for cost effective maintenance of landscaped open space areas and tot lots.

### **Major Budget Changes**

None

# ASSESSMENT AND MAINTENANCE DISTRICTS

## 5566 Mira Monte Division

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	4,206	8,448	12,200	13,120
62 - Supplies & Materials		351	2,000	2,000
63 - Outside Services	73,298	70,435	89,000	89,000
64 - Other Charges	11,499	12,299	15,000	15,000
<b>Total</b>	<b>89,003</b>	<b>91,533</b>	<b>118,200</b>	<b>119,120</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
2108 Mira Monte Maint District	89,003	91,533	118,200	119,120
<b>Total</b>	<b>89,003</b>	<b>91,533</b>	<b>118,200</b>	<b>119,120</b>
<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
5566 Mira Monte			0.070	0.070
<b>Total</b>			<b>0.070</b>	<b>0.070</b>

# ASSESSMENT & MAINTENANCE DISTRICTS

## Monte Bella Division

5567

### **Purpose**

This district encompasses approximately 200 acres of planned development known as Monte Bella, which will ultimately include approximately 853 single family homes, open space and a community park. The purpose of the district is to provide maintenance, servicing, and operation of street landscape improvements, park landscaping improvements, open space and retention basin landscaping improvements, agricultural run-off ditch, and de-silting basins, local street lighting, routine local street maintenance and associated appurtenances located within the public right-of-ways and dedicated landscape easements.

### **Division Operations**

1. Provide cost effective and quality landscape and park maintenance.
2. Provide excellent customer service to the District residents by being available to resolve landscape issues in a timely manner.
3. Administer and supervise the maintenance contracts for cost effective landscape and park maintenance.
4. Provide future street maintenance and tree pruning when required.

### **Major Budget Changes**

None

# ASSESSMENT AND MAINTENANCE DISTRICTS

## 5567 Monte Bella Division

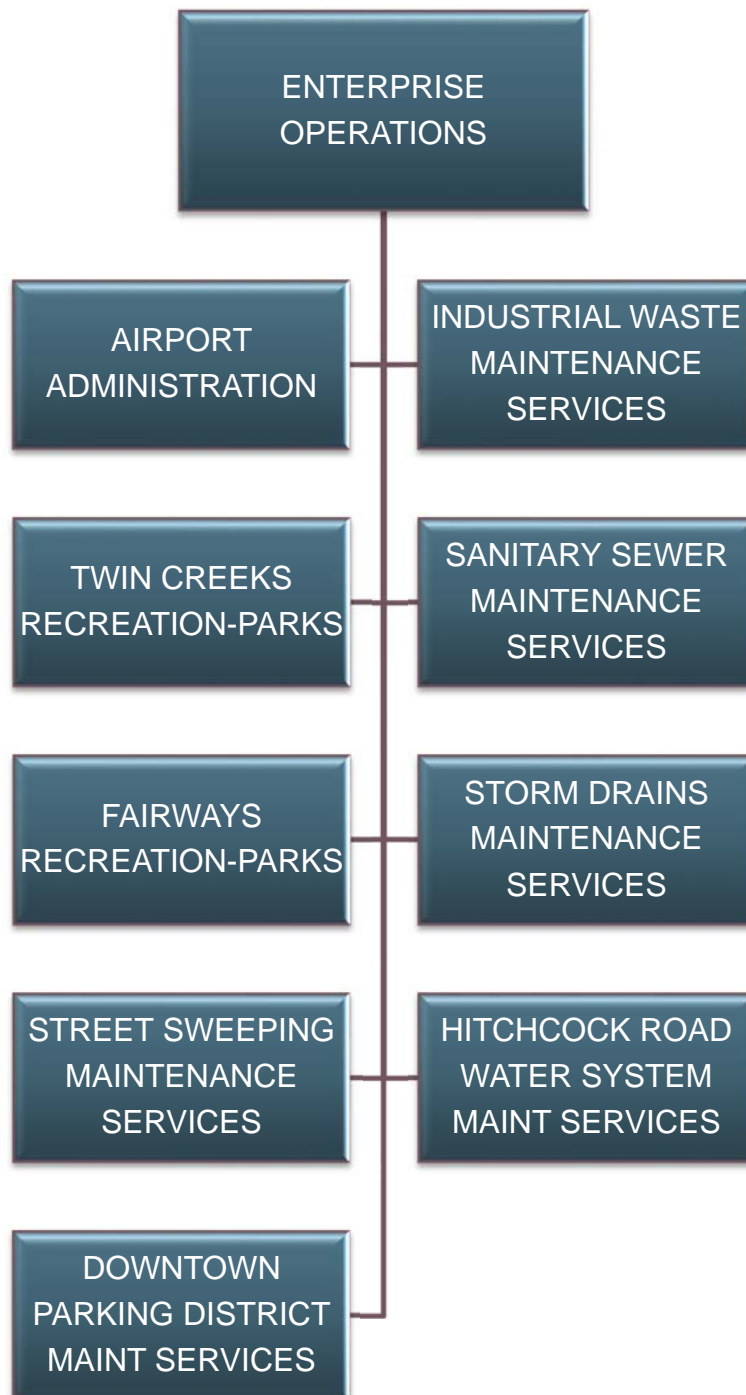
Expenditures by Character	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
61 - Salaries & Benefits	6,387	11,700	16,000	17,190
62 - Supplies & Materials	479		15,000	15,000
63 - Outside Services	79,548	89,748	129,000	126,000
64 - Other Charges	18,751	26,681	67,000	67,000
<b>Total</b>	<b>105,165</b>	<b>128,129</b>	<b>227,000</b>	<b>225,190</b>
Expenditures by Fund	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
2109 Monte Bella Maint District	105,165	128,129	227,000	225,190
<b>Total</b>	<b>105,165</b>	<b>128,129</b>	<b>227,000</b>	<b>225,190</b>
Workforce by Program	13-14 Authorized	14-15 Authorized	15-16 Authorized	16-17 Proposed
5567 Monte Bella			0.100	0.100
<b>Total</b>			<b>0.100</b>	<b>0.100</b>

# ASSESSMENT AND MAINTENANCE DISTRICTS

## Work Force

Workforce by Program	13-14 Authorized	14-15 Authorized	15-16 Authorized	16-17 Proposed
<b>2140 Assessment Dist Administration</b>				
Public Works Assistant	0.250			
Sr Accounting Technician	1.000	1.000	1.000	1.000
<b>2140 Assessment Dist Administration Total</b>	<b>1.250</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>
<b>5560 Woodside Park</b>				
Facility Maint Mech Crew Sup			0.030	0.030
<b>5560 Woodside Park Total</b>			<b>0.030</b>	<b>0.030</b>
<b>5562 Airport Business Park</b>				
Facility Maint Mech Crew Sup			0.010	0.010
<b>5562 Airport Business Park Total</b>			<b>0.010</b>	<b>0.010</b>
<b>5563 North East</b>				
Facility Maint Mech Crew Sup			0.430	0.430
Park Maint Worker	1.000	1.000		
<b>5563 North East Total</b>	<b>1.000</b>	<b>1.000</b>	<b>0.430</b>	<b>0.430</b>
<b>5564 Harden Ranch</b>				
Facility Maint Mech Crew Sup			0.110	0.110
<b>5564 Harden Ranch Total</b>			<b>0.110</b>	<b>0.110</b>
<b>5566 Mira Monte</b>				
Facility Maint Mech Crew Sup			0.070	0.070
<b>5566 Mira Monte Total</b>			<b>0.070</b>	<b>0.070</b>
<b>5567 Monte Bella</b>				
Facility Maint Mech Crew Sup			0.100	0.100
<b>5567 Monte Bella Total</b>			<b>0.100</b>	<b>0.100</b>
<b>Total</b>	<b>2.250</b>	<b>2.000</b>	<b>1.750</b>	<b>1.750</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 2015-16**

#### **Economic Diversity and Prosperity**

1. Provided economic benefit and economic role of the airport for the Salinas Economic Development Element.

#### **Safe, Livable Community**

1. Hosted 2014 California International Airshow

#### **Effective, Sustainable Government**

1. Continued support of the Airport Commission

#### **Excellent Infrastructure**

1. Completed the Taxiway A and Charlie Reconstruction Project

### **City Council Goals, Strategies, and Objectives for FY 2016-17**

#### **Safe, Livable Community**

1. Prepare Airport Compatibility Land Use Plan
2. Host 2016 California International Airshow

#### **Effective, Sustainable Government**

1. Continued support of the Airport Commission

#### **Excellent Infrastructure**

1. Prepare Airport Master Plan Update

### **Major Budget Changes**

Position Changes

# ENTERPRISE OPERATIONS

## Summary

<b>Expenditures by Program</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
5340 Airport	1,120,130	1,185,930	1,296,200	1,338,070
5441 Industrial Waste	1,124,504	1,330,658	2,188,400	2,087,573
5442 Sanitary Sewer	2,235,268	2,262,200	2,516,425	2,718,877
5443 NPDES Storm Drain Sewer	592,448	554,719	822,200	969,538
5444 NPDES Street Sweeping	767,176	807,805	1,000,400	1,143,328
5445 Hitchcock Road Water	9,920	7,780	20,000	20,000
5446 Downtown Parking	15,714,306	1,664,589	2,056,500	1,508,257
5447 Preferential Parking	17,866	24,359	24,001	24,500
8006 Twin Creeks Golf Course	570,894	571,029	5,543,176	468,500
8007 Fairways Golf Course	47,422	86,455	100,000	135,000
<b>Total</b>	<b>22,199,934</b>	<b>8,495,524</b>	<b>15,567,302</b>	<b>10,413,643</b>

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	2,443,502	2,584,093	3,660,000	4,068,290
62 - Supplies & Materials	345,300	366,774	466,100	469,800
63 - Outside Services	1,691,127	1,645,081	2,611,555	1,998,800
64 - Other Charges	932,783	895,504	820,865	811,300
65 - Debt Service	16,785,937	2,991,370	7,819,867	3,030,200
66 - Capital Outlays	1,285	12,702	188,915	35,253
<b>Total</b>	<b>22,199,934</b>	<b>8,495,524</b>	<b>15,567,302</b>	<b>10,413,643</b>

<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
6100 Municipal Airport	1,120,130	1,185,930	1,296,200	1,338,070
6200 Industrial Waste	1,124,504	1,330,658	2,188,400	2,087,573
6301 Fairways Golf Course	47,422	86,455	100,000	135,000
6302 Twin Creek Golf Course	570,894	571,029	5,543,176	468,500
6400 Sewer	2,235,268	2,262,200	2,516,425	2,718,877
6500 Storm Sewer (NPDES)	1,359,624	1,362,524	1,822,600	2,112,866
6700 Water Utility	9,920	7,780	20,000	20,000
6801 Downtown Parking District	15,714,306	1,664,589	2,056,500	1,508,257
6802 Preferential Parking	17,866	24,359	24,001	24,500
<b>Total</b>	<b>22,199,934</b>	<b>8,495,524</b>	<b>15,567,302</b>	<b>10,413,643</b>

# ENTERPRISE OPERATIONS

## Summary

<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
5340 Airport	5.250	4.250	4.250	5.250
5441 Industrial Waste	2.500	7.500	7.500	5.500
5442 Sanitary Sewer	7.750	7.750	8.250	10.500
5443 NPDES Storm Drain Sewer	6.000	5.000	5.000	5.500
5444 NPDES Street Sweeping	7.000	5.000	5.000	5.750
5446 Downtown Parking	1.000	1.000	1.000	1.000
<b>Total</b>	<b>29.500</b>	<b>30.500</b>	<b>31.000</b>	<b>33.500</b>

# ENTERPRISE OPERATIONS

## Airport Division

5340

### Purpose

The Airport serves the City as an element of the national transportation system. It is also an economic development asset and serves as an employment center with over 20 businesses providing jobs. The Airport Division of Engineering and Transportation Department oversees the safe day-to-day operation of the facility and the long-term capital development.

### Division Operations

1. Focuses on quality customer service.
2. Provide staff support to the Airport Commission.
3. Ensures the continued economic viability of the Airport Enterprise Fund.
4. Support the California International Air show.
5. Acquires funding to complete plans and projects that provide for appropriate airport development.

### Performance Measures

Performance Measure / Goal	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Percentage of Work Order Requests received that are completed within 48 hours	88%	93%	90%	90%	90%
Percentage of runway/taxiway lighting repairs made within 24 hours	100%	100%	100%	100%	100%
Percentage of hangar rental and lease accounts paid in full within 30 days	94%	90%	95%	95%	95%

### Major Budget Changes

None

# ENTERPRISE OPERATIONS

## 5340 Airport Division

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	445,185	567,842	631,600	710,617
62 - Supplies & Materials	76,913	87,217	79,300	77,200
63 - Outside Services	341,195	321,360	337,085	322,000
64 - Other Charges	255,552	196,809	201,500	193,000
66 - Capital Outlays	1,285	12,702	46,715	35,253
<b>Total</b>	<b>1,120,130</b>	<b>1,185,930</b>	<b>1,296,200</b>	<b>1,338,070</b>

<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
6100 Municipal Airport	1,120,130	1,185,930	1,296,200	1,338,070
<b>Total</b>	<b>1,120,130</b>	<b>1,185,930</b>	<b>1,296,200</b>	<b>1,338,070</b>

<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
5340 Airport	5.250	4.250	4.250	5.250
<b>Total</b>	<b>5.250</b>	<b>4.250</b>	<b>4.250</b>	<b>5.250</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 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Millions of Gallons of Industrial Process Water Receiving Treatment & Disposal	1051	992	1500	1000	1000

### Major Budget Changes

None

# ENTERPRISE OPERATIONS

## 5441 Industrial Waste Division

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	268,484	264,882	767,900	611,823
62 - Supplies & Materials	32,409	26,983	34,100	35,800
63 - Outside Services	545,210	763,859	1,066,660	823,500
64 - Other Charges	177,901	176,372	163,640	167,800
65 - Debt Service	100,500	98,562	156,100	448,650
<b>Total</b>	<b>1,124,504</b>	<b>1,330,658</b>	<b>2,188,400</b>	<b>2,087,573</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
6200 Industrial Waste	1,124,504	1,330,658	2,188,400	2,087,573
<b>Total</b>	<b>1,124,504</b>	<b>1,330,658</b>	<b>2,188,400</b>	<b>2,087,573</b>
<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
5441 Industrial Waste	2.500	7.500	7.500	5.500
<b>Total</b>	<b>2.500</b>	<b>7.500</b>	<b>7.500</b>	<b>5.500</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 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Miles of Pipeline Cleaned	260	269	250	250	250
Number of Sanitary Sewer Overflows	3	4	<5	<5	<5
Linear Feet of Pipeline Televised	15,000	36,960	15,000	10,560	10,000

### Major Budget Changes

None



# ENTERPRISE OPERATIONS

## 5442 Sanitary Sewer Division

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	749,906	750,883	996,500	1,184,177
62 - Supplies & Materials	89,797	87,695	112,100	120,600
63 - Outside Services	177,976	183,623	208,100	214,100
64 - Other Charges	191,277	213,549	172,025	176,900
65 - Debt Service	1,026,312	1,026,450	1,027,700	1,023,100
<b>Total</b>	<b>2,235,268</b>	<b>2,262,200</b>	<b>2,516,425</b>	<b>2,718,877</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
6400 Sewer	2,235,268	2,262,200	2,516,425	2,718,877
<b>Total</b>	<b>2,235,268</b>	<b>2,262,200</b>	<b>2,516,425</b>	<b>2,718,877</b>
<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
5442 Sanitary Sewer	7.750	7.750	8.250	10.500
<b>Total</b>	<b>7.750</b>	<b>7.750</b>	<b>8.250</b>	<b>10.500</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 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Number of Storm Drains Inspected and cleaned as needed	3,557	3,557	1,500	1,718	1,800
Number of Storm Drain Stencils Installed with "No Dumping Flows to Bay" Logo	450	439	400	500	600
Number of Commercial/Industrial Businesses Inspected.	422	499	250	380	400

### Major Budget Changes

None

# ENTERPRISE OPERATIONS

## 5443 NPDES Storm Drain Sewer Division

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	381,230	401,245	563,000	713,838
62 - Supplies & Materials	10,143	26,613	25,900	19,900
63 - Outside Services	100,236	37,500	118,200	120,400
64 - Other Charges	100,839	89,361	112,900	115,400
66 - Capital Outlays			2,200	
<b>Total</b>	<b>592,448</b>	<b>554,719</b>	<b>822,200</b>	<b>969,538</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
6500 Storm Sewer (NPDES)	592,448	554,719	822,200	969,538
<b>Total</b>	<b>592,448</b>	<b>554,719</b>	<b>822,200</b>	<b>969,538</b>
<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
5443 NPDES Storm Drain Sewer	6.000	5.000	5.000	5.500
<b>Total</b>	<b>6.000</b>	<b>5.000</b>	<b>5.000</b>	<b>5.500</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 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Number of Curb Miles Swept Monthly (FY 12/13 Curb Miles Due to Minor Adjustment to Sweeping Schedules)	1,400	1,340	1,557	1,420	1,420
Cubic Yard of Debris Removed Annually	7,311	7,010	7,500	8,500	8,500

### Major Budget Changes

Line Item budget has been increased by \$120,000. \$60,000 has been added to the professional services account for contract services to use routing software to establish new street sweeping routes conducive to establishing parking controls on street sweeping days and for contract labor to install parking control signs on street sweeping days. \$60,000 has been added to the Rolling Stock-Supplies to account for increased costs for broom attachments for the street sweepers and for the first phase of purchasing signs, poles and hardware to install parking control signs on certain streets on street sweeping days.

# ENTERPRISE OPERATIONS

## 5444 NPDES Street Sweeping Division

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	501,488	490,794	583,000	714,928
62 - Supplies & Materials	126,833	128,182	200,300	201,300
63 - Outside Services	22,933	32,918	121,300	131,300
64 - Other Charges	115,922	155,911	95,800	95,800
<b>Total</b>	<b>767,176</b>	<b>807,805</b>	<b>1,000,400</b>	<b>1,143,328</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
6500 Storm Sewer (NPDES)	767,176	807,805	1,000,400	1,143,328
<b>Total</b>	<b>767,176</b>	<b>807,805</b>	<b>1,000,400</b>	<b>1,143,328</b>
<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
5444 NPDES Street Sweeping	7.000	5.000	5.000	5.750
<b>Total</b>	<b>7.000</b>	<b>5.000</b>	<b>5.000</b>	<b>5.750</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 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Percentage of Compliance with Health Department Water Quality Objectives	100%		100%		

### Major Budget Changes

None

# ENTERPRISE OPERATIONS

## 5445 Hitchcock Road Water Division

Expenditures by Character	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
63 - Outside Services	8,635	6,680	18,000	18,000
64 - Other Charges	1,285	1,100	2,000	2,000
<b>Total</b>	<b>9,920</b>	<b>7,780</b>	<b>20,000</b>	<b>20,000</b>
Expenditures by Fund	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
6700 Water Utility	9,920	7,780	20,000	20,000
<b>Total</b>	<b>9,920</b>	<b>7,780</b>	<b>20,000</b>	<b>20,000</b>

# ENTERPRISE OPERATIONS

## Downtown Parking Division

5446

### Purpose

The mission of Parking Operations is to provide, operate and maintain an efficient, effective and flexible downtown parking management system to meet the needs of our residents, visitors and the business community.

### Division Operations

1. To provide effective supervision and control of parking services and resources.
2. To provide overall budget, project and parking program management.
3. To provide centralized parking management to maximize economies of scale and efficiency.
4. To provide effective communication with the Oldtown Salinas Association.
5. To provide parking enforcement for special events.
6. To provide excellent customer service.

### Performance Measures

Performance Measure / Goal	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Downtown Parking Cash Collections	193,000	193,901	200,000	190,000	210,000
Mean Parking Lot Occupancy Rate	66%	62%	65%	70%	75%
Monterey Street Garage Occupancy Rate	42%	40%	90%	45%	50%

### Major Budget Changes

Oversight of the Parking Division will be relocated to the Department of Public Works Properties, Administration and Districts Division.



# ENTERPRISE OPERATIONS

## 5446 Downtown Parking Division

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	93,008	96,688	113,000	127,407
62 - Supplies & Materials	9,205	10,084	14,400	15,000
63 - Outside Services	483,448	289,766	726,209	353,500
64 - Other Charges	87,836	59,177	70,000	57,400
65 - Debt Service	15,040,809	1,208,874	992,891	954,950
66 - Capital Outlays			140,000	
<b>Total</b>	<b>15,714,306</b>	<b>1,664,589</b>	<b>2,056,500</b>	<b>1,508,257</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
6801 Downtown Parking District	15,714,306	1,664,589	2,056,500	1,508,257
<b>Total</b>	<b>15,714,306</b>	<b>1,664,589</b>	<b>2,056,500</b>	<b>1,508,257</b>
<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
5446 Downtown Parking	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>

# ENTERPRISE OPERATIONS

## Preferential Parking Program-City

5447

### Purpose

The mission of the Preferential Parking operations is to provide, operate and maintain an efficient and flexible preferential parking system for the area surrounding the Salinas Valley Memorial Hospital, to meet the need of the residents, visitors and businesses located within the boundaries of the Preferential Parking Program.

### Division Operations

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

### Performance Measures

Performance Measure/Goal	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Permit Sales	\$ 16,305.00		\$ 15,000.00		
Cost per Home	\$ 17.00		\$ 19.00		
District 3A Citations Issued (Monitoring)	1839		1700		

### Major Budget Changes

None

# ENTERPRISE OPERATIONS

## 5447 Preferential Parking Division

<b>Expenditures by Character</b>	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
61 - Salaries & Benefits	4,201	11,759	5,000	5,500
63 - Outside Services	11,494	9,375	16,001	16,000
64 - Other Charges	2,171	3,225	3,000	3,000
<b>Total</b>	<b>17,866</b>	<b>24,359</b>	<b>24,001</b>	<b>24,500</b>
<b>Expenditures by Fund</b>	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
6802 Preferential Parking	17,866	24,359	24,001	24,500
<b>Total</b>	<b>17,866</b>	<b>24,359</b>	<b>24,001</b>	<b>24,500</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	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
65 - Debt Service	570,894	571,029	5,543,176	468,500
<b>Total</b>	<b>570,894</b>	<b>571,029</b>	<b>5,543,176</b>	<b>468,500</b>
Expenditures by Fund	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
6302 Twin Creek Golf Course	570,894	571,029	5,543,176	468,500
<b>Total</b>	<b>570,894</b>	<b>571,029</b>	<b>5,543,176</b>	<b>468,500</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>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
65 - Debt Service	47,422	86,455	100,000	135,000
<b>Total</b>	<b>47,422</b>	<b>86,455</b>	<b>100,000</b>	<b>135,000</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
6301 Fairways Golf Course	47,422	86,455	100,000	135,000
<b>Total</b>	<b>47,422</b>	<b>86,455</b>	<b>100,000</b>	<b>135,000</b>

# ENTERPRISE OPERATIONS

## Work Force

Workforce by Program	13-14 Authorized	14-15 Authorized	15-16 Authorized	16-17 Proposed
<b>5340 Airport</b>				
Administrative Secretary		1.000	1.000	1.000
Airport Assistant	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	1.000	1.000	1.000	2.000
Public Works Director	0.250	0.250	0.250	0.250
Senior Airport Technician	1.000			
<b>5340 Airport Total</b>	<b>5.250</b>	<b>4.250</b>	<b>4.250</b>	<b>5.250</b>
<b>5441 Industrial Waste</b>				
Environ Resource Planner	0.250	0.250	0.250	0.250
P.S. Maint Crew Supervisor		1.000	1.000	1.000
Public Svc Maint Wkr II	1.000	4.000	4.000	2.000
Wastewater Manager	0.250	0.250	0.250	0.250
Wastewater Operator	1.000	2.000	2.000	2.000
<b>5441 Industrial Waste Total</b>	<b>2.500</b>	<b>7.500</b>	<b>7.500</b>	<b>5.500</b>
<b>5442 Sanitary Sewer</b>				
Environ Resource Planner	0.500	0.500	0.500	0.500
P.S. Maint Crew Supv	0.250	0.250	0.250	
Public Service Maint Wkr I				3.000
Public Svc Maint Wkr II	3.750	3.750	3.750	2.750
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
Pump Maint Mechanic	0.500	0.500	0.500	0.500
Senior Civil Engineer			0.500	1.000
Wastewater Manager	0.500	0.500	0.500	0.500
<b>5442 Sanitary Sewer Total</b>	<b>7.750</b>	<b>7.750</b>	<b>8.250</b>	<b>10.500</b>
<b>5443 NPDES Storm Drain Sewer</b>				
NPDES Permit Manager				1.000
P.S. Maint Crew Supervisor	0.500	0.500	0.500	
Public Service Maint Wkr I				1.000
Public Svc Maint Wkr II	4.250	3.250	3.250	2.250
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
Pump Maint Mechanic	0.500	0.500	0.500	0.500
Wastewater Manager	0.250	0.250	0.250	0.250
<b>5443 NPDES Storm Drain Sewer Total</b>	<b>6.000</b>	<b>5.000</b>	<b>5.000</b>	<b>5.500</b>



# ENTERPRISE OPERATIONS

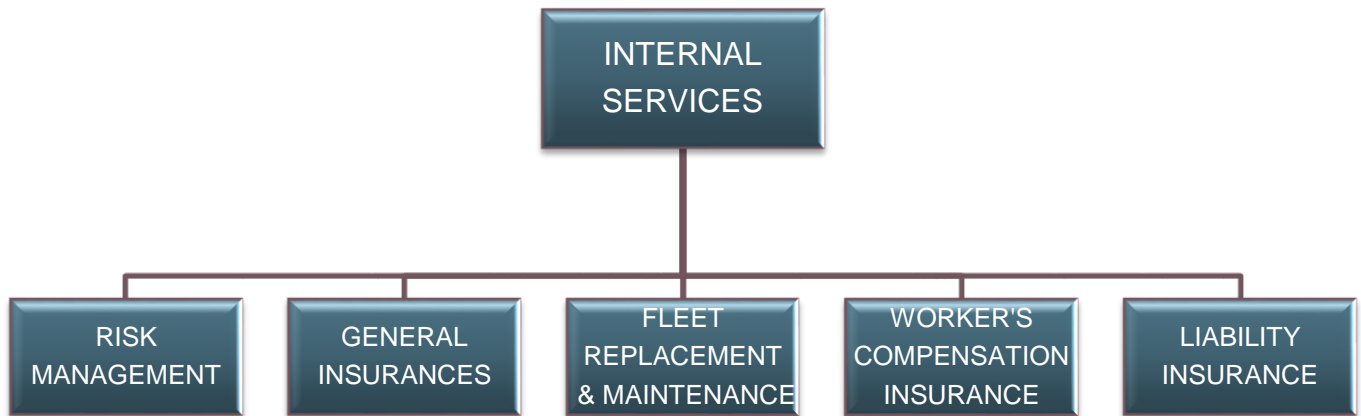
## Work Force

Workforce by Program	13-14 Authorized	14-15 Authorized	15-16 Authorized	16-17 Proposed
<b>5444 NPDES Street Sweeping</b>				
Community Service Officer	0.500	0.500	0.500	0.500
Equipment Mechanic I	1.000	1.000	1.000	1.000
Motor Sweeper Operator	3.000	3.000	3.000	3.000
P.S. Maint Crew Supervisor	1.250	0.250	0.250	1.000
Public Svc Maint Wkr II	1.000			
Public Svc Maint Wkr IV	0.250	0.250	0.250	0.250
<b>5444 NPDES Street Sweeping Total</b>	<b>7.000</b>	<b>5.000</b>	<b>5.000</b>	<b>5.750</b>
<b>5446 Downtown Parking</b>				
Parking Operation Officer	1.000	1.000	1.000	1.000
<b>5446 Downtown Parking Total</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>
<b>Total</b>	<b>29.500</b>	<b>30.500</b>	<b>31.000</b>	<b>33.500</b>



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# INTERNAL SERVICES Organizational Chart





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# 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 2015-2016

#### Effective, Sustainable Government

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 2016-17

#### Effective, Sustainable Government

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.

### Major Budget Changes

None

# INTERNAL SERVICES

## Summary

<b>Expenditures by Program</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1245 Risk Management	269,938	210,456	221,800	238,420
1246 General Insurances	440,791	503,282	544,566	530,100
1247 Workers' Compensation Insurance	5,528,864	3,604,137	5,039,900	5,067,580
1248 Liability Insurance	913,298	1,625,657	1,361,500	1,390,940
5233 Vehicle/Equipment Maintenance	1,391,872	1,441,751	1,794,643	1,835,070
<b>Total</b>	<b>8,544,763</b>	<b>7,385,283</b>	<b>8,962,409</b>	<b>9,062,110</b>

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	1,016,866	964,354	1,386,700	1,572,810
62 - Supplies & Materials	389,232	367,188	421,532	472,300
63 - Outside Services	221,621	266,366	357,834	333,600
64 - Other Charges	6,917,044	5,773,655	6,740,338	6,683,400
66 - Capital Outlays		13,720	56,005	
<b>Total</b>	<b>8,544,763</b>	<b>7,385,283</b>	<b>8,962,409</b>	<b>9,062,110</b>

<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	1,391,872	1,441,751	1,774,277	
3103 Bureau of Justice Assist - JAG11			-	
3107 Bureau of Justice Assist - JAG12			20,366	
7101 Internal Services Administration	269,938	210,456	221,800	238,420
7102 Internal Services Insurances	440,791	503,282	544,566	530,100
7103 Worker's Comp Self-Insurance	5,528,864	3,604,137	5,039,900	5,067,580
7104 General Liability Self-Insurance	913,298	1,625,657	1,361,500	1,390,940
7120 Fleet Maintenance				1,835,070
<b>Total</b>	<b>8,544,763</b>	<b>7,385,283</b>	<b>8,962,409</b>	<b>9,062,110</b>

<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
1245 Risk Management	1.000	1.000	1.000	1.000
1247 Workers' Compensation Insurance			1.000	1.000
1248 Liability Insurance			1.000	1.000
5233 Vehicle/Equipment Maintenance	9.000	9.000	9.000	9.000
<b>Total</b>	<b>10.000</b>	<b>10.000</b>	<b>12.000</b>	<b>12.000</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

Expenditures by Character	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
61 - Salaries & Benefits	269,339	209,827	179,000	235,620
62 - Supplies & Materials	599	629	1,600	1,600
63 - Outside Services			1,000	1,000
64 - Other Charges			35,200	200
66 - Capital Outlays			5,000	
<b>Total</b>	<b>269,938</b>	<b>210,456</b>	<b>221,800</b>	<b>238,420</b>
Expenditures by Fund	13-14 Actual	14-15 Actual	15-16 Amended	16-17 Proposed
7101 Internal Services Administration	269,938	210,456	221,800	238,420
<b>Total</b>	<b>269,938</b>	<b>210,456</b>	<b>221,800</b>	<b>238,420</b>
Workforce by Program	13-14 Authorized	14-15 Authorized	15-16 Authorized	16-17 Proposed
1245 Risk Management	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 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>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
63 - Outside Services	12,339	9,668	8,814	10,000
64 - Other Charges	428,452	493,614	535,752	520,100
<b>Total</b>	<b>440,791</b>	<b>503,282</b>	<b>544,566</b>	<b>530,100</b>

<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
7102 Internal Services Insurances	440,791	503,282	544,566	530,100
<b>Total</b>	<b>440,791</b>	<b>503,282</b>	<b>544,566</b>	<b>530,100</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>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits			86,900	114,580
63 - Outside Services	15,000		15,000	15,000
64 - Other Charges	5,513,864	3,604,137	4,938,000	4,938,000
<b>Total</b>	<b>5,528,864</b>	<b>3,604,137</b>	<b>5,039,900</b>	<b>5,067,580</b>

<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
7103 Worker's Comp Self-Insurance	5,528,864	3,604,137	5,039,900	5,067,580
<b>Total</b>	<b>5,528,864</b>	<b>3,604,137</b>	<b>5,039,900</b>	<b>5,067,580</b>

<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
1247 Workers' Compensation Insurance			1.000	1.000
<b>Total</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>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits			146,500	175,940
64 - Other Charges	913,298	1,625,657	1,215,000	1,215,000
<b>Total</b>	<b>913,298</b>	<b>1,625,657</b>	<b>1,361,500</b>	<b>1,390,940</b>
<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
7104 General Liability Self-Insurance	913,298	1,625,657	1,361,500	1,390,940
<b>Total</b>	<b>913,298</b>	<b>1,625,657</b>	<b>1,361,500</b>	<b>1,390,940</b>
<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
1248 Liability Insurance			1.000	1.000
<b>Total</b>			<b>1.000</b>	<b>1.000</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 700 units.

The mission of Fleet Maintenance is to provide safe, dependable, and environmentally sound transportation, related support services, and tools for necessary City purposes. The Division's primary responsibility is to conserve vehicle and equipment value and utility through the inspection, periodic preventive maintenance, and repair of this asset.

### Division Operations

1. Develop and staff an effective preventive maintenance program to reduce the incidence of unscheduled repairs.
2. Establish market-driven, competitive fleet services by making periodic assessments of the cost competitiveness of fleet service delivery.
3. Provide for a central fleet management function to maximize economies of scale and efficiency of operation.
4. Establish a fleet policy that identifies all fleet costs, allocates these costs equitable and supports fleet operations as an enterprise activity.

### Performance Measures

Performance Measure / Goal	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Goal	FY 2015-16 Projected	FY 2016-17 Goal
Number of vehicles to maintain per employee	107	107	107	107	110
Preventive Maintenance Inspections on Police Vehicles	218	234	250	260	300
Preventive Maintenance Inspections on Fleet Vehicles	1,586	1,624	1,500	1,650	1,700

### Major Budget Changes

A fleet management study to investigate the feasibility of centralizing and consolidating the Public Works, Fire, and Police fleets and developing an internal service fund to replace vehicles and equipment was initiated and completed in FY 2015-16. Implementation will begin in FY 2016-17.

# INTERNAL SERVICES

## 5233 Vehicle/Equipment Maintenance Division

<b>Expenditures by Character</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
61 - Salaries & Benefits	747,527	754,527	974,300	1,046,670
62 - Supplies & Materials	388,633	366,559	419,932	470,700
63 - Outside Services	194,282	256,698	333,020	307,600
64 - Other Charges	61,430	50,247	16,386	10,100
66 - Capital Outlays		13,720	51,005	
<b>Total</b>	<b>1,391,872</b>	<b>1,441,751</b>	<b>1,794,643</b>	<b>1,835,070</b>

<b>Expenditures by Fund</b>	<b>13-14 Actual</b>	<b>14-15 Actual</b>	<b>15-16 Amended</b>	<b>16-17 Proposed</b>
1000 General Fund	1,391,872	1,441,751	1,774,277	
3103 Bureau of Justice Assist - JAG11			-	
3107 Bureau of Justice Assist - JAG12			20,366	
7120 Fleet Maintenance				1,835,070
<b>Total</b>	<b>1,391,872</b>	<b>1,441,751</b>	<b>1,794,643</b>	<b>1,835,070</b>

<b>Workforce by Program</b>	<b>13-14 Authorized</b>	<b>14-15 Authorized</b>	<b>15-16 Authorized</b>	<b>16-17 Proposed</b>
5233 Vehicle/Equipment Maintenance	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>



# INTERNAL SERVICES

## Work Force

Workforce by Program	13-14 Authorized	14-15 Authorized	15-16 Authorized	16-17 Proposed
<b>1245 Risk Management</b>				
Assistant City Attorney			1.000	1.000
Human Resource Analyst II	1.000	1.000		
<b>1245 Risk Management Total</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>
<b>1247 Workers' Compensation Insurance</b>				
Legal Secretary			1.000	1.000
<b>1247 Workers' Compensation Insurance Total</b>			<b>1.000</b>	<b>1.000</b>
<b>1248 Liability Insurance</b>				
Sr Deputy City Attorney			1.000	1.000
<b>1248 Liability Insurance Total</b>			<b>1.000</b>	<b>1.000</b>
<b>5233 Vehicle/Equipment Maintenance</b>				
Equipment Inventory Tech	1.000	1.000	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	1.000
Equipment Mechanic II	3.000	3.000	3.000	3.000
Pub Safety Facilities Wkr	2.000	2.000	2.000	2.000
Sr Vehicle Maint Asst	1.000	1.000	1.000	1.000
<b>5233 Vehicle/Equipment Maintenance Total</b>	<b>9.000</b>	<b>9.000</b>	<b>9.000</b>	<b>9.000</b>
<b>Total</b>	<b>10.000</b>	<b>10.000</b>	<b>12.000</b>	<b>12.000</b>



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# CHART OF ACCOUNTS

## FUNDS

Fund	Description
<b>General Fund</b>	
1000	General Fund
1100	Measure V
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
<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
2601	SRA Public Improvements
2602	HSA - Affordable Housing
<b>Housing &amp; Urban Development</b>	
2910	Community Development
2920	Rental Rehab

# CHART OF ACCOUNTS FUNDS

Fund	Description
2930	Home Investment Partnership
2935	ADDI American Dream Downpayment
2940	Emergency Shelter Grant
2950	Begin State Home Funds
2955	Neighborhood Stabilization Prog
2957	Inclusionary Housing
<b>Grants</b>	
3103	Bureau of Justice Assist - JAG11
3104	COPS Hiring 2011
3106	Homeland Security 2011
3107	Bureau of Justice Assist - JAG12
3108	Local JAG 2013
3109	Police Reimbursable Costs
3111	SAFER 2013
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 Enf 2015
3158	DUI Avoid Campaign 2015
3159	Selective Traffic Enforcement
3160	Avoid DUI Campaign
3161	Local JAG
3163	2014 COPS Hiring SRO
3205	CalGRIP 6
3216	Air District Grant
3251	CA Beverage Container Recycling
3252	CLLS -Adult Literacy
3255	California Endowment
3256	First Five Monterey County
3281	CalGrip 821-14 & 15
3302	Cal ID / RAN Grant
3310	Animal Shelter Grants
3401	Community Foundation Grant
3453	Comm Foundation - D & L Packard
3454	Library Awards and Contributions
3455	Project GROWTH
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

# CHART OF ACCOUNTS FUNDS

<u>Fund</u>	<u>Description</u>
4106	Energy Impvts to City Facilities
4108	Energy Improvement
4109	2015 Refunding COP 2005 A & B
<b>Special Assessments</b>	
4201	Assessment District Admin
4202	Assessment Districts-Debt Svc
4203	Assessment District Reserve
5300	Assessment District - Projects
<b>Special Aviation</b>	
5101	Special Aviation Fund - State
5102	Special Aviation Fund - Federal
<b>Special Construction Assistance</b>	
5201	Special Const Assist - Federal
5202	Special Const Assist - State
5203	Special Const Assist - Others
5204	Special Const Assist - TDA
<b>Capital Projects</b>	
5800	Capital Projects
<b>Enterprise Funds</b>	
6100	Municipal Airport
6200	Industrial Waste
6301	Fairways Golf Course
6302	Twin Creek Golf Course
6400	Sewer
6500	Storm Sewer (NPDES)
6600	Crazy Horse Landfill
6700	Water Utility
6801	Downtown Parking District
6802	Preferential Parking
<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 Funds</b>	
8101	Oldtown Business Impr Dist
8102	SUBA Business Improvement Dist
8103	Sunrise House
8104	Economic Development
8105	Salinas Valley Enterprise Zone
8106	Flexible Spending

# CHART OF ACCOUNTS FUNDS

<u>Fund</u>	<u>Description</u>
8107	Cafeteria Benefit
8108	Downtown Comm Benefit District
<b>Pension Trust Funds</b>	
8701	Deferred Compensation-Trust Deed
8702	Deferred Comp - Separations
8703	Deferred Compensation Admin
8704	Deferred Compensation-CCFCU
<b>Trust Funds</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	ADA State Fee Business License
8812	Mo. Co. Tourism Impvt. District
8813	TID - Welcoming Center
<b>RORF-RedevObligationRetirement</b>	
8914	RORF-Redev Obligation Retirement
8915	Successor Agency Administration
<b>Transaction Funds</b>	
9999	Pooled Cash and Investment Fund

# CHART OF ACCOUNTS DEPARTMENTS

<u>Department</u>	<u>Description</u>
10	City Council
12	Administration
14	Legal
20	Finance
30	Community Development
40	Police
45	Fire
50	Public Works
55	Recreation
60	Library

# CHART OF ACCOUNTS DIVISIONS

<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	Central City-RORF
2503	Central City-RORF
2504	Sunset Ave-RORF
2505	Succesor Agency Admin
3111	Plan & Project Implementation
3112	Public Services
3113	Relocation and Contingencies
3220	Housing & Community Development
3221	Rehabilitation
3222	NSP
3225	First Time Home Buyers
3230	Inclusionary Housing
3240	Special Programs
3350	Permit Services
3351	Development and Engineering
3352	Building Safety
3353	Code Enforcement
3460	Planning Administration
3461	Advance 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



# CHART OF ACCOUNTS DIVISIONS

<u>Division</u>	<u>Description</u>
4134	Records
4137	Maintenance Services
4170	Animal Control Services
4171	Animal Control Svc -Agencies
4220	Field Operations
4221	Traffic
4250	Reserves
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
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
5560	Woodside Park
5561	Downtown Mall

# CHART OF ACCOUNTS DIVISIONS

<u>Division</u>	<u>Description</u>
5562	Airport Business Park
5563	North East
5564	Harden Ranch
5565	Vista Nueva
5566	Mira Monte
5567	Monte Bella
6005	Library Administration
6009	Technology Services
6010	Support Services
6011	Steinbeck Library
6012	Cesar Chavez Library
6013	El Gabilan Library
6015	Literacy
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
7101	Police Grants and Reimbursements
7102	Community Safety
7103	Project Safe Neighborhoods
7104	Federal Reimbursements
7105	ASPCA-Community Cat
7106	Other Reimbursements
7110	Selective Traffic Enf Prgm 2016
7120	Avoid DUI Campaign 2016
7221	2011 Homeland Security-Planning
7222	2011 Homeland Security-Equipment
7330	Learning Center
7331	Summer Reading Program
7332	Tanimura Family Foundation
7333	Raising A Reader Program
7334	Innovation & Tech -CoderDojo
7335	CA Endowment-Youth Leadership
7336	F5MC-Packard Playgroup Expansion
7337	Nat'l Center For Family Literacy
7338	Listos Para Empezar? Digital Lit

# CHART OF ACCOUNTS DIVISIONS

<u>Division</u>	<u>Description</u>
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	Project GROWTH SPL
7347	Paletero Program
7399	Library Awards and Contributions
7401	Electric Vehicle Replacement
7402	BJA-SSP 2015 (Smart Supervision)
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
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
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-Health Insurance Premium
8130	EDD Childcare Building Maint
8132	Sales Tax
8131	Misc Trust Deposits

# CHART OF ACCOUNTS

## DIVISIONS

<u>Division</u>	<u>Description</u>
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
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
9025	Tatum`s Garden ADA Sidewalk
9026	Steaming Ahead Historic Railroad
9027	Natividad Creek Detention
9028	Urban Greening Plan
9029	GIS Tree Inventory
9033	E Salinas Street Lights
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
9041	Inclusionary Housing Ord Update
9042	Farmworker Housing Study
9045	CEDD Vehicle Replacement
9046	Gabilan Play Lot
9049	E Salinas Street Lights (Ph12)
9050	Garner Avenue ADA Ramps
9051	E Salinas Street Lights (Ph13)
9052	Women's Club Upgrade
9053	NE Maint Improvement District
9054	Downtown Parking Lighting

# CHART OF ACCOUNTS DIVISIONS

<u>Division</u>	<u>Description</u>
9055	NE Maintenance District Dog Park
9056	Vista Nueva Subdivision Impvts
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	Chinatown Master Plan
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
9085	Utility Underground Districts
9086	Natividad Creek Slit Removal
9089	N Sanborn Rd Impvts
9090	Downtown Complete Streets
9095	Alisal Market Place
9098	Neighborhood Services
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 Maintenance Vehicles
9112	Natividad/Laurel Intersection
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
9126	Sanitary Sewer Pipes Repair

# CHART OF ACCOUNTS DIVISIONS

<u>Division</u>	<u>Description</u>
9127	Silt Removal Gabilan Creek
9128	Williams Rd Median Island Impvts
9131	City Web Page
9132	Emergency Operations Center
9133	Sun/Market Intersection
9135	Fremont/EI 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
9144	Email Server Upgrade
9145	W Laurel Dr Improvements
9146	Financial & HR Mgmt ERP System
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
9156	Land Purchase Contingency Fund
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 EI 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
9182	Public Outreach/Ballot Polling
9184	Energy-Related Impvts City Facilities
9185	Fire House & Women's Club Impvts
9186	SVG Partners/Thrive Accelerator
9189	Cesar Chavez Park Playground
9190	Capital One-Eco Dev Incentive

# CHART OF ACCOUNTS

## DIVISIONS

<u>Division</u>	<u>Description</u>
9191	Rec Center Repairs/Improvements
9192	Enrichment Trips for Youth
9193	Computer Room Cooling Equipment
9194	Library Books and Materials
9195	Computers Upgrade LCSD
9199	Rec & Park MV Carryover FY 12-13
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
9220	E Laurel Dr Sidewalk & Lights
9221	Sanitary Sewer Lines Evaluation
9222	E Lake St Pump Station Upgrade
9224	Chinatown Renewal Street
9225	Airport Electrical Upgrades
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
9239	Rotunda & CM Conf Room Upgrade
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
9280	T/S Buckhorn and Sanborn
9281	T/S Boronda and Falcon

# CHART OF ACCOUNTS

## DIVISIONS

<u>Division</u>	<u>Description</u>
9283	Sanitary Sewer Mgmt System
9284	Underground Storage Tank
9287	Williams Road Widening
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
9356	Asbestos/Mold Remediation
9357	Building Permit System
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
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
9508	Rossi Alley Improvements
9509	La Paz Park Improvements



# CHART OF ACCOUNTS DIVISIONS

<u>Division</u>	<u>Description</u>
9510	E Boronda Road Widening Impvt
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	Rec Facility @ Muni Pool
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 Plans-Sidewalks & Ramps
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
9757	Nativ Ck arPk Skate/BMX Track
9765	Sherwood Hall Repairs
9769	Rec Courts Resurface
9772	Park Lights Replacement

# CHART OF ACCOUNTS DIVISIONS

<u>Division</u>	<u>Description</u>
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
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	T/S Abbott St & John St
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
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

# CHART OF ACCOUNTS DIVISIONS

<u>Division</u>	<u>Description</u>
9970	El Gabilan Expansion
9976	Circle Drive
9977	Employee Parking Lot Gates
9981	Constitution Blvd Roadway Repair
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

## EXPENDITURES BY OBJECT

Account Number	Description
<b>61</b>	<b>Salaries &amp; Benefits</b>
61.1100	Salaries & Benefits - Regular Pay
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
61.2000	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
61.3150	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
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

# CHART OF ACCOUNTS

## EXPENDITURES BY OBJECT

<u>Account Number</u>	<u>Description</u>
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
61.7000	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
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 Insurance - 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 - Health Insurance - Concession
61.8431	Salaries & Benefits - PEMHCA Minimum ER-Contrib Misc
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
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

# CHART OF ACCOUNTS

## EXPENDITURES BY OBJECT

Account Number	Description
61.9980	Salaries & Benefits - Furlough Pay
61.9990	Salaries & Benefits - CIP/Program Reg Salary Deduct
61.9991	Salaries & Benefits - Deduct Recruiting Incentive
<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
62.2100	Supplies & Materials - Janitorial-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
62.5200	Supplies & Materials - Safety Equipment
62.5210	Supplies & Materials - Fire Hose & Nozzle Replacement
62.6000	Supplies & Materials - Street Materials
62.6100	Supplies & Materials - Asphalt & Paving
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
62.8010	Supplies & Materials - E-Resources
62.8350	Supplies & Materials - Crime Lab Spec Dept Supplies

# CHART OF ACCOUNTS

## EXPENDITURES BY OBJECT

Account Number	Description
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 - Wireless 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
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
63.3040	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



# CHART OF ACCOUNTS

## EXPENDITURES BY OBJECT

<u>Account Number</u>	<u>Description</u>
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
63.5200	Outside Services - Audit Services
63.5210	Outside Services - Muni Services B/L & UUT Audits
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
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
63.6010	Outside Services - Other Outside Services
63.6020	Outside Services - Sponsorships
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
64.1010	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



# CHART OF ACCOUNTS

## EXPENDITURES BY OBJECT

Account Number	Description
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 - TravelCouncil 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 Closure
64.4050	Other Charges - Insurance
64.4200	Other Charges - Liability Claims/Legal Defense
64.4210	Other Charges - Liability Claims Admin
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
64.5300	Other Charges - Contribution to SUBA
64.5310	Other Charges - Contribution to Oldtown
64.5320	Other Charges - Contributions to Other Agencies
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 & Reimb Damages
64.5410	Other Charges - Agency Reimbursement
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

# CHART OF ACCOUNTS

## EXPENDITURES BY OBJECT

Account Number	Description
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
64.6030	Other Charges - Kiddie Kapers
64.6040	Other Charges - California Air Show
64.6050	Other Charges - Ciclovía
64.6060	Other Charges - Parade of Lights
64.7000	Other Charges - FORA
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
64.7170	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
<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

# CHART OF ACCOUNTS

## EXPENDITURES BY OBJECT

Account Number	Description
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
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	Store Inventory - Stores Sales
67.1000	Store Inventory - Stores Purchases
<b>68</b>	<b>Deferred Comp</b>
68.1010	Deferred Comp - Def Comp Losses On Investments
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 - Contribution 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
69.1230	Financial Assistance - CA Partnership for Safe Comm
69.1240	Financial Assistance - CASP
69.1250	Financial Assistance - Central Coast Ctr. Independent
69.1260	Financial Assistance - Central Coast HIV/(John XXIII)
69.1270	Financial Assistance - Comm Human Services Project

# CHART OF ACCOUNTS

## EXPENDITURES BY OBJECT

Account Number	Description
69.1280	Financial Assistance - CSUMB Small Business DevCenter
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
69.1370	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
69.1430	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
69.1470	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
69.1535	Financial Assistance - Natividad Medical Foundation
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
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
<b>70</b>	<b>Depreciation and Amortization</b>
70.1000	Depreciation and Amortization - Depreciation
70.2000	Depreciation and Amortization - Amortization
<b>95</b>	<b>Transfers Out</b>
95.1000	Transfers Out - General Fund
95.1100	Transfers Out - Measure V
95.2501	Transfers Out - Emergency Medical Service Fund
95.2504	Transfers Out - Vehicle Abatement

# CHART OF ACCOUNTS

## EXPENDITURES BY OBJECT

<u>Account Number</u>	<u>Description</u>
95.2602	Transfers Out - HSA - Affordable Housing
95.2930	Transfers Out - Home Investment Partnership
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 - Energy Efficient Debt Svc
95.4108	Transfers Out - Energy Efficient Debt Svc
95.4109	Transfers Out - 2015 Refunding COP 2005 A & B
95.5800	Transfers Out - to Capital Projects
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
95.7101	Transfers Out - Int Serv - Administration
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
95.8915	Transfers Out - Successor Agency

# CHART OF ACCOUNTS

## REVENUES BY OBJECT

Account Number	Description
<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-ROPS
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
50.2050	Taxes - City of Salinas-SB 172
50.2060	Taxes - Utility Users
50.2070	Taxes - Transient Occupancy
50.2080	Taxes - 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>
52.3010	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
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/2nd Dealer
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

# CHART OF ACCOUNTS

## REVENUES BY OBJECT

<u>Account Number</u>	<u>Description</u>
52.5070	Licenses & Permits - Parking Lot - Hourly
52.8010	Licenses & Permits - Other Licenses & Permits
<b>53</b>	<b>Fines and Forfeits</b>
53.3010	Fines and Forfeits - Code Enforcement Violations
53.4010	Fines and Forfeits - Vehicle Code Fines
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
54.8010	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
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)
55.4202	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)
55.4501	Intergovernmental - Federal Reimbursements
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



# CHART OF ACCOUNTS

## REVENUES BY OBJECT

Account Number	Description
55.5074	Intergovernmental - Other Agencies
55.5083	Intergovernmental - Developers-FGA West
55.5093	Intergovernmental - Developers-FGA Central
55.5103	Intergovernmental - Developers-FGA East
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 Aid
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
55.5501	Intergovernmental - Federal Aid - Airport
55.5511	Intergovernmental - Other Federal Aid
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
55.7202	Intergovernmental - State Aid - Airport
55.7212	Intergovernmental - State Traffic Grant (Federal)
55.7222	Intergovernmental - CalGRIP 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 - HUD-Emergency Shelter Grant
55.7541	Intergovernmental - Federal BJA
55.7551	Intergovernmental - Economic Development Grant
55.7561	Intergovernmental - COPS Grant Reimbursement
55.8013	Intergovernmental - County Housing In-Lieu
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
<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
56.2010	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



# CHART OF ACCOUNTS

## REVENUES BY OBJECT

<u>Account Number</u>	<u>Description</u>
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
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

# CHART OF ACCOUNTS

## REVENUES BY OBJECT

<u>Account Number</u>	<u>Description</u>
56.4160	Charges for Services - Booking Fees Charges
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
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
56.4520	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
56.5070	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
56.5150	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
56.6010	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

# CHART OF ACCOUNTS

## REVENUES BY OBJECT

<u>Account Number</u>	<u>Description</u>
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
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 - Administrative Fees
56.8020	Charges for Services - Administrative Service Revenue
56.8030	Charges for Services - Sale of Printed Material
56.8040	Charges for Services - Bond 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
57.2010	Other Revenue - Deferred Compensation
57.2020	Other Revenue - Separations - Trust Deeds
57.2030	Other Revenue - Trust Deed Fee
57.3010	Other Revenue - Small Business Revolving Loans
57.3020	Other Revenue - Housing Revolving Loans
57.3030	Other Revenue - Micro Loan Program
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
57.5080	Other Revenue - Monte Bella
57.5090	Other Revenue - Graffiti Removal Reimbursement
57.6010	Other Revenue - Literacy Other Contributions

# CHART OF ACCOUNTS

## REVENUES BY OBJECT

<u>Account Number</u>	<u>Description</u>
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 - Health Insurance Reimb
57.8110	Other Revenue - Weed Cleaning 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
57.8290	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 - 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
57.8420	Other Revenue - Airport Contribution
57.8430	Other Revenue - Harden Foundation Grant
57.8440	Other Revenue - Icma/HL/Taxes W/H
57.8450	Other Revenue - NGEN Receipts
57.8460	Other Revenue - Inclusionary Housing
57.8470	Other Revenue - Building Standards Admin Fees

# CHART OF ACCOUNTS REVENUES BY OBJECT

<u>Account Number</u>	<u>Description</u>
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
57.8580	Other Revenue - Deposits-Planning
57.8590	Other Revenue - Dependent Care Contributions
57.8600	Other Revenue - Health Ins
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 - Section 108 Loan Proceeds
<b>90</b>	<b>Transfers In</b>
90.1000	Transfers In - General Fund
90.1100	Transfers In - Measure V
90.1200	Transfers In - Measure G
90.2032	Transfers In - Dev Fees - Park & Playgrounds
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
90.2301	Transfers In - Dev Fees - Storm & Sewer
90.2302	Transfers In - Dev Fees - Park & Playgrounds
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
90.2503	Transfers In - Traffic Safety
90.2505	Transfers In - Rec Park Fund
90.2910	Transfers In - CDBG
90.3115	Transfers In - Asst to Firefighters Grant
90.3116	Transfers In - COPS NGEN Grant

# CHART OF ACCOUNTS

## REVENUES BY OBJECT

<u>Account Number</u>	<u>Description</u>
90.3256	Transfers In - First Five Monterey Co
90.4103	Transfers In - Steinbeck COP
90.4104	Transfers In - 2014 COP Consolidated
90.4108	Transfers In - Energy Improvement
90.5102	Transfers In - Federal Aid - Airport
90.5201	Transfers In - Spec Const Assist - Fed, State
90.5202	Transfers In - from Special Const Assist-State
90.5203	Transfers In - Spec Const Assist - Other
90.6100	Transfers In - Airport Fund
90.6200	Transfers In - Industrail Waste
90.6301	Transfers In - Fairways Golf Course
90.6302	Transfers In - Twin Creek Golf Course
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
90.8701	Transfers In - Deferred Comp - Trust Deeds
90.8702	Transfers In - Deferred Comp - Separations
90.8914	Transfers In - RORF-Redev Obligation Retirement
90.8915	Transfers In - Successor Agency

# SALARY SCHEDULE

City of Salinas  
Classification - Salary Schedule  
As of July 1, 2016

Benefit Group

- 14 Executive Group
- 15 AMPS
- 16 Confidential Management
- 18 Fire Supervisors
- 19 IAFF
- 20 Police Management
- 21 POA
- 22 POA-Recruit
- 23 Crew Sups
- 25 SEIU
- 26 SMEA
- 27 Confidential Miscellaneous
- 28 Sunrise House
- 29 Temporary

11.1000 City Mayor 369.2300 Bi-weekly Pay  
11.1001 City Council 276.9200 Bi-weekly Pay

Step	Step	Step	Step	Step
1	2	3	4	5

Executive Group

12.1005	City Manager	108.5336				
13.1010	City Attorney	91.2711				
16.1037	Assistant City Manager	76.9860	80.8381	84.8820	89.1239	93.5821
14.1013	Chief of Police	77.7289	81.6173	85.6961	89.9828	94.4828
14.1022	Community Development Dir	62.7289	65.8673	69.1558	72.6173	76.2461
14.1031	Deputy PW Dir/City Engr	56.6135	59.4461	62.4231	65.5443	68.8211
14.1025	Finance Director	61.5115	64.5865	67.8115	71.2039	74.7635
14.1016	Fire Chief	75.1328	78.8943	82.8404	86.9828	91.3328
14.1028	Lib/Community Svc Dir	60.3173	63.3346	66.5019	69.8308	73.3211
14.1019	Public Works Director	62.7289	65.8674	69.1558	72.6174	76.2462



# SALARY SCHEDULE

City of Salinas  
 Classification - Salary Schedule  
 As of July 1, 2016

		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
17.2006	Accounting Manager	37.7640	39.6600	41.6400	43.7220	45.9060	48.2040
26.7046	Administrative Aide	22.8420	23.9820	25.1820	26.4420	27.7621	29.1480
26.7001	Administrative Analyst I	27.4920	28.8660	30.3119	31.8240	33.4200	35.0941
26.7091	Administrative Clerk I	14.3041	15.0180	15.7680	16.5540	17.3881	18.2520
26.7086	Administrative Clerk II	15.0180	15.7680	16.5540	17.3881	18.2520	19.1640
18.4533	Administrative Fire Captain	43.4943	45.6635	47.9481	50.3481	52.8693	55.5115
26.7041	Administrative Secretary	22.8420	23.9820	25.1820	26.4420	27.7621	29.1480
15.1121	Airport Manager	42.0480	44.1480	46.3560	48.6720	51.1081	53.6700
25.5376	Airport Operations Supv	31.2180	32.7780	34.4220	36.1441	37.9500	39.8521
26.4071	Animal Care Tech	19.7281	20.7179	21.7561	22.8420	23.9820	25.1820
26.4056	Animal Control Officer	20.9280	21.9720	23.0701	24.2220	25.4340	26.7061
15.4031	Animal Services Mgr	33.4200	35.0941	36.8461	38.6940	40.6321	42.6601
26.4046	Animal Services Supv	24.2220	25.4340	26.7061	28.0380	29.4420	30.9120
26.4086	Animal Servs Office Asst	17.6400	18.5220	19.4460	20.4181	21.4380	22.5119
16.1101	Assistant City Attorney	55.2541	58.0200	60.9240	63.9720	67.1700	70.5241
26.5031	Assistant Engineer	32.1420	33.7500	35.4360	37.2120	39.0721	41.0280
26.3041	Assistant Planner	30.0180	31.5240	33.1021	34.7579	36.4981	38.3220
15.5021	Associate Engineer	38.5080	40.4341	42.4560	44.5800	46.8060	49.1460
15.3021	Associate Planner	33.5820	35.2620	37.0260	38.8800	40.8241	42.8640
17.2001	Asst Finance Director	43.7220	45.9060	48.2040	50.6100	53.1481	55.8001
15.5001	Asst Public Works Director	47.7301	50.1180	52.6260	55.2541	58.0200	60.9240
26.3036	Asst Redev Project Mgr	32.1420	33.7500	35.4360	37.2120	39.0721	41.0280
18.4521	Battalion Chief EMS/Trng-40 Hour	51.1039	53.6539	56.3365	59.1578	62.1173	65.2269
18.4526	Battalion Chief EMS/Trng-56 Hour	36.5028	38.3242	40.2404	42.2555	44.3685	46.5906
18.4506	Battalion Chief-40 Hours	51.1039	53.6539	56.3365	59.1578	62.1173	65.2269
18.4511	Battalion Chief-56 Hours	36.5028	38.3242	40.2404	42.2555	44.3685	46.5906
18.4516	BC/Fire Marshal	51.1039	53.6539	56.3365	59.1578	62.1173	65.2269
26.3126	Bldg Permit Spec	29.5860	31.0680	32.6220	34.2540	35.9700	37.7640
26.2131	Central Services Tech	20.8201	21.8640	22.9560	24.1020	25.3080	26.5740
16.1131	City Clerk	39.6600	41.6400	43.7220	45.9060	48.2040	50.6100
26.3151	Code Enforcement Officer I	26.8380	28.1760	29.5860	31.0680	32.6220	34.2541
26.3136	Code Enforcement Officer II	29.4420	30.9120	32.4600	34.0860	35.7900	37.5840
26.3131	Comb Bldg Inspector II	29.4420	30.9120	32.4600	34.0860	35.7900	37.5840
26.3141	Combo Bldg Insp I	26.8380	28.1760	29.5860	31.0680	32.6220	34.2540
15.3016	Comm Dev Admin Supervisor	35.0941	36.8461	38.6940	40.6321	42.6601	44.7900
25.5411	Comm Facilities Svr Wkr	17.7240	18.6119	19.5360	20.5140	21.5460	22.6200
26.3051	Comm Improve Asst	23.5259	24.6959	25.9320	27.2280	28.5900	30.0180
15.3031	Community Dev Analyst	32.4600	34.0860	35.7900	37.5840	39.4621	41.4360
15.1146	Community Safety Admin	35.9700	37.7640	39.6600	41.6400	43.7220	45.9060
27.7016	Community Safety Assist	23.9820	25.1820	26.4420	27.7621	29.1480	30.6061
26.7003	Community Safety Program Coord	27.4920	28.8660	30.3119	31.8240	33.4200	35.0941
26.4066	Community Service Officer	20.9280	21.9720	23.0701	24.2220	25.4340	26.7061
15.6101	Community Services Manager	34.0860	35.7900	37.5840	39.4621	41.4360	43.5061
26.2126	Computer Operator	26.1840	27.4920	28.8660	30.3119	31.8240	33.4200
15.2108	Computer Systems Administrator	44.3641	46.5840	48.9120	51.3541	53.9281	56.6221
15.5026	Const Inspector Supv	33.9180	35.6159	37.3980	39.2700	41.2319	43.2900



# SALARY SCHEDULE

City of Salinas  
Classification - Salary Schedule  
As of July 1, 2016

		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
26.5051	Construction Inspector	26.8380	28.1760	29.5860	31.0680	32.6220	34.2540
15.4028	Crime Analyst	34.7579	36.4981	38.3220	40.2421	42.2520	44.3641
21.4016	Criminalist	43.0673	45.2250	47.4808	49.8578	52.3558	54.9693
27.2036	Deferred Comp Technician	25.0560	26.3100	27.6240	29.0040	30.4560	31.9800
20.4001	Deputy Chief of Police	71.5558	75.1327	78.8943	82.8404	86.9828	91.3328
16.1141	Deputy City Attorney II	38.5080	40.4341	42.4560	44.5800	46.8060	49.1460
27.7021	Deputy City Clerk	23.9820	25.1820	26.4420	27.7621	29.1480	30.6061
15.5441	Deputy Dir of Envir/Maint	47.7301	50.1180	52.6260	55.2541	58.0200	60.9240
18.4501	Deputy Fire Chief	57.7211	60.6058	63.6404	66.8250	70.1654	73.6731
15.6001	Deputy Librarian	35.9700	37.7640	39.6600	41.6400	43.7220	45.9060
15.1126	Economic Development Mgr	40.4341	42.4560	44.5800	46.8060	49.1460	51.6059
18.4531	Emergency Med Svcs Offcr	43.4943	45.6635	47.9481	50.3481	52.8693	55.5115
26.5071	Engineering Aide I	20.8201	21.8640	22.9560	24.1020	25.3080	26.5741
26.5066	Engineering Aide II	22.9560	24.1020	25.3080	26.5740	27.9000	29.2920
26.5056	EngineeringTech	25.3080	26.5740	27.9000	29.2920	30.7621	32.2980
26.5431	Env Compliance Insp I	26.8380	28.1760	29.5860	31.0680	32.6220	34.2540
26.5426	Env Compliance Insp II	29.4420	30.9120	32.4600	34.0860	35.7900	37.5840
15.5421	Environ Resource Planner	38.6940	40.6321	42.6601	44.7900	47.0340	49.3800
25.5361	Equipment Inventory Tech	22.1880	23.2980	24.4560	25.6800	26.9701	28.3140
23.5341	Equipment Mech Crew Sup	31.2180	32.7780	34.4220	36.1441	37.9500	39.8521
25.5366	Equipment Mechanic I	20.9280	21.9720	23.0701	24.2220	25.4340	26.7061
25.5356	Equipment Mechanic II	23.0701	24.2220	25.4340	26.7061	28.0380	29.4420
26.4061	Evidence Technician	20.9280	21.9720	23.0701	24.2220	25.4340	26.7061
27.7006	Executive Assistant	25.6800	26.9701	28.3140	29.7300	31.2180	32.7780
24.5381	Facility Maint Mech Crew Sup	31.2180	32.7780	34.4220	36.1441	37.9500	39.8521
25.5396	Facility Maint Mechanic	20.5140	21.5460	22.6200	23.7480	24.9360	26.1840
25.5401	Facility Maint Worker	19.2540	20.2200	21.2340	22.2960	23.4120	24.5760
19.4576	FF Hired Post 9/2013-40 Hours	30.3115	31.8289	33.4211	35.0943	36.8481	38.6943
19.4586	FF/Prmdc Hire Post 9/2013-40Hour	30.3115	31.8289	33.4211	35.0943	36.8481	38.6943
19.4591	FF/Prmdc Hire Post 9/2013-56Hour	21.6511	22.7349	23.8722	25.0673	26.3201	27.6388
19.4566	FF/Prmdc Hire Pre 9/2013-40 Hour	31.8289	33.4211	35.0943	36.8481	38.6943	40.6269
19.4571	FF/Prmdc Hired Pre 9/2013-56Hour	22.7349	23.8722	25.0673	26.3201	27.6388	29.0192
19.4581	FF-Hired Post 9/2013-56 Hours	21.6511	22.7349	23.8722	25.0673	26.3201	27.6388
19.4556	FF-Hired Pre 9/2013-40 Hours	31.8289	33.4211	35.0943	36.8481	38.6943	40.6269
19.4561	FF-Hired Pre 9/2013-56 Hours	22.7349	23.8722	25.0673	26.3201	27.6388	29.0192
19.4536	Fire Captain-40 Hours	39.8423	41.8328	43.9269	46.1193	48.4269	50.8500
19.4541	Fire Captain-56 Hours	28.4588	29.8805	31.3763	32.9423	34.5906	36.3214
19.4546	Fire Engineer-40 Hours	35.0943	36.8481	38.6943	40.6269	42.6578	44.7923
19.4551	Fire Engineer-56 Hours	25.0673	26.3201	27.6388	29.0192	30.4698	31.9945
19.4601	Fire Fighter Recruit-56 Hours	20.7156	21.7541	22.8421	23.9877	25.1868	26.4478
26.4606	Fire Inspector	28.0380	29.4420	30.9120	32.4600	34.0860	35.7900
19.4596	Firefighter Recruit-40 Hours	29.0019	30.4558	31.9789	33.5828	35.2615	37.0269
15.5016	GIS Administrator	38.6940	40.6321	42.6601	44.7900	47.0340	49.3800
26.5063	GIS Technician	22.9560	24.1020	25.3080	26.5740	27.9000	29.2920
26.3046	Housing Rehab Specialist	28.0380	29.4420	30.9120	32.4600	34.0860	35.7900
15.3026	Housing Services Supv	33.5820	35.2620	37.0260	38.8800	40.8241	42.8640

# SALARY SCHEDULE

City of Salinas  
 Classification - Salary Schedule  
 As of July 1, 2016

		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
16.1166	Human Resource Analyst I	32.2980	33.9180	35.6159	37.3980	39.2700	41.2320
16.1161	Human Resource Analyst II	33.9180	35.6159	37.3980	39.2700	41.2319	43.2900
27.7051	Human Resource Technician	21.5460	22.6200	23.7480	24.9360	26.1840	27.4920
17.1106	Human Resources Officer	50.3640	52.8840	55.5301	58.3080	61.2241	64.2840
15.2101	Information Systems Mgr	45.4561	47.7301	50.1180	52.6260	55.2541	58.0200
25.5466	Inmate Crew Coordinator	24.1020	25.3080	26.5740	27.9000	29.2920	30.7621
15.2111	Integration/Appl Admin	44.3641	46.5840	48.9120	51.3541	53.9281	56.6221
26.5036	Junior Engineer	29.1480	30.6061	32.1420	33.7500	35.4360	37.2120
26.5059	Labor Compliance Officer I	23.7480	24.9360	26.1840	27.4920	28.8660	30.3120
26.4041	Latent Fingerprint Tech	26.7061	28.0380	29.4420	30.9120	32.4600	34.0860
27.7011	Legal Secretary	23.9820	25.1820	26.4420	27.7621	29.1480	30.6061
26.6024	Lib Automation Svc Coord	26.9596	28.3100	29.7231	31.2215	32.7750	34.4135
26.6031	Librarian I	22.5119	23.6400	24.8160	26.0580	27.3601	28.7280
26.6026	Librarian II	24.2220	25.4340	26.7061	28.0380	29.4420	30.9120
26.6066	Library Aide	11.5440	12.1201	12.7260	13.3560	14.0280	14.7241
26.6056	Library Clerk	15.7680	16.5540	17.3881	18.2520	19.1640	20.1240
26.6071	Library Page	10.4135	10.9385	11.4865	12.0578	12.6578	13.2923
26.6051	Library Technician	17.8980	18.7921	19.7281	20.7179	21.7561	22.8420
26.6046	Literacy Asst	17.8980	18.7921	19.7281	20.7179	21.7561	22.8420
26.6061	Literacy Clerk	15.7680	16.5540	17.3881	18.2520	19.1640	20.1240
15.6016	Literacy Program Mgr	32.6220	34.2540	35.9700	37.7640	39.6600	41.6400
26.6041	Literacy Specialist	19.7281	20.7179	21.7561	22.8420	23.9820	25.1820
25.5481	Motor Sweeper Operator	21.8640	22.9560	24.1020	25.3080	26.5740	27.9000
26.6106	Neighborhood Svcs Coord	27.4920	28.8660	30.3119	31.8240	33.4200	35.0941
25.5499	Neighborhood Svcs Worker	17.8080	18.6960	19.6320	20.6160	21.6480	22.7281
15.2106	Network/Sys Administrator	44.3641	46.5840	48.9120	51.3541	53.9281	56.6221
26.2124	Network/System Specialist	27.7558	29.1461	30.6000	32.1346	33.7443	35.4289
15.5423	NPDES Permit Manager	38.6940	40.6321	42.6601	44.7900	47.0340	49.3800
26.7081	Office Assistant	17.6400	18.5220	19.4460	20.4181	21.4380	22.5119
26.7061	Office Technician	20.9280	21.9720	23.0701	24.2220	25.4340	26.7061
23.5456	P.S. Maint Crew Supv	31.2180	32.7780	34.4220	36.1441	37.9500	39.8521
15.5301	Park Grnds Frstry Ops Mgr	39.0721	41.0280	43.0800	45.2341	47.4900	49.8660
24.5311	Park Maint Crew Supvsr	31.2180	32.7780	34.4220	36.1441	37.9500	39.8521
25.5331	Park Maint Worker	19.2540	20.2200	21.2340	22.2960	23.4120	24.5760
26.5346	Parking Operation Officer	26.8380	28.1760	29.5860	31.0680	32.6220	34.2540
27.2026	Payroll Supervisor	30.4560	31.9800	33.5820	35.2620	37.0260	38.8800
27.2031	Payroll Technician	25.0560	26.3100	27.6240	29.0040	30.4560	31.9800
26.3156	Permit Center Clerk	18.6119	19.5360	20.5140	21.5460	22.6200	23.7480
15.3101	Permit Ctr Mgr/Bldg Off	47.7301	50.1180	52.6260	55.2541	58.0200	60.9240
26.3121	Plan Checker I	30.6061	32.1420	33.7500	35.4360	37.2120	39.0721
26.3116	Plan Checker II	32.7780	34.4220	36.1441	37.9500	39.8521	41.8440
15.3001	Planning Manager	44.7900	47.0340	49.3800	51.8521	54.4500	57.1681
26.3056	Planning Technician	23.5259	24.6959	25.9320	27.2280	28.5900	30.0180
26.3146	Plumbing Inspector I	26.8380	28.1760	29.5860	31.0680	32.6220	34.2541
20.4006	Police Commander	61.8115	64.9039	68.1519	71.5558	75.1328	78.8943
21.4021	Police Officer	37.3846	39.2539	41.2154	43.2750	45.4385	47.7115

# SALARY SCHEDULE

City of Salinas  
 Classification - Salary Schedule  
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	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	
21.4026	Police Officer-New Hire	35.6019	37.3846	39.2539	41.2154	43.2750	45.4385
15.1171	Police Records Coord	31.8240	33.4200	35.0941	36.8461	38.6940	40.6321
22.4036	Police Recruit	26.5615	27.8885	29.2846	30.7500	32.2904	33.9058
20.4011	Police Sergeant	52.3558	54.9693	57.7212	60.6058	63.6404	66.8250
15.1111	Police Services Admin	47.7301	50.1180	52.6260	55.2541	58.0200	60.4040
26.7076	Police Services Tech	17.6400	18.5220	19.4460	20.4181	21.4380	22.5119
15.6021	Princ Library Technician	26.1840	27.4920	28.8660	30.3119	31.8240	33.4200
15.3006	Principal Planner	42.6601	44.7900	47.0340	49.3800	51.8521	54.4500
25.4081	Pub Safety Facilities Wkr	17.7240	18.6119	19.5360	20.5140	21.5460	22.6200
15.1136	Pub Works Admin Mgr	39.0721	41.0280	43.0800	45.2341	47.4900	49.8660
15.1151	Pub Works Admin Supv	35.0941	36.8461	38.6940	40.6321	42.6601	44.7900
25.5491	Public Sc Maint Wkr II	19.6320	20.6160	21.6480	22.7281	23.8621	25.0560
25.5486	Public Serv Maint Wkr III	21.8640	22.9560	24.1020	25.3080	26.5740	27.9000
25.5496	Public Svc Maint Wkr I	17.8080	18.6960	19.6320	20.6160	21.6480	22.7281
25.5471	Public Svc Maint Wkr IV	24.1020	25.3080	26.5740	27.9000	29.2920	30.7621
26.7026	Public Works Assistant	23.5260	24.6960	25.9321	27.2280	28.5900	30.0180
25.5351	Pump Maint Mechanic	23.0701	24.2220	25.4340	26.7061	28.0380	29.4420
26.2051	Purchasing Technician	20.9280	21.9720	23.0701	24.2220	25.4340	26.7061
26.5061	PW Compliance Officer I	23.7480	24.9360	26.1840	27.4920	28.8660	30.3120
26.5046	PW Compliance Officer II	26.8380	28.1760	29.5860	31.0680	32.6220	34.2540
15.6100	Rec/Com Svcs Superintendent	43.0673	45.2250	47.4808	49.8578	52.3558	54.9693
26.6121	Recreation Asst	15.7680	16.5540	17.3881	18.2520	19.1640	20.1240
26.6111	Recreation Coordinator	27.4920	28.8660	30.3119	31.8240	33.4200	35.0941
15.2011	Revenue Officer	31.3680	32.9400	34.5900	36.3179	38.1361	40.0441
26.7071	Secretary	17.6400	18.5220	19.4460	20.4181	21.4380	22.5119
15.2016	Senior Accountant	31.3680	32.9400	34.5900	36.3179	38.1361	40.0441
25.5391	Senior Airport Technician	23.0701	24.2220	25.4340	26.7061	28.0380	29.4420
15.2021	Senior Buyer	31.3680	32.9400	34.5900	36.3179	38.1361	40.0441
15.5011	Senior Civil Engineer	44.5800	46.8060	49.1460	51.6059	54.1860	56.8980
15.6011	Senior Librarian	32.6220	34.2540	35.9700	37.7640	39.6600	41.6400
15.3011	Senior Planner	38.6940	40.6321	42.6601	44.7900	47.0340	49.3800
26.7056	Senior Police Svc Tech	20.9280	21.9720	23.0701	24.2220	25.4340	26.7061
26.6114	Senior Recreation Assistant	17.6400	18.5220	19.4460	20.4181	21.4380	22.5119
24.5461	SL/Traffic Sig Crew Sup	31.2180	32.7780	34.4220	36.1441	37.9500	39.8521
25.5476	SL/Traffic Signal Tech	21.8640	22.9560	24.1020	25.3080	26.5740	27.9000
26.6116	Sports ProgramAsst	17.6400	18.5220	19.4460	20.4181	21.4380	22.5119
26.2056	Sr Accounting Clerk	20.0220	21.0299	22.0800	23.1840	24.3420	25.5600
26.2041	Sr Accounting Technician	24.1020	25.3080	26.5740	27.9000	29.2920	30.7621
15.3111	Sr Code Enforcement Officer	33.9180	35.6159	37.3980	39.2700	41.2319	43.2900
15.3106	Sr Combo Bldg Insp	33.9180	35.6159	37.3980	39.2700	41.2319	43.2900
25.5406	Sr Comm Facilities Svc Wk	18.9780	19.9260	20.9280	21.9720	23.0701	24.2220
26.5041	Sr Construction Inspector	28.7280	30.1620	31.6740	33.2581	34.9261	36.6720
16.1116	Sr Deputy City Attorney	44.5800	46.8060	49.1460	51.6059	54.1860	56.8980
26.4051	Sr Evidence Technician	22.8420	23.9820	25.1820	26.4420	27.7621	29.1480
25.5386	Sr Facility Maint Mech	23.0701	24.2220	25.4340	26.7061	28.0380	29.4420
26.6036	Sr Librarian Technician	19.7281	20.7179	21.7561	22.8420	23.9820	25.1820

# SALARY SCHEDULE

City of Salinas  
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	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
15.2116 Sr Programmer/Analyst	39.4621	41.4360	43.5061	45.6840	47.9641	50.3640
26.2046 Sr Purchasing Technician	24.1020	25.3080	26.5740	27.9000	29.2920	30.7621
25.5316 Sr Urban Forestry Worker	23.2980	24.4560	25.6800	26.9701	28.3140	29.7300
25.4076 Sr Vehicle Maint Asst	19.1640	20.1240	21.1321	22.1880	23.2980	24.4560
15.5451 Street Maintenance Mgr	39.0721	41.0280	43.0800	45.2341	47.4900	49.8660
26.7005 Street Outreach Specialist	17.6400	18.5220	19.4460	20.4181	21.4380	22.5119
15.5446 Supt of Maintenance Serv	42.8640	45.0060	47.2560	49.6200	52.1040	54.7081
26.7036 Supvsg Police Serv Tech	22.8420	23.9820	25.1820	26.4420	27.7621	29.1480
26.7031 Supvsg Wrk Proc Operator	22.8420	23.9820	25.1820	26.4420	27.7621	29.1480
15.1156 Technical Serv Coord	34.7579	36.4981	38.3220	40.2421	42.2520	44.3641
15.6006 Technical Services Mgr	32.7780	34.4220	36.1441	37.9500	39.8521	41.8440
26.2121 Telecom Svc Tech	29.4420	30.9120	32.4600	34.0860	35.7900	37.5840
15.5006 Transportation Manager	44.7900	47.0340	49.3800	51.8521	54.4500	57.1681
23.5306 Urban Forestry Crew Supv	31.2180	32.7780	34.4220	36.1441	37.9500	39.8521
25.5326 Urban Forestry Worker I	19.9260	20.9280	21.9720	23.0701	24.2220	25.4340
25.5321 Urban Forestry Worker II	21.1321	22.1880	23.2980	24.4560	25.6800	26.9701
25.5371 Vehicle Maint Assistant	16.7160	17.5560	18.4320	19.3500	20.3220	21.3360
15.5416 Wastewater Manager	39.0721	41.0280	43.0800	45.2341	47.4900	49.8660
25.5436 Wastewater Operator	22.5119	23.6400	24.8160	26.0580	27.3601	28.7280
26.7066 Word Processing Operator	17.6400	18.5220	19.4460	20.4181	21.4380	22.5119
Temporary						
29.9001 Accounting Officer	42.4500	44.5731	46.8000	49.1424	51.6058	
29.9006 Administrative Aide	21.1269	22.1828	23.2904	24.4558	25.6789	
29.9011 Administrative Clerk I	13.2289	13.8865	14.5789	15.3115	16.0731	
29.9016 Administrative Intern	10.0154	10.5173	11.0423	11.5961	12.1731	
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	10.4135	10.9385	11.4865	12.0578	12.6578	
29.9036 Animal Control Officer	19.3500	20.3193	21.3346	22.4019	23.5154	
29.9041 Animal Serv Aide	10.4350	10.9385	11.4865	12.0578	12.6578	
29.9046 Associate Planner	31.0558	32.6135	34.2461	35.9596	37.7596	
29.9051 Central Services Tech	19.2519	20.2211	21.2308	22.2923	23.4058	
29.9056 City Clerk	36.6693	38.5039	40.4308	42.4500	44.5731	
29.9061 Clerical Aide	10.4135	10.9385	11.4865	12.0578	12.6578	
29.9066 Code Enforcement Officer I	24.8135	26.0596	27.3578	28.7250	30.1615	
29.9076 Comm Ctr Svc Aide	10.4654	10.9904	11.5385	12.1154	12.7211	
29.9071 Comm Improve Asst	21.7500	22.8346	23.9769	25.1769	26.4346	
29.9081 Community Service Officer	19.3500	20.3193	21.3346	22.4019	23.5154	
29.9086 Community Services Aide	10.2635	10.7828	11.3193	11.8846	12.4789	
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	
29.9101 Computer Operator	24.2135	25.4250	26.6943	28.0269	29.4289	
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	
29.9116 Deputy City Engineert	44.1404	46.3500	48.6635	51.1039	53.6539	

# SALARY SCHEDULE

City of Salinas  
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	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
29.9121 Deputy Dir of Permit Svcs	44.1404	46.3500	48.6635	51.1039	53.6539	
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	
29.9136 Deputy PW Dir/Eng	79.6731					
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	
29.9181 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	12.4789	13.0961	13.7539	14.4404	15.1615	
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	
29.9221 Junior Engineer	26.9596	28.3096	29.7231	31.2115	32.7750	
29.9226 Latent Fingerprint Tech	15.0115	15.7615	16.5519	17.3828	18.2481	
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	14.5789	15.3115	16.0731	16.8808	17.7231	
29.9251 Library Page	10.0154	10.5173	11.0423	11.5961	12.1731	
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	14.5789	15.3115	16.0731	16.8808	17.7238	
29.9271 Literacy Specialist	18.2481	19.1596	20.1231	21.1269	22.1828	
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	
29.9298 Operations & Development Manager	41.8328	43.9269	46.1193	48.4269	50.8500	
29.9301 Park Maintenance Aide	10.4654	10.9904	11.5385	12.1154	12.7211	
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	
29.9321 Police Cadet	12.4789	13.0961	13.7539	14.4404	15.1615	
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	



# SALARY SCHEDULE

City of Salinas  
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		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
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	
29.9346	Police Services Tech	16.3096	17.1231	17.9769	18.8769	19.8231	
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	
29.9361	Range Assistant	10.0154	10.5173	11.0423	11.5961	12.1731	
29.9366	Recreation Aide	10.0154	10.5173	11.0423	11.5961	12.1731	
29.9371	Recreation Assistant	14.5789	15.3115	16.0731	16.8808	17.7231	
29.9376	Recreation Coordinator	25.4250	26.6943	28.0269	29.4289	30.9058	
29.9381	Recreation Leader I	10.3154	10.8346	11.3711	11.9423	12.4789	
29.9386	Recreation Leader II	10.3673	10.8865	11.4289	12.0000	12.6000	
29.9391	Recreation Program Spec	11.4289	12.0000	12.6000	13.2289	13.8865	
29.9396	Redev Project Manager	37.3846	39.2539	41.2154	43.2750	45.4385	
29.9401	Revenue Technician	20.4173	21.4385	22.5115	23.6308	24.8135	
29.9421	Scorekeeper I	10.3154	10.8346	11.3711	11.9423	12.4789	
29.9416	Scorekeeper II	10.8865	11.4289	12.0000	12.6000	13.2289	
29.9411	Scorekeeper III	12.0578	12.6578	13.2923	13.9558	14.6539	
29.9406	Scorekeeper-Adult Basketball	10.8865	11.4289	12.0000	12.6000	13.2289	
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	
29.9441	Shop Assistant	11.5385	12.1154	12.7211	13.3558	14.0250	
29.9506	Sp Official-Youth Basketball	10.3154	10.8346	11.3711	11.9423	12.4789	
29.9511	Sp Official-Youth Soccer	10.3154	10.8346	11.3711	11.9423	12.4789	
29.9521	Sp Official-Yth Flg Football	10.3154	10.8346	11.3711	11.9423	12.4789	
29.9516	Sports Official I	10.3154	10.8346	11.3711	11.9423	12.4789	
29.9461	Sports Official II	12.0578	12.6578	13.2923	13.9558	14.6539	
29.9466	Sports Official III	14.0250	14.7231	15.4558	16.2289	17.0423	
29.9526	Sports Program Asst	16.3096	17.1231	17.9769	18.8769	19.8231	
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	
29.9541	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	16.3096	17.1231	17.9769	18.8769	19.8231	
29.9551	Student Intern	10.3154	10.8346	11.3711	11.9423	12.4789	
29.9556	Student Worker	10.0673	10.5693	11.1000	11.6539	12.2365	
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	
29.9586	Worksite Supervisor I	10.4654	10.9904	11.5385	12.1154	12.7211	
29.9591	Worksite Supervisor II	11.4289	12.0000	12.6000	13.2289	13.8865	
29.9596	Youth Program Assistant	10.6731	11.2096	11.7693	12.3578	12.9693	
29.9601	Youth Program Leader	14.5789	15.3115	16.0731	16.8808	17.7231	