



## CITY OF SALINAS COUNCIL STAFF REPORT

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**DATE:** MARCH 5, 2024  
**DEPARTMENT:** ADMINISTRATION  
**FROM:** JIM PIA, INTERIM CITY MANAGER  
**BY:** MARINA HORTA-GALLEGOS, HUMAN RESOURCES DIRECTOR  
**TITLE:** MODIFICATION TO THE CLASSIFICATION-SALARY SCHEDULE;  
RECLASSIFICATION; POLICE HIRING INCENTIVE; OVER HIRES

### RECOMMENDED MOTION:

It is recommended that the City Council approve Resolutions modifying the Classification – Salary Schedule to 1) add the classification of Human Resources Manager and adjust the salary range for the temporary classifications of Public Service Maintenance Aide and Public Service Maintenance Worker I and II; 2) approve the recommended reclassifications for the Human Resources Department reorganization 3) approve one over hire in Community Development and one over hire in the Police Department; and 4) approve the proposed revised Police Officer hiring incentive and proposed hourly rate adjustment for the Police Recruit classification.

### EXECUTIVE SUMMARY:

Staff recommends that the City Council approve the attached Resolutions: modifying the Classification – Salary Schedule to include the classification of Human Resources Manager, approve the recommended reclassifications in the Human Resources Department pursuant to section 3.9 (D) of the Personnel Manual which provides, “Reclassification is generally necessitated through organization modification. Generally, reclassification will result from: 1. Significantly changed duties and responsibilities, necessitating a modification of the pay range and title of the position. 2. Reorganization of a department, or division of a department...”. ; Approving the request for Combination Building Inspector II over hire. ; Approving the proposed revised Police Officer hiring incentive recommendations, hourly rate adjustment for the Police Recruit classification, and approving one over hire Community Service Officer; Lastly, approving the salary range for the temporary Public Service Maintenance Aide and Public Service Maintenance Worker I and II temporary classifications.

### BACKGROUND:

#### Community Development

The Community Development Department requests authorization to over hire one Combination Building Inspector II. The Department currently has one vacancy. Due to the challenges in filling positions in this classification and due to current and anticipated projects, staff request authorization

to over hire one position as soon as a qualified candidate is identified. The Department proposes that the over hire will be absorbed through attrition.

### Human Resources

Staff recommend adding the classification of Human Resources Manager and reclassifying the incumbent Senior Human Resources Analysts to this classification. These positions will provide support to the Human Resources Director and assume the day-to-day oversight of staff and division tasks in the core areas of recruitment, classification, benefits administration/payroll, employee onboarding, among others. In addition, staff recommend reclassifying the Human Resources Analyst II to a Senior Human Resources Analyst to assume the more advanced analyst duties currently performed by the Senior analysts.

The Human Resources Department's core functions consisting of recruitment, classification, benefits administration/payroll, and employee onboarding have been shared duties in the Department within the scope of staff job descriptions. Since 2019 the volume of work in these areas has increased and now necessitates a reorganization of the Department with two divisions to be lead each by a Human Resources Manager overseeing the day-to-day activities of the division. The proposed reorganization has been initiated, will not require additional staffing, and is anticipated to provide improved internal and external customer service, streamline workflow, provide day-to-day oversight, and more direct supervision tasks and staff.

### Police

Following the recently negotiated Memorandum of Understanding with the Salinas Police Officers Association (POA), the Acting Chief, Personnel & Training staff, Finance staff, Human Resources staff, and the POA President met to review the current hiring incentive for Police Officers and discuss collaborative efforts to address recruitment and retention in the Police Department.

As noted approximately one year ago, Salinas, like many other cities, is experiencing a diminished pool of well-qualified candidates for police officer. The inability to recruit police officers is of increasingly significant concern. Agencies around the state are experiencing the same shortage of police officer candidates and are offering various hiring incentives to attract qualified applicants. Monetary incentives currently range anywhere from \$7,000 to \$50,000 for lateral police officers.

The Police Department is a full-service police department operating twenty-four hours per day with an authorized staffing of 153 sworn positions. The Department currently has 23 sworn vacancies, and we anticipate additional vacancies in the coming months. The Human Resources Department maintains six different continuous Police Officer recruitments. The number of applications received this fiscal year totals approximately 123 up from 77 approximately one year ago. Since last March when the City Council approved a hiring incentive, the City hired nine Police Recruits and four lateral Police Officers. However, during this same time, 15 sworn personnel separated.

Staff will continue to meet, review, and return with additional recommendations; however, as an initial and immediate step, staff propose a hiring incentive of \$40,000 for fifteen lateral Police

Officers, \$20,000 for Police Recruits, and \$2,500 for staff referrals. The incentive would be paid in installments as follows:

**Lateral Police Officer**

Incentive: \$10,000 upon hire, \$10,000 upon successful completion of the Field Training Officer Program, \$10,000 one year from completion of the Field Training Program, and \$10,000 two years from completion of the Field Training Program.

**Police Recruit**

Incentive: \$2,500 upon hire, \$5,000 upon successful completion of the Field Training Program, \$6,250 one year from completion of the Field Training Program, and \$6,250 two years from completion of the Field Training Program.

The Police Department will utilize salary savings from budgeted, vacant positions to operate the incentive program for a total of approximately \$800,000.

Additionally, staff recommend increasing the Police Recruit hourly rate of pay from \$32.89 to \$41.67 to be competitive with the local jurisdictions. Police Recruits remain at one hourly rate until promoting to the classification of Police Officer upon graduation from the police academy. The City of Salinas has been historically below market in compensation for this short-term appointment.

Lastly, the Police Department requests authorization to over hire one Community Service Officer. The Department currently has one vacancy and anticipates another vacancy in the coming weeks. The Department has two qualified candidates that have passed the background process. Due to the challenges in filling these positions, staff request authorization to over hire one position. The Department proposes that the over hire will be absorbed through attrition.

**Public Works**

Staff recommend an adjustment to the salary range for the temporary classifications of Public Service Maintenance Aide, Public Service Maintenance Worker I and II. These are extra help positions that can be utilized in a number of divisions within the Public Works Department. Staff recommend a salary adjustment to assist with recruitment efforts.

**CEQA CONSIDERATION:**

**Not a Project.** The City of Salinas has determined that the proposed action is not a project as defined by the California Environmental Quality Act (CEQA) (CEQA Guidelines Section 15378).

**STRATEGIC PLAN INITIATIVE:**

The proposed action meets the Effective and Culturally Responsive Government Council goal.

**DEPARTMENTAL COORDINATION:**

The above recommendations are a collaborative and coordinated effort between Human Resources and the respective departments.

FISCAL AND SUSTAINABILITY IMPACT:

The Police Officer hiring incentive will be paid over a period of approximately two to two and one-half years from date of hire depending on varying academy schedules and Field Training Officer Program length. The approximate cost of the program in FY 23-24 is anticipated at \$800,000 and will be covered through salary savings.

No fiscal impact is anticipated for the Community Development and Police Department over hires due to salary savings.

No fiscal impact in FY 23-24 is anticipated for the reclassifications in Human Resources due to salary savings. The annual impact of the reclassifications is \$22,000 and will be included in future annual budget appropriation requests.

No fiscal impact in FY 23-24 is anticipated in the Public Works Department for the adjustment to the temporary classifications, currently departments use temporary funds while funds are available.

ATTACHMENTS:

Resolution – Modification to Classification – Salary Schedule

Resolution – Police Hiring Incentive

Exhibit A – Classification-Salary Schedule

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

RESOLUTION APPROVING MODIFICATION TO THE  
CLASSIFICATION - SALARY SCHEDULE, RECLASSIFICATION, AND OVER HIRE

BE IT RESOLVED BY THE CITY COUNCIL OF SALINAS that the Classification-Salary Schedule previously adopted by the City Council by Resolution is hereby amended to include the classification of Human Resources Manager. The reclassifications in the Human Resources Department are approved. The hourly rates for the Police Recruit and for the temporary Public Service Maintenance Aide and Public Service Maintenance Worker I and II are approved, and the requested over hires in the Community Development Department and Police Department are approved.

PASSED AND ADOPTED this 5th day of March 2024, by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

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Kimbley Craig, Mayor

ATTEST:

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Patricia Barajas, City Clerk

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

**RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SALINAS ADOPTING THE  
REVISED POLICE RECRUITING INCENTIVE PROGRAM**

**WHEREAS**, the City Council has determined that to effectively address current challenges faced by the Salinas Police Department with recruitment, hiring, and retention of Police Officers, the Police Hiring Incentive Program should be adopted; and

**WHEREAS**, a referral incentive will encourage current City employees to recommend qualified candidates to apply for police recruit and lateral positions that have been difficult to fill; and

**WHEREAS**, a hiring incentive will encourage lateral Police Officer and Police Recruit candidates to accept positions with the Salinas Police Department.

**NOW, THEREFORE, BE IT RESOLVED** that the Salinas City Council adopts the revised Police Hiring Incentive Program as follows:

1. An eligible City employee who refers a candidate for a lateral Police Officer or Police Recruit position will receive \$2,500 upon hiring the employee's successful completion of the Field Training Officer program.
2. Police Recruits will receive \$20,000: \$2,500 upon hiring; \$5,000 upon successful completion of the Field Training Officer program, \$6,250 upon one year from the completion of the Field Training Officer Program, and \$6,250 two years from completion of the Field Training Officer Program.
3. New lateral Police Officers will receive \$40,000: \$10,000 upon hiring, \$10,000 upon successful completion of the Field Training Officer program, \$10,000 one year from the completion of the Field Training Officer program, and \$10,000 two years from completion of the Field Training Officer Program.
4. For the purposes of this program, a lateral Police Officer is defined as a current or former California Peace Officer in good standing with the California Commission on Peace Officer Standards and Training (POST) and who possesses a valid POST police academy certificate and a POST Basic Peace Officer certificate.
5. Human Resources staff, the City Manager, Department Directors, the City Attorney, the Mayor, City Councilmembers, and staff in the Personnel & Training Division of the Police Department are ineligible for the referral incentive.
6. This Police Hiring Incentive Program applies to lateral Police Officers and Police Recruits hired on or after April 5, 2024.

**PASSED AND APPROVED** this 5th day of March 2024, by the following vote:

**AYES:**

**NOES:**

**ABSENT:**

**ABSTAIN:**

**APPROVED:**

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Kimbley Craig, Mayor

**ATTEST:**

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Patricia M. Barajas, City Clerk

## EXHIBIT A

Benefit Group	Grade	Position			Step 1 Hourly	Step 1 Monthly	Step 2 Hourly	Step 2 Monthly	Step 3 Hourly	Step 3 Monthly	Step 4 Hourly	Step 4 Monthly	Step 5 Hourly	Step 5 Monthly	Step 6 Hourly	Step 6 Monthly
17		Human Resources Manager			51.0346	8,846	53.7248	9,312	56.4096	9,778	59.2296	10,266	62.1925	10,780	65.3061	11,320
22	22.4036	Police Recruit			41.6738	7,223										
Benefit Group	Grade	Position			Step 1 Hourly	Step 2 Hourly	Step 3 Hourly	Step 4 Hourly	Step 5 Hourly							
29	29.9354	Public Serv Maint Aide			16.8808	17.7238	18.6100	19.5405	19.5405							
29	29.9356	Public Serv Maint Wkr I			17.2961	18.1558	19.0673	20.0193	20.0193							
29	29.9351	Public Serv Maint Wkr II			19.0673	20.0193	21.0231	22.0731	22.0731							