



CITY OF SALINAS, CALIFORNIA

**PROPOSED
OPERATING BUDGET**

FY 2018 – 2019



CITY OF SALINAS
PROPOSED OPERATING BUDGET
Fiscal Year 2018 – 2019



JOE GUNTER
Mayor



SCOTT DAVIS
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



TONY VILLEGAS
Councilmember
District 6

RAY E. CORPUZ, JR.
City Manager

CHRISTOPHER A. CALLIHAN
City Attorney

CARY ANN SIEGFRIED
Library and Community Services Director

ADELE FRESÉ
Police Chief

BRETT LOOMIS
Acting Fire Chief

JIM PIA
Assistant City Manager

DON REYNOLDS
Acting Public Works Director

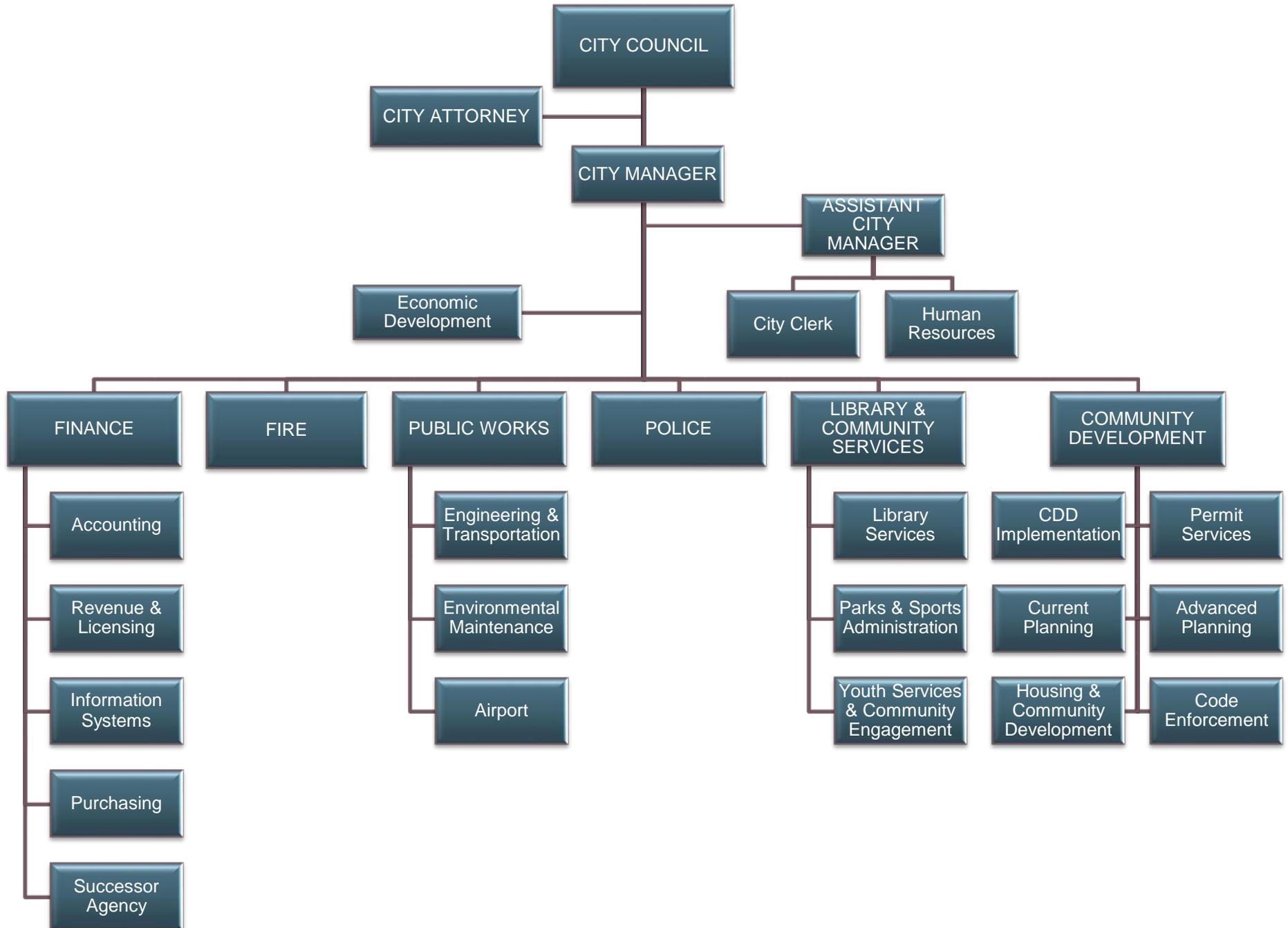
MEGAN HUNTER
Community Development Director

MATT N. PRESSEY, CPA
Finance Director



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CITY OF SALINAS Organizational Chart





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City of Salinas

FINANCE DEPARTMENT • 200 Lincoln Ave • Salinas, California 93901

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

May 29, 2018

Honorable Mayor and City Council of the City of Salinas:

It is my privilege to present the Proposed FY 2018-19 Annual Budget.

Executive Summary

The FY 2018-19 budget is the first year of a series of significant challenging years ahead. The outlook shows healthy resources, however, the trajectory of forecasted expenditures far outpace the revenue growth. With this understanding of the future, the City has been working hard to resolve and address the future challenges. For this year's budget, the City has made difficult short-term and long-term decisions to balance the budget. Strategic long-term decision making will continue.

The City had a \$7.4 million deficit going into this budget cycle and each department has taken the very difficult, but necessary, steps to do their part in the balancing effort. The departments have also been working on implementing the revenue generating and cost cutting items identified in the City's sustainability plan to address both the short term and long term structural challenges. The \$7.4 million gap was closed with \$1.9 million in increased revenue and \$4.6 million in expenditure reductions and a draw from the sustainability reserve of \$0.9 million.

In the midst of challenging deficits, the City is deploying the significant new local and state funding. Approximately \$7 million per year will come from Measure X and SB1 for maintaining and improving the City's roads and sidewalks. The City is also undertaking the long awaited construction of the new Police Services Headquarters and new expanded El Gabilan Branch Library.

Budget Summary

Operating Budget:	
General Fund, Measure E & G	\$ 113,998,213
Other Operating Funds	<u>37,250,908</u>
Total Operating Budget	151,249,121
Capital Budget	<u>127,520,434</u>
Total City Budget	<u><u>\$278,769,555</u></u>

As shown in the table above, the City's Total Proposed FY 2018-19 General Fund/Measure E/Measure G Operating Budget totals \$113,998,213. 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 \$37,250,908 and the Capital Improvement Budget totaling \$127,520,434. The total City Budget is \$278,769,555.

City Council Goals and Objectives and Priority Based Budgeting

The City budget is developed in alignment with the City Council Strategic Plan for 2016-2019. The City Budget also developed using the Priority Based Budget tool to allocate resources to where it matters most.

Budget Process

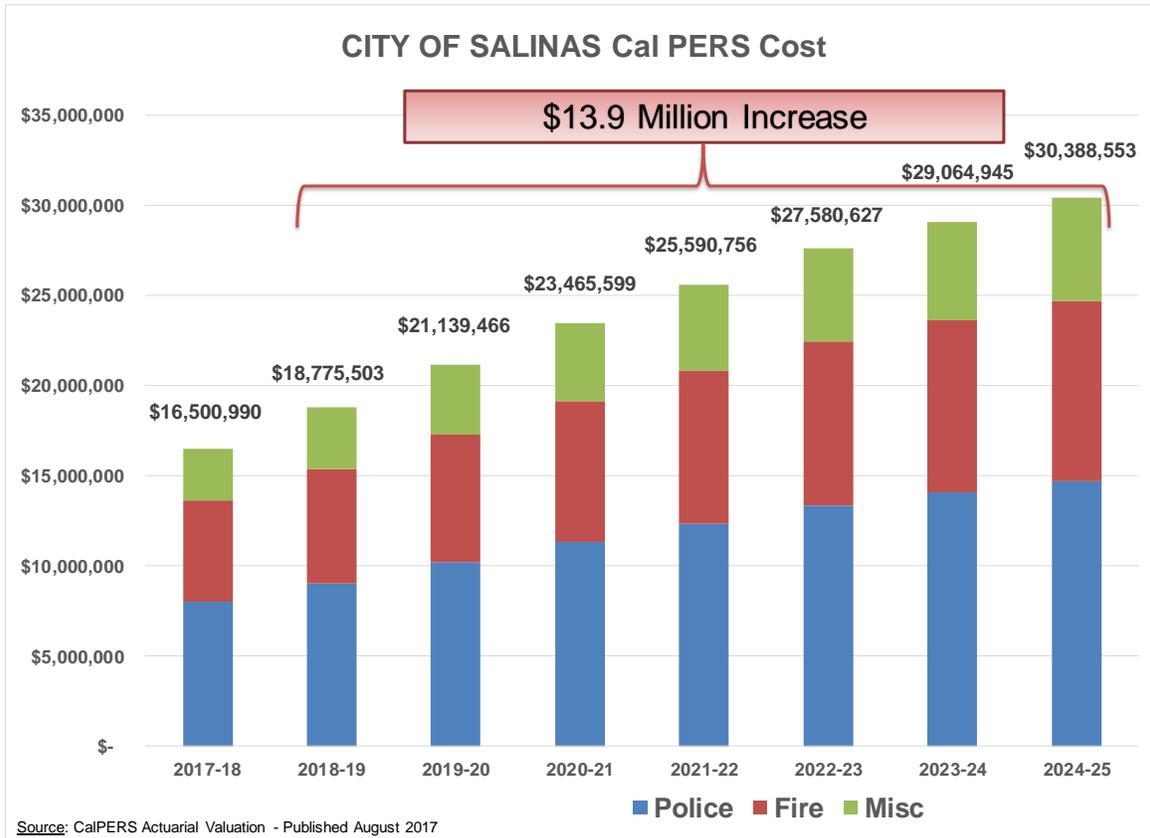
The FY 2018-19 budget process started early this year with the City Manager holding monthly budget meetings with the Department Directors. In February 2018, staff reviewed and projected the revenue forecast and the compilation of the cost of service. In March 2018, budget instructions and budget packets 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. Department staff received refresher training and instruction on how to enter and use the new budget system. Individual departmental budget meetings were conducted with the City Manager and the Finance Director during April and culminated with this budget document.

General Fund Fiscal Outlook and Sustainability

One year ago in February 2017 during the mid-year review, the Salinas Financial Sustainability Plan Framework (Sustainability Plan) was presented for the first time. Staff began the Sustainability Plan in August 2016 with the goal to eliminate the structural deficit of the General Fund. The effort began with meetings held in every department to inform them of the structural deficit and the goal to resolve it. Department staff were solicited for ideas aimed at generating new revenues and cutting or saving on costs. Two significant fiscal impact items occurred between August 2016 and the February 2017 mid-year review: 1) The Salinas Police Officers Association (SPOA) three year Memorandum of Understanding (MOU) was approved (September 2016; \$11.7 million cumulative cost increase over three years) and 2) CalPERS lowered the discount rate (December 2016; \$70.9 million cumulative cost increase over 7 years, with the total annual cost almost doubling by the seventh year). The increase in cost from the CalPERS discount rate change and the SPOA MOU is likely the largest single fiscal impact in the City's history.

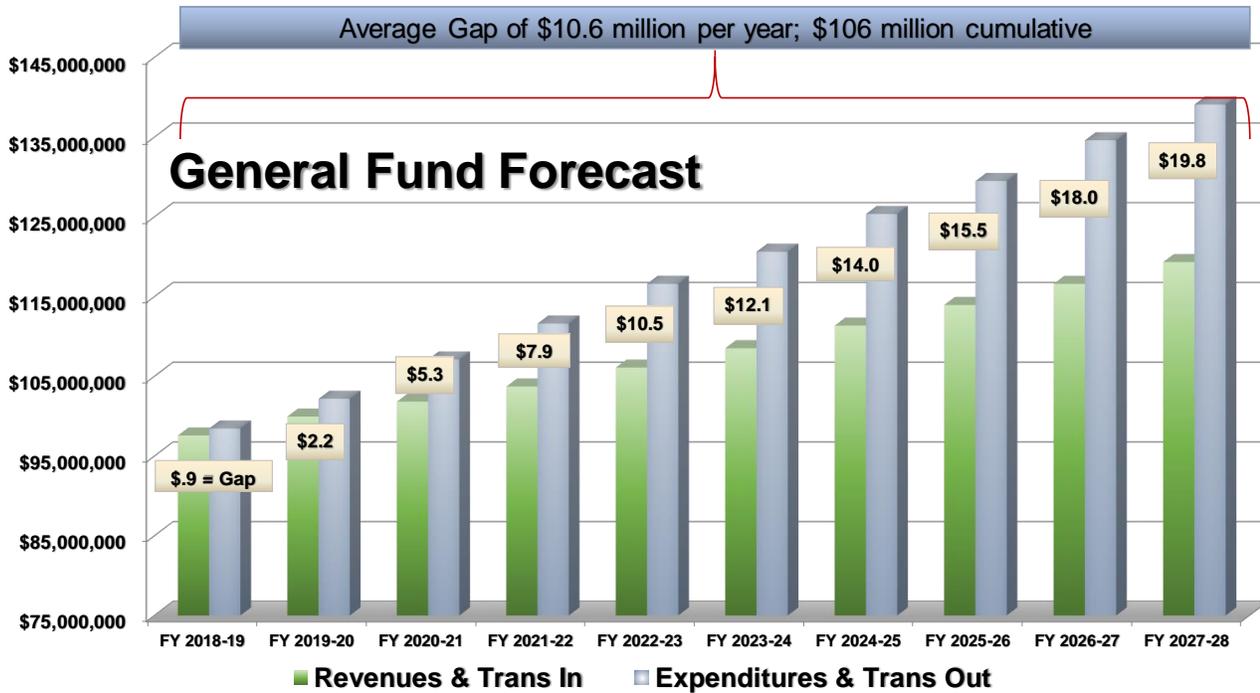
What began as a manageable effort to eliminate the General Fund Structural Deficit in August 2016 has become the most challenging task, similar the great recession, where revenues had dropped off significantly and the City eliminated 135 positions or 20% of the City's workforce. Over the next seven years, although phased in, the impact of the PERS discount rate continues to be a looming tsunami that requires serious planning and rethinking of priorities and service delivery.

The City Manager has been holding monthly budget meetings with the department heads to collaborate on the strategies, implementation of the Sustainability Plan, and on tough decisions and recommendations that need to be brought forward to City Council.



Fiscal Forecast

The General Fund Forecast has been refreshed, which takes into consideration the existing operating programs and their full cost. It also refreshes the revenue forecasts with the most recent historic trends and information on new development and improvement of property and retail establishments. With salary and benefits representing 80% of the General Fund budget, the main cost drivers are, of course, salary, retirement, and health care. The gap between revenue and expenditures over the next ten years are shown below.



Sustainability Plan

The Sustainability Plan serves as a tool to manage, primarily, the General Fund structural deficit and work toward eliminating it. The major items in the plan are listed below and are in various stages of progress:

- **115 Trust and Pay Down Cal PERS Unfunded Actuarial Liability (UAL) Options**
 - A 115 Trust will be established to fund and stabilize the future impacts of the PERS discount policy changes
 - The City has contracted with a 115 Trust service provider
 - Initial deposit is proposed at \$4,300,000 with additional amounts added each year as surplus funds become available
 - The Trust fund is completely liquid since funds can be drawn out for up to two years of pension costs
 - Initial pay down of the UAL is proposed at \$11,349,000, which will save the City \$1,897,000 in annual contributions over the next seven years and a total interest cost of \$3,713,000 million.
 - The annual deficit (gap) in the General Fund will be reduced by approximately 80% of the \$1,897,000 annual contribution savings, or \$1,517,600 each year. This would take next year's gap of \$2.2 million down to \$682,400.

- **Center for Public Management (CPSM) Study**
 - This study focuses on police and fire deployment through the study of service calls and overtime with the goal of becoming more efficient and reducing cost
 - Public safety is the largest cost for the City and the highest priority; As the largest cost, the sustainability plan must include service delivery of public safety
 - Preliminary results have been verbally provided to the Police and Fire Chiefs and the City Manager
 - The results of the study will be presented to City Council in the next month or two along with an implementation strategy and impact to the General Fund.
- **National Resource Network (NRN) Study**
 - In November 2017, Salinas was selected as one of five cities nationally, that would receive a multi-year financial planning study by the National Resource Network. Although the City was responsible for some of the cost, the significant portion of the work is funded through an NRN grant. The progress on this important project continues including the development of a Ten-year Financial Forecast Model. Public Financial Management, Inc. (PFM) is facilitating the important effort in this area as we try to find a path toward budget sustainability in the coming decade.
 - With the City facing growing budget deficits in the coming years, caused in large part by pension cost increases, as well as significant costs in healthcare and labor, this study is timely and will greatly assist in identifying and implementing strategic solutions. Although Departments have worked hard to balance the upcoming fiscal year budget that was in a deficit by \$7.4 million, the problems continue to mount in the years ahead. PFM notes that the deficits grow each year, reaching \$20.1 million by fiscal year 2023, and total combined budget deficits of over \$170 million over the next ten years. The PFM work with the City will look to identify a sustainable budget path in the coming years. Make no mistake, this will be a very difficult task to accomplish within an organizational City structure that will need to be refined in many ways in order to provide our community with necessary services. Preliminary information from PFM is attached to this Transmittal letter. It is anticipated that a presentation to Council will occur in the Fall, following more specific details in the work between NRN and City staff.
- **Storm Water Fee Study and Fee Implementation**
 - Has the potential to generate \$2 million in revenue to fund the unfunded Federal clean water mandate that is currently paid by the General Fund
 - A draft Request For Proposal (RFP) has been prepared and is in the final review process for:
 - Developing a stormwater inspection fee: This will entail reviewing the City's current operating costs to perform stormwater inspections of construction sites, commercial/industrial facilities and create a cost-

justified inspection fee for each type of inspection; and

- Evaluating the feasibility of a City stormwater utility: This involves developing a stormwater utility, determining the stormwater capital and financial needs necessary to establish a utility, and the developing the methodology for community outreach to achieve a successful stormwater utility. The team's ability to provide a clear project plan and approach towards the successful implementation of a stormwater utility are critical factors in the selection process; and
- Updating the City's sanitary sewer rates: This will include reviewing the City's current sanitary sewer fees, determining what the fee should be to provide a sustainable funding mechanism for the City's system, and research on funding a portion of the City's stormwater program needs, if and where a nexus exists (subject to legal review). Justifiable and equitable methodologies should be provided for appropriate user fees adequate to fully fund the expenses associated with utility system operations, including capital expenditures.

- **Bargaining Group MOU's**

- Controlling the cost increases to MOU's will have a large impact on the structural deficit. The FY 2018-19 budget reflects a zero cost of living increase for the Police bargaining groups. The forecast reflects a 2.5% cost of living increase, but a zero cost of living increase will be what is needed.

- **Cannabis**

- The impact to the General Fund is too uncertain and speculative at this time to rely on for budgeting purposes. Any revenue received will be used for one-time needs.

- **Future Growth Area**

- The City is in the process of finalizing two of the three specific plans with the developers
- The future net fiscal impact to the City is positive and significant

- **Economic Development Element**

- Continue to promote and facilitate development of the 558 currently undeveloped acres for commercial, mixed use, and/or industrial development designated in the economic development element
- The economic development element establishes clear policies and actions to promote development

- **Agricultural technology (AgTech)**

- Continue to grow the local economy by promoting the joining of the Silicon Valley and Salinas Valley
- This economic development effort has yielded over 50 new AgTech start-up companies and several new small businesses.
- Increased exposure has resulted in positive media coverage, which helps the City attract businesses and investment by establishing it as a good location to do business.

- Has resulted in greater collaboration between the City, industry, and educational partners, which establishes the foundation for more partnerships in the future.
- Has resulted in new programs, such as coder dojo and Digital NEST, that help youth obtain tech-related skills that will help them obtain better-paying jobs in the future.

State Budget and Local Impacts

Governor Jerry Brown released his revised FY 2018-19 Budget Plan on May 11, 2018. FY 2018–19 marks the Governor’s 16th and final budget and he expressed a desire to leave the state’s finances in order as he completes his fourth term in office. In response to requests for additional funding to address homelessness, led by mayors of California’s 11 largest cities and supported by the League, the Governor proposes an additional \$359 million in spending to address homelessness. The Governor repeated his fiscal prudence mantra while warning of the inevitability of the next recession.

Revenue Assumptions

The City’s FY 2018-19 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 the major General Fund revenue sources are:

- Property Tax
 - FY 2018-19: Assumes 3.0% growth based on current trends and factoring in the Monterey County Assessor estimates.
- Sales & Measure E & G Taxes
 - FY 2018-19: Assumes 2.2% growth from the prior year adopted budget largely based on current year performance and projected economic trends.
- Utility Users Tax
 - FY 2018-19: Assumes 0.3% increase to the current year actual levels.
- Franchise Fees
 - FY 2018-19: Assumes 2.0% growth based on current year performance.
- Business License Tax
 - FY 2018-19: Assumes 1.3% based on current year performance and the general economic outlook.

Major Revenue Summary

Ninety-two percent of the City’s revenue comes from the five revenue sources listed above. Of the 92%, 79% of the City of Salinas’ revenue comes from two major revenue sources: property tax and sales tax (including Measure E and Measure G). Another 21% come from utility users tax, franchise fees, and business license tax.

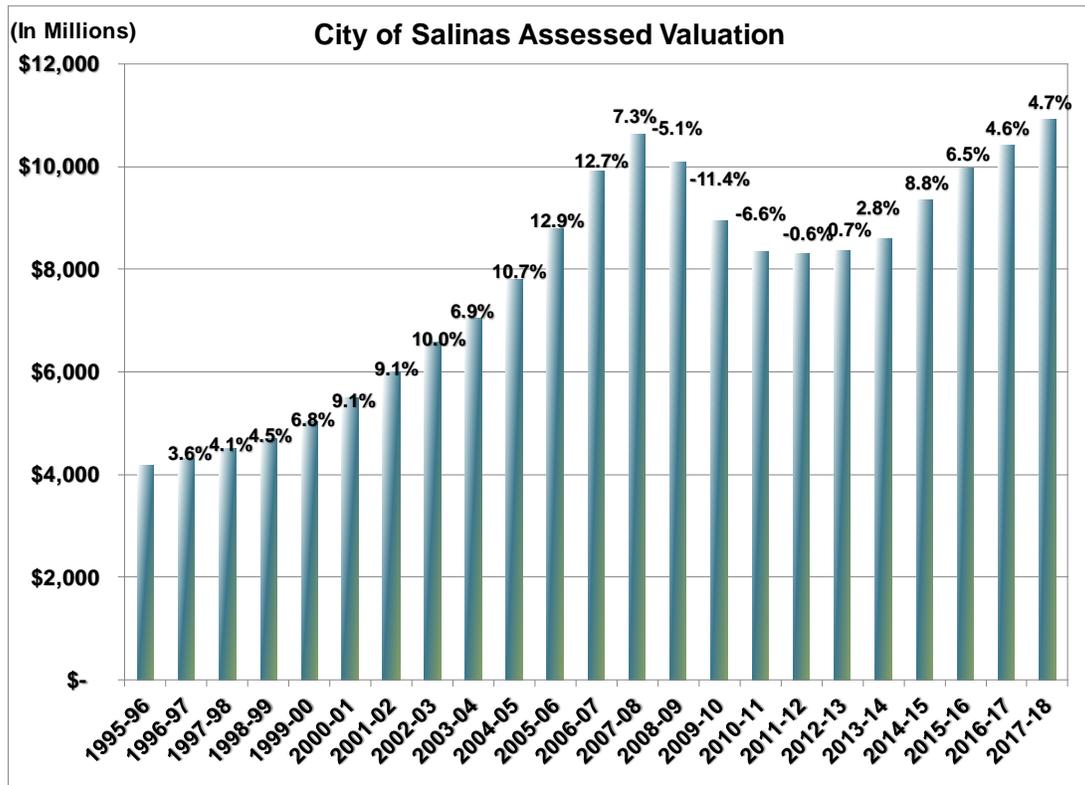
FY 2018-19 General Fund and Measure E & G revenue estimates total \$132,039,854 and major revenue categories are classified and discussed below:

**General Fund, Measure E and G
FY 2018-19 Estimated Revenue**

	FY 2017-18		FY 2018-19		%	
	Adopted	Proposed				
	Budget	Budget	%	Change	Change	%
Property Tax	\$ 28,029,000	\$ 28,869,660	22%	\$ 840,660	3.0%	17.4%
Sales Tax	28,637,500	29,267,000	22%	629,500	2.2%	13.0%
Measure E Tax	12,285,100	12,555,000	10%	269,900	2.2%	5.6%
Measure G Tax	24,406,700	24,943,000	19%	536,300	2.2%	11.1%
Utility Users Tax	12,200,000	12,237,000	9%	37,000	0.3%	0.8%
Franchise Fees	8,689,000	8,865,000	7%	176,000	2.0%	3.6%
Business Lic Tax	4,900,000	4,964,000	4%	64,000	1.3%	1.3%
TOT	2,450,000	2,900,000	2%	450,000	18.4%	9.3%
Other Rev/Transfers	5,606,900	7,439,194	5%	1,832,294	32.7%	37.9%
Total	\$ 127,204,200	\$ 132,039,854	100%	\$ 4,835,654	3.8%	100.0%

Property Tax

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



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 recovery and growth has occurred and exceeded the 2007-08 high for the first time. Estimates for FY 2018-19 reflect a growth of \$840,660, or 3.0%, based on discussions with the County Assessor.

Sales Tax/Measure E/Measure G

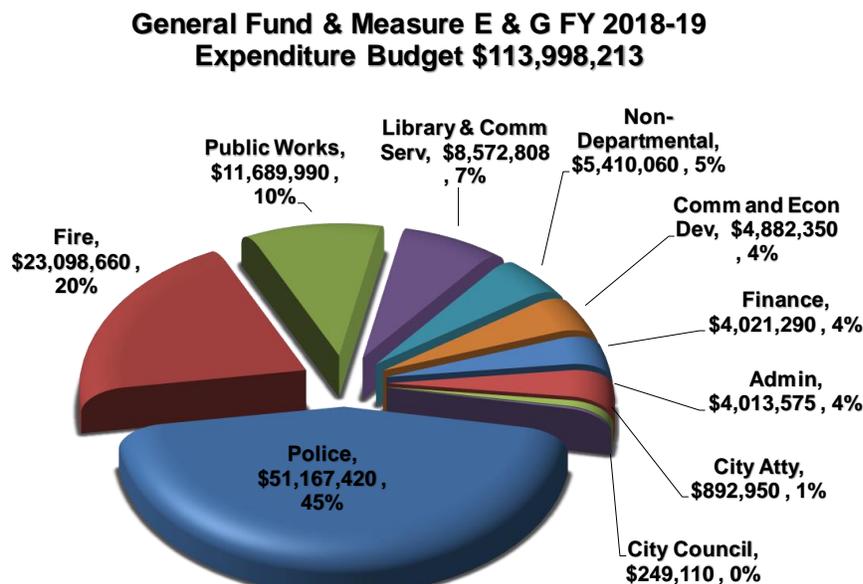
The City’s share of the 7.50% sales and use tax collected on retail sales is one-percent (1%), which is credited to the General Fund. The City also receives revenues from a .5% transaction and use tax approved by Salinas’s voters twelve years ago and was extended with no sunset on November 6, 2012, which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

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

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 2018-19 increase of 2.2%. FY 2018-19 sales tax is estimated at \$29,267,700, Measure E tax estimate of \$12,555,000, and Measure G is estimated at \$24,943,000.

General Fund and Measure E & G Expenditures

The FY 2018-19 General Fund/Measure E & G recommended operating budget totals \$113,998,213, a 0.0% change from last year of \$114,003,250. Public Safety expenditures represent 65.2% of the operating budget. The recommended FY 2018-19 General Fund/Measure E & 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.

Measure E

On May 17, 2018, the Measure E Committee met and received a presentation from staff on the budget proposal. The expenditure budget totals \$12.0 million. The revenue budget is estimated at \$12,555,000, which is an increase of \$269,900, or 2.2%.

Compared to the prior year adopted budget, the total budget decreased by \$1,002,733 as shown in the table below. Most of the change is related to the Paramedic specialty pay funding of \$640,000 moving out of Measure E to the General Fund, a vacancy factor of \$242,070 in Park Maintenance, and the reduction of a vacant Urban Forestry Worker position. In addition, the Library division reduced their FTE by 2.0. The budget also increased by personnel costs as a result of increases in PERS and health insurance. The number of full time authorized positions under Measure E shows a decrease of 3.5 FTE positions when compared to the previous fiscal year.

Measure E FY 2018-19 Operating Budget

	FY 17/18	% of	FY 18/19	% of		%
	Adopted	Total	Proposed	Total	Change	Change
Code Enforcement	\$ 403,280	3.1%	\$ 425,820	3.5%	\$ 22,540	5.6%
Finance	62,000	0.5%	62,000	0.5%	-	0.0%
Fire Marshall	108,820	0.8%	143,920	1.2%	35,100	32.3%
Insurance - Energy Debt Svc	255,500	2.0%	256,810	2.1%	1,310	0.5%
Paramedic Specialty Pay	640,000	4.9%	-	0.0%	(640,000)	-100.0%
Legal	10,000	0.1%	10,000	0.1%	-	0.0%
Library	5,260,140	40.3%	5,113,563	42.4%	(146,577)	-2.8%
Public Works	1,137,230	8.7%	729,700	6.1%	(407,530)	-35.8%
Parks & Recreation	1,072,815	8.2%	1,091,250	9.1%	18,435	1.7%
Youth Services & Community Engagement	272,720	2.1%	285,920	2.4%	13,200	4.8%
Police	<u>3,831,151</u>	<u>29.3%</u>	<u>3,931,940</u>	<u>32.6%</u>	<u>100,789</u>	<u>2.6%</u>
	<u>\$13,053,656</u>	<u>100.0%</u>	<u>\$12,050,923</u>	<u>100.0%</u>	<u>\$ (1,002,733)</u>	<u>-7.7%</u>

Please see the Measure E section of this Operating Budget document for more details on Measure E. Measure E is also funding \$4,005,000 for three projects: \$3,855,000 for the El Gabilan Library, \$50,000 for upgrade computers, and \$100,000 for tennis court improvements.

Measure G Oversight Committee

On May 24, 2018, the Measure G Committee met and received a presentation from staff on the budget proposal.

The City contracts with HdL Companies to monitor, audit, and estimate sales tax. They are estimating the Measure G sales tax for FY 2018-19 to be \$24,943,000. This represents a \$536,300, or 2.2% increase from the most current projections for FY 2017-18 of

\$24,406,700. Fuel and Service Stations are the main driver of the increase followed by Business and Industry. Autos sales are expected to slow next year and decline in the coming years. The FY 2018-19 budget includes \$8,157,485 in capital improvement projects (CIP), a \$2,540,040 transfer out to cover restoring services on Friday (furlough) and general liability insurance premium (mainly for public safety), and a \$13,948,640 operating budget. The CIP includes such projects as the new public safety facility, police and fire vehicles, General Plan update, technology, playground improvements, and fire station renovations. The details of the proposed capital projects are located in the capital improvement budget document for FY 2018-19.

Measure G
FY 2018-19 Operating Budget

	Adopted	% of	Proposed	% of		%
	FY 17/18	Total	FY 18/19	Total	Change	Change
Police	\$ 6,886,486	54.2%	\$ 7,940,790	56.9%	\$ 1,054,304	15.3%
Fire	2,224,570	17.5%	2,232,980	16.0%	8,410	0.4%
PW - Build / Improve / Maintain	1,320,450	10.4%	1,361,510	9.8%	41,060	3.1%
Code Enforcement	410,660	3.2%	404,510	2.9%	(6,150)	-1.5%
Recreation - Youth Prevention	899,780	7.1%	1,093,700	7.8%	193,920	21.6%
Community Safety - Prevention	100,280	0.8%	-	0.0%	(100,280)	-100.0%
Economic Development	105,450	0.8%	106,680	0.8%	1,230	1.2%
Support - Technology	271,550	2.1%	284,830	2.0%	13,280	4.9%
Support - Finance	222,260	1.7%	243,620	1.7%	21,360	9.6%
Support - Human Resources	144,930	1.1%	155,260	1.1%	10,330	7.1%
Support - Administration	116,460	0.9%	124,760	1.0%	8,300	7.1%
	<u>\$ 12,702,876</u>	<u>100.0%</u>	<u>\$ 13,948,640</u>	<u>100.0%</u>	<u>\$ 1,245,764</u>	<u>9.8%</u>

The number of positions funded by Measure E during FY 2015-16, FY 2016-17, and FY 2017-18 and proposed for 2018-19 are summarized as follows:

	<u>FY 17/18</u>	<u>FY 18/19</u>
Police - Sworn	31.0	37.0
Police - Non-Sworn Support	12.0	12.0
Fire - Sworn	14.0	14.0
Fire - Non-Sworn Support	1.0	1.0
Code Enforcement	4.0	4.0
Public Works - Clean-up	1.0	1.0
Public Works - Park Maint.	1.0	1.0
Public Works - Streets	6.0	6.0
Recreation	6.0	6.0
Youth Services & Community Engagement	1.0	1.0
Support - Technology	2.0	2.0
Support - Finance	2.0	2.0
Support - Human Resources	1.0	1.0
Support - Administration	1.0	1.0
Total Positions	<u>83.0</u>	<u>89.0</u>

A total of 83 positions were funded with Measure G funds in FY 2017-18, as shown above. In FY 2017-18, 4 more police officers and 2 fire fighters previously funded by the SAFER grant were added as was planned since the inception of Measure G, and 2 Street Outreach Specialist staff were moved out to temporarily fund with a \$500,000 state grant. In FY 18-19, 6 more police officers were added. These 6 police officers were previously going to be funded as School Resource Officers (SRO's) by the COPS grant. Out of the original 8 SRO grant funded positions, to-date, 2 police officers are operating as SRO's and funded under the COPS grant and 6 will not be funded by the COPS grant and are now funded with Measure G. The total sworn personnel count for the police department remains at 174.

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

Retirement Programs

Most California cities participate in the California Public Employees' Retirement System (CalPERS) retirement program. The cost of providing retirement benefits to employees remains a challenge to cities. Retirement costs represent 15% 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. CalPERS has made six major policy changes that will result in further higher pension costs for the State and CalPERS contracting employers. The latest change is a change in amortization policy. It will become effective with rates for FY 2020-21. Overall, it means our annual contribution will increase. It does not change existing UAL amortizations, only future actuarial gains and losses and UAL changes going forward. Future gains will be amortized over 20 years (vs. 30). The biggest change was made on December 21, 2016, where CalPERS Board of Administration lowered the CalPERS discount rate assumption from 7.50 percent to 7.00 percent over a seven year phase in period. The discount rate is the long-term rate of return, The change will increase public agency employer contribution costs beginning in Fiscal Year 2018-19.

The benefits of reducing the discount rate include:

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

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

Under the Governor's pension reform law called Public Employees' Pension Reform Act of 2013 (PEPRA), new employees began to pay 50% of the normal costs of the pension. Existing city employees or new employees that have been active members in CalPERS within the last six months continue to pay under the existing rates. City Public Safety – Police employees pay twelve (12%) percent of base salary into CalPERS, which was phased in from nine (9%) the last three years; Public Safety – Fire employees pay ten (10%) percent

and it will grow to 12% over the next two years; non-public safety employees pay seven (7%) percent. The majority of cities in the City’s labor market (comparable cities) pay a portion of 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.

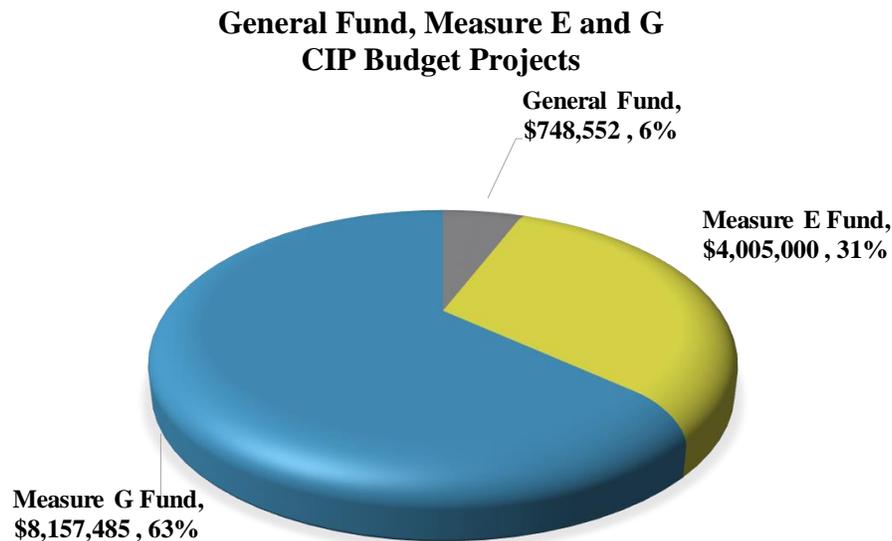
The City’s plans have the following unfunded liabilities and funding status:

- Miscellaneous: \$29.6 million (70.1% funded)
- Police Safety: \$91.5 million (64.5% funded)
- Fire Safety Tier 1: \$54.9 million (64.6% funded)
- Fire Safety Tier 2: \$187.0 thousand (91.7% funded)

The City budgets \$16.7 million, to pay the cost for the Public Safety retirements (79% of the total PERS cost) and \$3.5 million for non-public safety retirements (21% of the total PERS cost).

Capital Improvement Program

The Capital Improvement budget includes a number of General Fund and Measure E and G funded investments. The recommended General Fund items have been significantly scaled down to minimal levels. Measure G funded capital project items total \$8,157,485. Measure E is providing funding for the El Gabilan Library (\$3,855,000), computers (\$50,000), and tennis court improvements (\$100,000).



**General Fund
CIP Budget Projects**

Department - Project	FY 18-19 Proposed
Administration	
9146 - Financial & HR Magmt ERP System	\$ 163,000
9264 - Salinas Valley Sector-Based Intern	120,000
Administration Total	283,000
Community Development	
9001 - Permanent Shelter Predevelopment	125,000
Community Development Total	125,000
Engineering and Transportation	
9111 - Tech & Business Process Innovation	50,000
Engineering and Transportation Total	50,000
Facilities Maintenance	
9533 - Electric Locking System	20,000
Facilities Maintenance Total	20,000
Fire	
9411 - Fire Hydrant Repairs	45,000
Fire Total	45,000
Police	
9304 - Abbott St Safety Building	225,552
Police Total	225,552
Grand Total	\$ 748,552

**Measure E Fund
CIP Budget Projects**

Department - Project	FY 18-19 Proposed
Library	
9166 - New El Gabilan Library	3,855,000
9195 - Computers Upgrade LCSD	50,000
Library Total	3,905,000
Parks and Community Services	
9022 - Tennis Court Improvements	100,000
Parks and Community Services Total	100,000
Grand Total	\$ 4,005,000

**Measure G Fund
CIP Budget Projects**

Department - Project	FY 18-19 Proposed
Administration	
9102 - PCs & Networking	100,000
9159 - Network Equipment Upgrades	50,000
9160 - Wireless Network Coverage	10,000
Administration Total	160,000
Community Development	
9042 - Farmworker Housing Study	25,000
9246 - Alisal Vibrancy Plan (EDE Implem)	25,700
9701 - General Plan	400,000
Community Development Total	450,700
Engineering and Transportation	
9060 - Playground Improvements at Parks	100,000
9068 - City Cleanup Program	100,000
Engineering and Transportation Total	200,000
Facilities Maintenance	
9718 - Reroof Public Buildings	85,000
9875 - City Facilities Repainting	50,000
Facilities Maintenance Total	135,000
Fire	
9235 - Fire Station Renovations	710,000
Fire Total	710,000
Fleet/Equipment Maintenance	
9269 - Facilities Vehicles Repl.	20,900
9270 - Parks Vehicles Replacement	26,950
9271 - Urban Forestry Equip Replacement	150,000
9273 - Fleet Vehicles Replacement	4,950
9540 - Fire Apparatus Repl Leases	786,985
9579 - Police Vehicle Replacement	650,000
Fleet/Equipment Maintenance Total	1,639,785
Parks and Community Services	
9737 - Athletic Field Repairs	35,000
Parks and Community Services Total	35,000
Police	
9214 - PD Records Management System	150,000
9244 - New Police Facility Financing	4,677,000
Police Total	4,827,000
Grand Total	\$ 8,157,485

The CIP is contained in a separate document and provides detailed information for each capital project included in the FY 2018-19 Capital Improvement Budget and Capital Improvement Program (FY 2018-19 through FY 2023-24).

General Fund, Measure E and Measure G Operating Reserves

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

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

During the Great Recession, the FY 2009-10 Budget was balanced using \$9.4 million of General Fund/Measure E reserves. The use of reserves in both FY 2008-09 and FY 2009-10 was required to maintain services and were depleted to zero. Over the last seven 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 General Fund, Measure G and E reserves have grown and are now at \$9.6 million or 8.4% of operating expenditures. The Measure G reserve of \$1,760,000 is 8% of the 1st 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 \$2,500,000 for the New York Life Retirement Reserve and \$425,000 remaining in the deficit reduction reserve.

	<u>General Fund</u>	<u>Measure E</u>	<u>Measure G</u>	<u>Total</u>
Operating Reserve	<u>\$ 6,830,000</u>	<u>\$ 962,000</u>	<u>\$ 1,760,000</u>	<u>\$ 9,552,000</u>
Reserve % of FY 18-19 Appropriations	7.7%	8.2%	12.6%	8.4%

Conclusion

As reflected in this transmittal letter, fiscal sustainability is the overarching theme of the FY 2018-19 Proposed Budget, and has guided the proposals therein. The City has been fortunate, in the last several years, to experience a robust recovery from the recession, and be able to fully fund City operations, provide services, fund important capital projects, and continue to build our reserves. Steps we are taking to address long-term financial health includes:

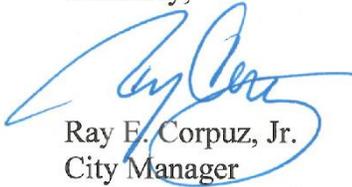
- Mitigating the impact of the Cal PERS discount rate change
- Addressing the state and federal clean water mandates for stormwater through our National Pollutant Discharge Elimination System (NPDES) cost recovery
- Implementing new efficiencies in services delivery and redefining core services
- Addressing housing and homelessness
- New 10 year financial model

We will also need to critically review workforce levels and labor costs.

I would like to thank the City Council for its leadership during the last year in continuing to guide City Staff in providing excellent level of service to the Salinas community. I would also like to recognize the City of Salinas staff for their dedication to this organization.

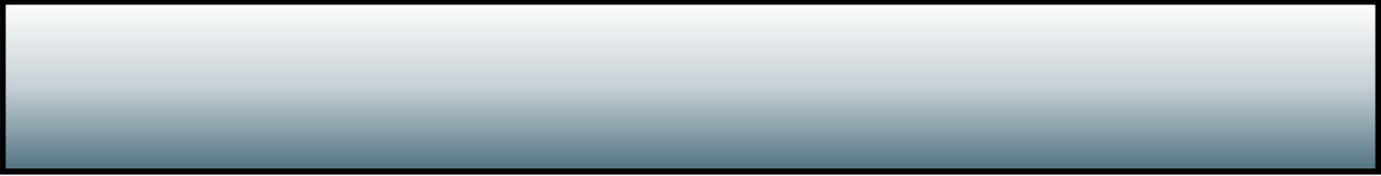
Lastly, I would like to thank the employees in the Finance Department who worked on the budget documents, as well as all other staff who made contributions to its completion.

Sincerely,



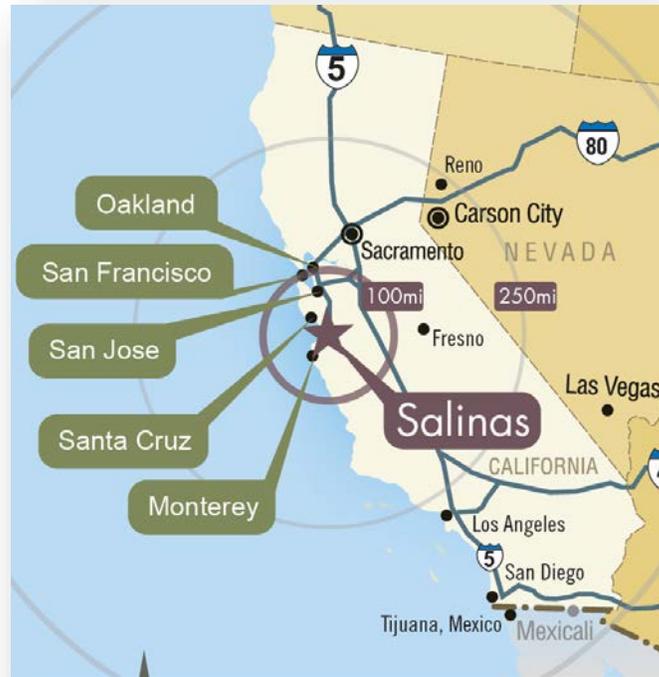
Ray E. Corpuz, Jr.
City Manager

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COMMUNITY PROFILE



HISTORY

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

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

The City of Salinas was incorporated as a charter city on March 4, 1874 providing all typical City services: Public Safety (police and fire), Public Works (engineering & transportation, and environmental & maintenance services), Community Development (permit services and planning), Library and Community Services (parks & community services, and library), and General Administrative Services. Business-type City services include: a Municipal Airport, Industrial Waste System, Golf (two municipal golf courses), Sanitary Sewer and Storm Drain Systems, Water Utility, Preferential, Downtown Parking District and Permit Services. The State Department of Finance reports the City's population at 161,784, as of January 1, 2018. The City employs about 597 persons on a full time basis.

CITY GOVERNMENT

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

COMMUNITY PROFILE

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

ECONOMY

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

HOUSING

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

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

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

TRANSPORTATION

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

Air

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

Bus

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

Highways

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

Rail

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

COMMUNITY PROFILE

SCHOOLS

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

COMMUNITY SERVICES

Salinas has extensive health and medical services with two of Monterey County's four hospitals located within the City. Natividad Medical Center recognized as a Medical Center Level II Trauma Center serving the Central Coast. Salinas also offers skilled nursing and convalescent homes and residential retirement facilities for seniors, as well as over 210 practicing physicians.

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

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

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

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

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

COMMUNITY PROFILE

- Measure G Committee

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

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

BUDGET GUIDE

BUDGET GUIDE

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

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

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

The annual operating budget is a financial plan for a specific period of time. Salinas prepares a one-year operating budget and a six-year capital improvement budget plan. The operating budget is adopted by Council and implemented by staff. For the City of Salinas the City's fiscal year starts on July 1st and end on June 30th.

DOCUMENT ORGANIZATION

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

Letter of Transmittal

In the transmittal letter to the City Council and Salinas' citizens, the City Manager summarizes the operating budget for Fiscal Year (FY) 2018-19. It outlines strategies and objectives for the fiscal years and highlights the most critical issues facing the City.

Community Profile and Budget Guide

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

Financial Summaries

Local government budgets are organized or separated into various funds in order to account for revenues, which are restricted by law as to how they may be spent. Each fund functions like a separate bank account targeted to a specific purpose or purposes and the City's budget is financed by these different funds. This section of the budget presents the Budget Resolution that captures the Estimated Revenue, Interfund Transfers and Appropriations for FY 2018-19; The Appropriation Limit calculation; Fund Balance projection by fund for FY 2018-19; The Administrative Overhead Rates; A summary schedules of revenues by fund that includes actual revenues for FY

BUDGET GUIDE

2015-16 and FY 2016-17 and estimates for FY 2017-18 and FY 2018-19. Also contained here is the summary of the total full time workforce budgeted for the next year with historical changes in staffing over time.

Financial Policies

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

Measure E Funds

This section provides historical information about the circumstances surrounding the conception and implementation of the Transaction and Use tax approved by Salinas' voters on November 2005. This section also includes summaries of the Measure E funds budgeted for Operating and Capital Projects for FY 2018-19 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 2018-19 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 2018-19, and a financial summary showing funding sources, actual expenditures from FY 2015-16 and FY 2016-17 and projected expenditures for FY 2017-18 and FY 2018-19.

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

STRUCTURE OF THE CITY'S FINANCES

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

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

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

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

BUDGET GUIDE

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

BASIS OF ACCOUNTING

Fund Accounting

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

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

Base Budget: Each department is initially provided an annual appropriation sufficient to fund current service levels and any other costs the department is responsible for managing. This year's base budget involved taking the FY 2017-18 final adopted budget, reducing it for any one-time capital outlay expenditures and includes a Cost-of-living adjustments ranging from 2.5% to 3.0% for both public safety and non-public safety employees, with various bargaining unit increases due on December 8, 2018, January 1, 2019, January 15, 2019, and March 27, 2019. In addition, the budget includes cost increases for other contractual obligations where needed (such as utilities increases, vendor service contract rate increases, etc.)

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

Long Range Financial Planning

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

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

Reserves

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

Contingency Reserve Policy

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

Long Term Capital Debt

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

BUDGET GUIDE

Investments and Cash Management

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

BUDGET PROCESS

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

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

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

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

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

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

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

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

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

BUDGET GUIDE

reservations of fund balance and do not constitute expenditures or liabilities because the commitments will be honored during the subsequent year.

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

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

The presentation of the City Manager's Proposed Budget in 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.cityofsalinas.org.

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 broadcast live online and televised on the local cable access channel 25 and subsequently aired many times.

GLOSSARY OF BUDGET TERMINOLOGY

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

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

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

BUDGET GUIDE

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

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

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

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

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

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

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

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

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

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

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

CAPITAL OUTLAY Purchase of equipment (including vehicles), tools, and furniture having a value of \$5,000 or more and a normal useful life of two years or more.

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

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

DEPARTMENT SUMMARY The Department Summary provides a summary of source of funds and expenditures by major category. The source of funds section shows how the fiscal year 2015-16 and 2016-17 actual, the 2017-18 budget and the proposed 2018-19 budget are funded. The expenditure section details both employee services and other resources. The employee services category includes regular full-time, temporary part-time, and overtime. The other resources category includes: supplies/small equipment, outside services/other expenditures, and capital outlay

BUDGET GUIDE

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

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

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

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

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

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

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

FULL TIME EQUIVALENT (FTE) Technique converting labor work hours into a unit measure of equivalent number of full time employees (1 FTE =2,080 annual hours) with the exemption of firefighters that are measured on 2,912 annual hours annually. For FY 2015-16 forward, the budget included employees full cost due to the elimination of the furlough program effective July 1, 2015. Cost of restoring full time service to Salinas’ residents (Monday-Friday) is absorbed by the Measure G Fund.

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

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

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

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

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

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

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

BUDGET GUIDE

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

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

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

SUPPLIES / SMALL EQUIPMENT Items purchased that have a unit value of less than \$5,000 regardless of normal useful life, or have a unit value of more than \$5,000 and a useful life of less than 2 years.

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

REVENUES SCHEDULES Complete revenue worksheet for 2015-16 and 2016-17 actuals & 2017-18 and 2018-19 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 2018-19**

Will be presented for adoption on 6/5/2018

FINANCIAL SUMMARIES

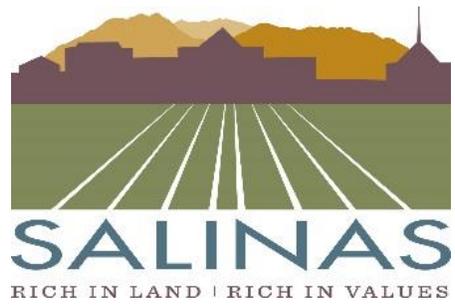
**Budget Resolution
Fiscal Year 2018-19**

Will be presented for adoption on 6/5/2018

FINANCIAL SUMMARIES

Appropriations Limit

Will be presented for adoption on 6/5/2018



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FINANCIAL SUMMARIES

Fund Balances

Fiscal Year 2018-19

Fund	Estimated Balance 06/30/2018	Estimated Revenues FY 18-19	Budget FY 18-19	Interfund Transfers FY 18-19	Reserve Transfers FY 18-19	Estimated Balance 06/30/2019	
General Fund	7,905,948	94,438,354	(88,255,460)	(6,306,660)	-	7,782,182	
General-Capital Improvement Reserve	-	-	-	(748,552)	-	(748,552)	
General-Operating Reserve	6,830,000	-	-	-	-	6,830,000	
Reserve - Deficit Contingency	1,300,000	-	-	-	-	1,300,000	
Reserve New York Life Plan	2,500,000	-	-	-	-	2,500,000	
Total	<u>18,535,948</u>	<u>94,438,354</u>	<u>(88,255,460)</u>	<u>(7,055,212)</u>	<u>-</u>	<u>17,663,630</u>	1
Measure E Fund							
Transactions & Use 1/2 cent Tax	1,880,377	12,588,000	(11,794,113)	(3,562,350)	-	(888,086)	
Measure E - Operating Reserve	962,000	-	-	-	-	962,000	
Total	<u>2,842,377</u>	<u>12,588,000</u>	<u>(11,794,113)</u>	<u>(3,562,350)</u>	<u>-</u>	<u>73,914</u>	2
Measure G Fund							
Transactions & Use 1 cent Tax	(5,635,781)	25,013,500	(13,948,640)	(10,697,525)	-	(5,268,446)	
Measure G - Operating Reserve	1,760,000	-	-	-	-	1,760,000	
Total	<u>(3,875,781)</u>	<u>25,013,500</u>	<u>(13,948,640)</u>	<u>(10,697,525)</u>	<u>-</u>	<u>(3,508,446)</u>	3
Assessment & Maintenance Districts							
Maintenance District Administration	34,996	61,500	(42,260)	-	-	54,236	
Woodside Park	77,496	38,500	(38,400)	-	-	77,596	
Downtown Mall	(38,677)	-	(3,200)	-	-	(41,877)	
Airport Business Park	12,800	21,340	(20,210)	(1,130)	-	12,800	
North East	140,787	624,300	(694,840)	(38,560)	-	31,687	
Harden Ranch	24,709	127,600	(154,200)	(4,390)	-	(6,281)	
Vista Nueva	179,057	29,950	(26,800)	(3,070)	-	179,137	
Mira Monte	301,890	120,450	(140,380)	(5,820)	-	276,140	10
Monte Bella	3,385,237	519,560	(238,690)	(613,050)	-	3,053,057	11
Assessment Administration	(13,007)	16,000	-	-	-	2,993	
Assessment Districts Reserve	2,407,043	11,000	-	-	-	2,418,043	
Assessment Districts Bonds	1,008,481	1,378,530	(897,993)	-	-	1,489,018	
Total	<u>7,520,812</u>	<u>2,948,730</u>	<u>(2,256,973)</u>	<u>(666,020)</u>	<u>-</u>	<u>7,546,549</u>	

FINANCIAL SUMMARIES

Fund Balances Fiscal Year 2018-19

Fund	Estimated Balance 06/30/2018	Estimated Revenues FY 18-19	Budget FY 18-19	Interfund Transfers FY 18-19	Reserve Transfers FY 18-19	Estimated Balance 06/30/2019
Public Safety	430,279	882,000	(600,000)	(298,447)	-	413,832
Emergency Medical Services Fund	83,488	141,500	(1,162,140)	500,000	-	(437,152) 4
Asset Seizure	74,381	21,050	(20,000)	-	-	75,431
Traffic Safety	1,182	250,000	-	(250,000)	-	1,182
Vehicle Abatement	352,146	120,000	(200,650)	50,000	-	321,496
Recreation Parks Fund	(5,801)	30,000	(23,400)	-	-	799 5
Public Education Fund	214,305	185,000	(355,500)	-	-	43,805
Measure X Transportation Safety	835,785	5,790,000	(2,200,000)	-	-	4,425,785
SB1 Road Maintenance & Rehab	15,000	943,700	-	(2,700,000)	-	(1,741,300)
SA Public Improvements	1,539,147	6,000	-	-	-	1,545,147
HSA Affordable Housing	558,697	57,100	(52,850)	-	-	562,947
Development Fees						
Sewers	15,219	74,500	-	-	-	89,719
Parks	(65,259)	20,000	-	-	-	(45,259)
Library Fees	205,880	50,500	-	(205,000)	-	51,380
Trees	2,205	500	-	-	-	2,705
Annexation	731	1,000	-	-	-	1,731
Arterial	494,309	250,000	-	-	-	744,309
Fire Fees	168,338	80,500	-	(50,000)	-	198,838
Police Fees	511,570	136,500	-	-	-	648,070
Total	1,332,993	613,500	-	(255,000)	-	1,691,493 13
Gas Tax	(523,556)	3,729,200	-	(3,620,000) 12	-	(414,356)
Community Development Act of 1974	29,424	5,381,369	(3,995,575)	(830,000)	-	585,218
Grants	-	1,426,726	(1,426,726)	-	-	-
Debt Service	1,000,852	2,500	(2,471,656)	2,239,290	-	770,986 14

FINANCIAL SUMMARIES

Fund Balances

Fiscal Year 2018-19

Fund	Estimated Balance 06/30/2018	Estimated Revenues FY 18-19	Budget FY 18-19	Interfund Transfers FY 18-19	Reserve Transfers FY 18-19	Estimated Balance 06/30/2019
Special Aviation						
California Aid to Airports	31,637	500	-	-	-	32,137
CC&F Land Sale	932,015	8,500	-	(43,250)	-	897,265
Federal Aviation Grants	39,353	1,976,050	-	(1,634,350)	-	381,053
Total	<u>1,003,005</u>	<u>1,985,050</u>	<u>-</u>	<u>(1,677,600)</u>	<u>-</u>	<u>1,310,455</u>
Construction Assistance						
State & Federal	-	9,786,090	-	(9,786,090)	-	-
Measure X - Bond Proceeds	-	22,255,000	-	(22,255,000)	-	-
Others	-	70,779,400	-	(70,779,400)	-	-
Total	<u>-</u>	<u>102,820,490</u>	<u>-</u>	<u>(102,820,490)</u>	<u>-</u>	<u>-</u>
Assessment District Project	395,166	2,000	-	-	-	397,166
Capital Projects Revolving Fund	2,000,000	-	(127,520,434)	127,520,434	-	2,000,000
Enterprise Operations						
Airport	454,602	1,456,000	(1,354,180)	(200,840)	-	355,582
Industrial Waste	738,416	3,055,000	(1,816,141)	(1,819,640)	-	157,635
Golf Courses	(223,573)	162,700	(689,677)	450,000	-	(300,550)
Sanitary Sewer	2,835,806	3,605,000	(2,766,337)	(2,112,480)	-	1,561,989
Storm Sewer	(638,506)	102,000	(2,986,961)	2,817,500	-	(705,967)
Hitchcock Road Water System	33,185	11,000	(20,000)	-	-	24,185
Downtown Parking District	(1,273,763)	524,200	(1,646,212)	1,091,940	-	(1,303,835)
Preferential Parking	18,647	39,400	(24,500)	-	-	33,547
Parking Enforcement	-	350,000	(380,400)	250,000	-	219,600
Permit Services	1,126,027	2,092,700	(2,549,490)	(215,000)	-	454,237
Carzyhorse Landfill	1,670,903	-	-	(385,100)	-	1,285,803
Total	<u>4,741,744</u>	<u>11,398,000</u>	<u>(14,233,898)</u>	<u>(123,620)</u>	<u>-</u>	<u>1,782,226</u>
Internal Service						
Administration	1,545,265	350,000	(47,010)	350,000	-	2,198,255
General Insurances	3,558,368	1,010,000	(525,100)	650,000	-	4,693,268

FINANCIAL SUMMARIES

Fund Balances

Fiscal Year 2018-19

Fund	Estimated Balance 06/30/2018	Estimated Revenues FY 18-19	Budget FY 18-19	Interfund Transfers FY 18-19	Reserve Transfers FY 18-19	Estimated Balance 06/30/2019
Workers Compensation Insurance	4,638,166	5,447,700	(4,434,190)	-	(5,651,676)	-
Liability Insurance	3,053,488	966,000	(2,100,430)	2,202,900	(4,121,958)	-
Fleet Maintenance	213,188	-	(1,622,210)	1,995,360	-	586,338
Total	<u>13,008,475</u>	<u>7,773,700</u>	<u>(8,728,940)</u>	<u>5,198,260</u>	<u>(9,773,634)</u>	<u>7,477,861</u> 6
Trusts & Agencies						
Economic Development Corporation	116,601	-	-	-	-	116,601
Successor Agency - SRA	<u>7,073,617</u>	<u>2,319,400</u>	<u>(1,722,900)</u>	<u>(951,720)</u>	<u>-</u>	<u>6,718,397</u>
Total	<u>7,190,218</u>	<u>2,319,400</u>	<u>(1,722,900)</u>	<u>(951,720)</u>	<u>-</u>	<u>6,834,998</u>
Deferred Compensation & Retirement	<u>25,530</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>25,530</u>
Total All Funds	<u>59,325,816</u>	<u>280,866,869</u>	<u>(280,969,855)</u>	<u>-</u>	<u>(9,773,634)</u>	<u>49,449,196</u>

FINANCIAL SUMMARIES

Fund Balances - Notes Fiscal Year 2018-19

	<u>Estimated FY 17-18</u>	<u>Estimated FY 18-19</u>
1 Beginning General Fund Balance	11,993,575	18,535,948
Estimated Revenue	90,491,900	94,438,354
(To) From Other Funds	(1,640,342)	(6,306,660)
Estimated Expenditures		
Operating	(89,265,068)	(88,255,460)
Use of Deficit Contingency Reserve	(1,200,000)	
Capital Projects-Mid Year		
Capital Projects-On-going (Minimum Required)	(739,337)	(748,552)
Ending General Fund Unreserved Fund Balance	9,640,728	17,663,630
Reserves		
Operating Reserve	(6,830,000)	(6,830,000)
Contingency Reserve	(300,000)	(1,300,000)
New York Life Reserve	(2,500,000)	(2,500,000)
Unreserved Fund Balance	10,728	7,033,630
2 Beginning Measure E Fund Balance	<u>1,807,155</u>	<u>2,842,377</u>
Estimated Revenue	<u>12,318,100</u>	<u>12,588,000</u>
On-going Expenditures		
Operating Budget	(12,025,306)	(11,794,113)
Capital Projects	(140,000)	(4,005,000)
(To) From Other Funds	(21,800)	442,650
Total On-going Expenditures	<u>(12,187,106)</u>	<u>(15,356,463)</u>
Ending Measure E Unreserved Fund Balance	1,938,149	73,914
Operating Reserve	<u>(962,000)</u>	<u>(962,000)</u>
Ending Measure E Unreserved Fund Balance	976,149	(888,086)
3 Beginning Measure G Fund Balance	<u>(2,389,994)</u>	<u>(3,875,781)</u>
Estimated Revenue	<u>24,477,200</u>	<u>25,013,500</u>
On-going Expenditures		
Operating Budget	(12,712,876)	(13,948,640)
Capital Projects	(10,145,493)	(8,157,485)
(To) From Other Funds	(2,488,400)	(2,540,040)
Total On-going Expenditures	<u>(25,346,769)</u>	<u>(24,646,165)</u>
Ending Measure G Unreserved Fund Balance	(3,259,563)	(3,508,446)
Operating Reserve	(1,760,000)	(1,760,000)

FINANCIAL SUMMARIES

Fund Balances - Notes Fiscal Year 2018-19

	<u>Estimated FY 17-18</u>	<u>Estimated FY 18-19</u>
Estimated Salary Savings	300,000	
Ending Measure G Unreserved Fund Balance	<u>(4,719,563)</u>	<u>(5,268,446)</u>
4 Emergency Medical Services Fund (Paramedic Program)		
Beginning Balance	1,069,685	83,488
County CSA 74 Funds	146,500	141,500
Ambulance Contract		
General Fund Contribution	640,000	640,000
Estimated Expenditure		
Operations	(934,270)	(1,162,140)
EMS Equipment	(60,000)	
Capital Project - EMS Safety Equipment	<u>(140,000)</u>	<u>(140,000)</u>
Unreserved Fund Balance	<u>721,915</u>	<u>(437,152)</u>
5 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.		
6 Internal Service-Fund Balance	10,820,961	13,008,475
Reserves		
-Workers Compensation Insurance	(4,459,687)	(5,651,676)
-Liability Insurance	<u>(2,317,805)</u>	<u>(4,121,958)</u>
Unreserved Fund Balance	<u>4,043,469</u>	<u>3,234,841</u>
7 Golf Courses Fund Balance	1,136,115	157,650
(To) From Other Funds	450,000	450,000
Reserve-Debt Service	<u>(908,200)</u>	<u>(908,200)</u>
Unreserved Balance	<u>677,915</u>	<u>(300,550)</u>
8 Sanitary Sewer Fund Balance	1,333,419	2,996,789
Reserve-Debt Service	(1,209,800)	(1,209,800)
-Operating Reserve	<u>(225,000)</u>	<u>(225,000)</u>
Unreserved Balance	<u>(101,381)</u>	<u>1,561,989</u>
<p>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.</p>		
9 Downtown Parking District		
Beginning Balance	(742,343)	(1,273,763)
Estimated Revenue	211,100	524,200
General Fund	175,000	175,000
Successor Agency of RDA	* 951,567	950,407

FINANCIAL SUMMARIES

Fund Balances - Notes Fiscal Year 2018-19

	<u>Estimated FY 17-18</u>	<u>Estimated FY 18-19</u>
Estimated Expenditure		
Operations	(564,620)	(695,802)
Debt Service	(951,567)	(950,407)
Energy Improvements		(33,470)
	<u> </u>	<u> </u>
Unreserved Fund Balance	<u>(920,863)</u>	<u>(1,303,835)</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 Agency.

10	Mira Monte Maintenance District		
	Capital Reserve		
	(Streets, Curbs, Gutters & Sidewalks)	140,450	140,450
	Operating Reserve	<u>151,026</u>	<u>135,690</u>
	Reserved Fund Balance	<u>291,476</u>	<u>276,140</u>
11	Monte Bella Maintenance District		
	Capital Reserve		
	(Streets, Curbs, Gutters, Sidewalks & Street Trees)	3,147,090	2,923,357
	Operating Reserve	<u>129,700</u>	<u>129,700</u>
	Reserved Fund Balance	<u>3,276,790</u>	<u>3,053,057</u>
12	Includes General Fund, Measure G and Gas Tax Transfers to fund the federally mandated program	<u>(1,917,300)</u>	<u>(3,620,000)</u>
13	Reserved for Future Development Fee projects.	1,106,700	1,691,493
14	COP Debt Service Fund Balance	2,393,972	770,986
	Reserve-Debt Service	<u>(2,393,972)</u>	<u>(770,986)</u>
	Unreserved Fund Balance	<u>0</u>	<u>0</u>
15	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 2018-19

	Transfers In (Out) \$	Net Transfers In (Out) \$
10 General Fund		
From Gas Tax	1,725,000	
From Measure G Fund	1,413,270	
To Street Sweeping (NPDES) (26% Franchise)	(1,995,600)	
To Golf Courses	(450,000)	
To Parking District-6801	(175,000)	
To Debt Service Fund		
4109 2015 COP Refunding	(313,930)	
4108 Energy Improvements to City Facilities	(1,163,740)	
To Internal Service		
7101 Administration	(350,000)	
7102 Insurances	(650,000)	
7104 General Liability	(1,661,300)	
7120 Fleet Maintenance	(1,995,360)	
To EMS Paramedic Fund	(640,000)	
To Vehicle Abatement Fund	(50,000)	(6,306,660)
11 Measure E Fund		
From Measure G Fund	699,460	
To Internal Service Fund - General Liability	(191,300)	
To Energy Efficient Debt Service	(65,510)	442,650
12 Measure G Fund		
To General Fund - Furlough Restoration	(1,413,270)	
To Measure E - Furlough Restoration	(699,460)	
To Storm Sewer (NPDES)	(71,900)	
To Energy Efficient Debt Service	(5,110)	
To Internal Service Fund - General Liability	(350,300)	(2,540,040)
21 Maintenance District Fund		
To Energy Improvements - Airport Maint Dist	(1,130)	
To Energy Improvements - N E Salinas Landscape Dist	(2,860)	
To Energy Improvements - Harden Ranch Landscape Dist	(4,390)	
To Energy Improvements - Vista Nueva Maint Dist	(3,070)	
To Energy Improvements - Mira Monte Maint Dist	(5,820)	
To Energy Improvements - Monte Bella Maint Dist	(2,050)	(19,320)
61 Airport Fund		
To Energy Improvements to City Facilities	(79,090)	(79,090)
62 Industrial Waste Fund		
To Energy Improvements to City Facilities	(74,040)	(74,040)
2501 Emergency Medical Services Fund		
From General Fund for Paramedics	640,000	640,000
63 Golf Courses		
From General Fund	450,000	450,000
2503 Traffic Safety Fund		
To Parking Enforcement	(250,000)	(250,000)
2504 Vehicle Abatement Fund		
From General Fund	50,000	50,000
2510 Measure X Bonds		
To Debt Service	(2,200,000)	(2,200,000)
65 Storm Sewer (NPDES) Fund		
From General Fund	1,995,600	
From Measure G Fund	71,900	
From Gas Tax	750,000	2,817,500
64 Sanitary Sewer Fund		
To Energy improvements to City Facilities	(98,670)	(98,670)
71 Internal Service Fund		
From General Fund	2,661,300	
From Measure E Fund	191,300	
From Measure G Fund	350,300	
From General Fund (Fleet)	1,995,360	5,198,260

FINANCIAL SUMMARIES

Fund Transfers

Fiscal Year 2018-19

	Transfers In (Out)	Net Transfers In (Out)
	\$	\$
68 Parking District Fund		
From General Fund	175,000	
From Successor Agency of the SRA	950,410	
From Traffic Safety	250,000	
To Energy improvements to City Facilities	(33,470)	1,341,940
41 Debt Service Fund		
From General Fund		
Crazy Horse Proceeds	313,930	
From Crazyhorse Landfill Fund		
COP Refinancing	385,100	
From General Fund		
Energy improvements to City Facilities	1,163,740	
From Measure E Fund		
Energy improvements to City Facilities	65,510	
From Measure G Fund		
Energy improvements to City Facilities	5,110	
From Maintenance Districts		
Energy improvements to City Facilities	19,320	
From Airport		
Energy improvements to City Facilities	79,090	
From Industrial Waste		
Energy improvements to City Facilities	74,040	
From Sewer Fund		
Energy improvements to City Facilities	98,670	
From Downtown Parking		
Energy improvements to City Facilities	33,470	
From Successor Agency		
Energy improvements to City Facilities	1,310	
From Measure X Bonds		
Energy improvements to City Facilities	2,200,000	4,439,290
66 Crazyhorse Landfill Fund		
To Debt Service Fund 2015 COP Refunding	(385,100)	(385,100)
89 Successor Agency of the SRA		
To Debt Service Fund		
Monterey Street Parking Garage	(950,410)	
Energy improvements to City Facilities	(1,310)	(951,720)
24 Gas Tax Fund		
To General Fund for Street Maintenance	(1,725,000)	
To Storm Sewer Fund for NPDES	(750,000)	(2,475,000)
58 Capital Projects Fund		
From:		
General Fund	748,552	
Measure E Fund	4,005,000	
Measure G Fund	8,157,485	
Maintenance Districts	646,700	
Airport Fund	121,750	
Industrial Waste	1,745,600	
Emergency Medical Services Fund	140,000	
Sanitary Sewer Fund	2,013,810	
Permit Services Fund	215,000	
Community Development Block Grant	830,000	
Development Fee Fund	255,000	
Supplemental Law Enforcement Fund	298,447	
Gas Tax Fund	1,145,000	
Special Aviation Fund	1,677,600	
SB1 Road Maintenance & Rehabilitation	2,700,000	
Measure X Bonds	22,255,000	
Construction Assistance Fund	80,565,490	127,520,434
Total Interfund Transfers	127,520,434	127,520,434

FINANCIAL SUMMARIES

Administration Overhead Rates

Allocated Cost Summary Operating Department / Division / Fund	Total Allocation	Direct Cost Base	
		Total Allowable FY 2017-18 Budget	Indirect Cost Rate
	\$17,291,831	\$101,444,092	17%
General Fund			
1000.12.1113: Administration - Community Safety	\$26,299	\$64,400	41%
1000.12.1355: Administration - Economic Development	\$93,188	\$1,145,640	8%
1000.30: Community Development	\$881,355	\$2,940,843	30%
1000.40: Police	\$5,091,093	\$39,643,473	13%
1000.45: Fire	\$2,403,622	\$19,574,190	12%
1000.50: Public Works	\$2,476,213	\$8,437,920	29%
1000.55: Recreation	\$272,081	\$921,435	30%
Measure V			
1100.12.1113: Administration - Community Safety	\$38,172	\$272,720	14%
1100.30: Community Development	\$57,196	\$403,280	14%
1100.40: Police	\$480,885	\$3,831,151	13%
1100.45: Fire	\$10,602	\$108,820	10%
1100.50: Public Works	\$175,394	\$1,137,230	15%
1100.55: Recreation	\$274,561	\$1,072,815	26%
1100.60: Library	\$1,080,835	\$5,218,140	21%
Measure G			
1200.12.1113: Administration - Community Safety	\$16,625	\$100,280	17%
1200.30: Community Development	\$74,183	\$511,110	15%
1200.40: Police	\$895,004	\$6,857,900	13%
1200.45: Fire	\$296,085	\$2,097,570	14%
1200.50: Public Works	\$168,132	\$1,320,450	13%
1200.55: Recreation	\$128,749	\$896,480	14%
Woodside Park Maint District			
2102: Woodside Park Maint District	\$3,714	\$34,000	11%
Downtown Mall Maint District			
2103: Downtown Mall Maint District	\$214	\$2,200	10%
Airport Bus Park Maint District			
2104: Airport Bus Park Maint District	\$2,016	\$18,260	11%
N E Salinas Landscape Dist			
2105: N E Salinas Landscape Dist	\$69,225	\$640,760	11%
Harden Ranch Landscape Dist			
2106: Harden Ranch Landscape Dist	\$19,534	\$183,870	11%
Vista Nueva Maint District			
2107: Vista Nueva Maint District	\$2,676	\$22,100	12%
Mira Monte Maint District			
2108: Mira Monte Maint District	\$11,284	\$106,320	11%
Monte Bella Maint District			
2109: Monte Bella Maint District	\$19,940	\$184,110	11%
Sales Tax-SB172			
2201: Sales Tax-SB172	\$40,921	\$600,000	7%
Supplemental Law Enf - AB3229			
2202: Supplemental Law Enf - AB3229	\$40,921	\$600,000	7%
Emergency Medical Service Fund			
2501: Emergency Medical Service Fund	\$104,763	\$979,270	11%
Asset Seizure			
2502: Asset Seizure	\$2,156	\$20,000	11%

FINANCIAL SUMMARIES

Administration Overhead Rates

Allocated Cost Summary Operating Department / Division / Fund	Total Allocation	Direct Cost Base	
		Total Allowable FY 2017-18 Budget	Indirect Cost Rate
	\$17,291,831	\$101,444,092	17%
Vehicle Abatement			
2504: Vehicle Abatement	\$30,965	\$166,490	19%
Recreation Parks			
2505: Recreation Parks	\$3,993	\$23,400	17%
PEG Cable Franchise			
2506: PEG Cable Franchise	\$8,475	\$120,000	7%
HSA - Affordable Housing			
2602: HSA - Affordable Housing	\$7,075	\$71,791	10%
Community Development			
2910: Community Development	\$96,177	\$896,324	11%
Home Investment Partnership			
2930: Home Investment Partnership	\$13,512	\$130,540	10%
Emergency Solutions Grant-HUD			
2940: Emergency Solutions Grant-HUD	\$6,804	\$88,810	8%
Emergency Solutions Grant-COC			
2941: Emergency Solutions Grant-COC	\$11,136	\$145,526	8%
2014 COPS Hiring SRO			
3163: 2014 COPS Hiring SRO	\$169,186	\$1,332,800	13%
Violence Prevention Effort			
3283: Violence Prevention Effort	\$30,635	\$160,390	19%
Cal ID / RAN Grant			
3302: Cal ID / RAN Grant	\$17,714	\$115,106	15%
Assessment Districts-Debt Svc			
4202: Assessment Districts-Debt Svc	\$140,832	\$0	
Municipal Airport			
6100: Municipal Airport	\$512,602	\$1,155,370	44%
Industrial Waste			
6200: Industrial Waste	\$92,684	\$990,380	9%
Fairways Golf Course			
6301: Fairways Golf Course	\$124	\$0	
Twin Creek Golf Course			
6302: Twin Creek Golf Course	\$521	\$0	
Sewer			
6400: Sewer	\$229,608	\$1,669,700	14%
Storm Sewer (NPDES)			
6500: Storm Sewer (NPDES)	\$281,884	\$2,147,639	13%
Water Utility			
6700: Water Utility	\$2,891	\$18,000	16%
Downtown Parking District			
6801: Downtown Parking District	\$59,625	\$507,520	12%
Preferential Parking			
6802: Preferential Parking	\$1,480	\$21,500	7%
Permit Services			
6900: Permit Services	\$291,892	\$2,151,060	14%
RORF-Redev Obligation Retirement			
8914: RORF-Redev Obligation Retirement	\$172	\$1,800	10%
Successor Agency Administration			
8915: Successor Agency Administration	\$24,202	\$228,900	11%

FINANCIAL SUMMARIES

Revenue

Account Number	Account Name	15-16 Actual	16-17 Actual	17-18 Budget	18-19 Budget
1000 - General Fund					
1000.00.0000-50.1010	Taxes Property Taxes-Secured CY	12,656,180	13,310,561	13,813,000	14,227,000
1000.00.0000-50.1020	Taxes Property Taxes-Unsecured CY	622,695	680,030	640,000	659,000
1000.00.0000-50.1030	Taxes Property Taxes-Supp Assessment	309,460	283,129	255,000	262,600
1000.00.0000-50.1040	Taxes Property Taxes - Interest	14,180	24,916	20,000	21,000
1000.00.0000-50.1050	Taxes Property Taxes-Secured PY	205,856	194,126	230,000	237,000
1000.00.0000-50.1060	Taxes Property Taxes-Unsecured PY	5,490	6,064	2,000	2,060
1000.00.0000-50.1070	Taxes Property Taxes-HOPTR	71,167	72,033	40,000	41,000
1000.00.0000-50.1080	Taxes Property Taxes-Transfer	322,974	226,452	225,000	232,000
1000.00.0000-50.1120	Taxes Property Taxes-Veh Lic In-Lieu	11,324,565	11,850,635	12,324,000	12,694,000
1000.00.0000-50.1129	Taxes ROPS Pass Through Payments	84,113	103,044	40,000	41,000
1000.00.0000-50.1130	Taxes Property Taxes-ROPS	432,497	377,616	440,000	453,000
1000.00.0000-50.2010	Taxes Sales Tax	21,932,881	28,062,891	28,637,500	29,267,000
1000.00.0000-50.2020	Taxes Sales Tax In-Lieu	1,833,185	3,384,159	-	-
1000.00.0000-50.2060	Taxes Utility Users	12,142,893	12,177,562	12,200,000	12,237,000
1000.00.0000-50.2070	Taxes Transient Occupancy	2,601,117	2,772,215	2,450,000	2,900,000
1000.00.0000-50.2080	Taxes Business License	4,828,100	5,031,411	4,900,000	4,964,000
1000.00.0000-50.2081	Taxes Cannabis Business License	-	-	-	-
1000.00.0000-51.2160	Franchise Fees AT&T	193,000	238,162	201,000	140,000
1000.00.0000-51.2170	Franchise Fees Cable TV	750,771	799,873	800,000	822,000
1000.00.0000-51.2180	Franchise Fees Electric	561,753	570,848	575,000	591,000
1000.00.0000-51.2190	Franchise Fees Garbage	6,339,439	6,621,172	6,570,000	6,754,000
1000.00.0000-51.2200	Franchise Fees Gas	236,180	243,541	245,000	252,000
1000.00.0000-51.2210	Franchise Fees Recycling Shares	212,187	164,449	163,000	167,000
1000.00.0000-51.2220	Franchise Fees Towing	145,816	179,344	135,000	139,000
1000.00.0000-53.8010	Fines and Forfeits General Code Fines	-	173,838	36,400	190,000
1000.00.0000-54.8010	Use of money and property Investment Earnings	90,838	259,626	160,000	200,000
1000.00.0000-54.8030	Use of money and property Possessory Interest	4,594	4,340	4,000	4,000
1000.00.0000-54.8050	Use of money and property Rental Income	76,946	122,398	152,000	152,000
1000.00.0000-54.8051	Use of money and property ITC Lease	61,883	38,909	29,000	29,000
1000.00.0000-54.8060	Use of money and property Building Lease	190,304	206,571	204,800	204,800
1000.00.0000-55.8013	Intergovernmental County Housing In-Lieu	35,509	32,806	36,000	36,000
1000.00.0000-55.8014	Intergovernmental Local Agency Reimbursement	-	63,033	-	-
1000.00.0000-55.8202	Intergovernmental Motor Vehicle In-Lieu	62,427	72,144	72,000	72,000
1000.00.0000-55.8212	Intergovernmental State Mandated Costs	168,871	46,205	100,000	100,000
1000.00.0000-56.6010	Charges for Services Concessions	4,024	2,770	75,000	5,000
1000.00.0000-56.8020	Charges for Services Administrative Service Revenue	1,452,073	1,902,866	1,500,000	1,900,000
1000.00.0000-56.8050	Charges for Services Research Fees	-	-	100	100
1000.00.0000-56.8060	Charges for Services Copying Fees	221	264	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	2,708	-	5,000	5,000
1000.00.0000-56.8090	Charges for Services Parade Permit Fees	680	914	500	500
1000.00.0000-56.8120	Charges for Services Special Events Fee	6,894	6,401	10,000	10,000
1000.00.0000-57.8010	Other Revenue Unclaimed Property Sales	22,961	10,691	10,000	10,000
1000.00.0000-57.8020	Other Revenue Surplus Property	3,711	37,158	10,000	10,000
1000.00.0000-57.8030	Other Revenue Land & Building Sale	-	398,532	1,000	1,000
1000.00.0000-57.8040	Other Revenue Loss/Damage Reimb	-	-	1,000	1,000
1000.00.0000-57.8050	Other Revenue Miscellaneous Receipts	235,234	105,682	110,000	110,000
1000.00.0000-57.8140	Other Revenue Subpoena-Civil	2,612	5,130	3,000	3,000
1000.00.0000-57.8605	Other Revenue PERS Retirement Cost Share	-	90,698	60,000	445,000
1000.00.0000-58.8011	Other Financing Sources Loan Proceeds	725,635	-	-	-
1000.12.1120-56.1020	Charges for Services Candidate Filing Fees	593	5,254	-	-
1000.12.1120-56.8030	Charges for Services Sale of Printed Material	778	615	500	500
1000.12.1355-52.1205	Licenses & Permits Cannabis Permit-New Application	-	-	-	10,000
1000.12.1355-52.1206	Licenses & Permits Cannabis Permit-Amendment Major	-	-	-	2,400

FINANCIAL SUMMARIES

Revenue

Account Number	Account Name	15-16 Actual	16-17 Actual	17-18 Budget	18-19 Budget
1000.12.1355-52.1207	Licenses & Permits Cannabis Permit-Amendment Minor	-	-	-	1,580
1000.12.1355-52.1209	Licenses & Permits Cannabis Permit-Renewal	-	-	-	13,500
1000.12.1355-52.8015	Licenses & Permits Cannabis Business Admin Permit	-	-	-	514
1000.12.1355-56.8010	Charges for Services Administrative Fees	-	-	-	24,650
1000.12.1355-56.8035	Charges for Services Cannabis Monitoring Fee	-	-	125,000	281,750
1000.14.1400-56.1140	Charges for Services Legal Services	846	-	1,000	1,000
1000.14.1400-56.8035	Charges for Services Cannabis Monitoring Fee	-	-	-	-
1000.14.1400-57.1410	Other Revenue Legal Code Enforcement Recovery	-	-	25,000	-
1000.20.2030-52.5030	Licenses & Permits Garage Sale Permits	6,228	8,388	10,000	10,000
1000.20.2030-56.8040	Charges for Services Cost of Issuance/Monitoring Fees	25,978	122,915	10,000	10,000
1000.20.2031-56.2020	Charges for Services Returned Check Charges	890	425	1,000	1,000
1000.20.2034-56.2010	Charges for Services Bus License Applic Review Fees	17,433	2,285	18,000	18,000
1000.20.2034-56.2030	Charges for Services Credit Card Convenience Fee	21,134	10,712	20,000	20,000
1000.30.3351-56.8100	Charges for Services Map Sales	33	-	-	-
1000.30.3352-52.3010	Licenses & Permits Mechanical Permits	6,938	496	-	-
1000.30.3352-52.3020	Licenses & Permits Building Permits	842,028	5,869	-	-
1000.30.3352-52.3030	Licenses & Permits Plumbing Permits	18,645	310	-	-
1000.30.3352-52.3040	Licenses & Permits Electrical Permits	8,519	(210)	-	-
1000.30.3352-52.3050	Licenses & Permits Encroachment Permits	362,150	-	-	-
1000.30.3352-52.3060	Licenses & Permits Re-Roofing Permits	144,693	681	-	-
1000.30.3352-52.3070	Licenses & Permits Building Demolition Permit	620	-	-	-
1000.30.3352-56.3400	Charges for Services Building Plan Check Fees	816,685	3,823	-	-
1000.30.3352-56.3440	Charges for Services Microfilm Fee	35,813	78	-	-
1000.30.3352-56.3460	Charges for Services Other Building Fees	10,677	22,498	-	-
1000.30.3353-53.3010	Fines and Forfeits Code Enforcement Violations	39,946	99,885	60,000	90,000
1000.30.3353-56.3450	Charges for Services Special Code Inspection	8,573	26,498	6,000	16,000
1000.30.3462-56.3010	Charges for Services Tentative Map Review Fees	14,453	7,436	6,000	6,000
1000.30.3462-56.3020	Charges for Services Minor Subdivision Review Fees	76	16,228	15,000	15,000
1000.30.3462-56.3040	Charges for Services General Plan Amendment Fees	12,712	-	-	-
1000.30.3462-56.3060	Charges for Services Rezoning/Prezoning Fees	4,000	-	-	-
1000.30.3462-56.3070	Charges for Services Planning Decision Appeal	2,127	709	1,000	1,000
1000.30.3462-56.3080	Charges for Services Conditional Use Permit Fee	103,682	87,052	80,000	100,000
1000.30.3462-56.3090	Charges for Services Prelim Project Review Fee	-	-	-	-
1000.30.3462-56.3100	Charges for Services Planned Unit Development Fee	1,600	5,600	5,000	5,000
1000.30.3462-56.3130	Charges for Services Environment Assessment Fee	963	1,500	1,500	1,500
1000.30.3462-56.3150	Charges for Services Annexation Review Fee	8,397	-	-	-
1000.30.3462-56.3160	Charges for Services Temporary Use of Land Review	15,767	12,663	8,000	8,000
1000.30.3462-56.3170	Charges for Services Sign Review & Permits	16,461	16,368	15,000	15,000
1000.30.3462-56.3190	Charges for Services Variance Fees	-	3,163	-	-
1000.30.3462-56.3210	Charges for Services Site Plan Review	22,509	19,975	13,000	20,000
1000.30.3462-56.3220	Charges for Services Planning Inspection Fee	5,020	16,584	13,000	13,000
1000.30.3462-56.3240	Charges for Services Building Permit Review	36,079	55,980	35,000	42,000
1000.30.3462-56.3250	Charges for Services Time Extension of Permits	176	508	500	500
1000.30.3462-56.3260	Charges for Services Precise & Specific Plan Review	11,238	-	-	-
1000.30.3462-56.3270	Charges for Services Home Occupation Permits	18,807	31,496	25,000	25,000
1000.30.3462-56.3280	Charges for Services Fire Plan Check Fee-Permit Ctr	-	-	100	100
1000.30.3462-56.3290	Charges for Services Other Planning Fees	13,340	5,910	5,000	11,000
1000.30.3462-56.8100	Charges for Services Map Sales	-	-	100	100
1000.40.4110-55.4222	Intergovernmental Post Training Reimbursement	25,909	25,832	25,000	25,000
1000.40.4110-56.1141	Charges for Services Cannabis Work Permit Fee	-	-	-	-
1000.40.4110-56.8035	Charges for Services Cannabis Monitoring Fee	-	-	-	-
1000.40.4116-52.4020	Licenses & Permits Bicycle Licenses	-	-	500	500
1000.40.4116-52.4030	Licenses & Permits Pawn Broker/False Alarm Renewal	110,501	131,187	100,000	100,000
1000.40.4116-56.4010	Charges for Services Bingo License Application Fee	55	55	100	100
1000.40.4116-56.4050	Charges for Services Vehicle Fix-it-ticket Sign Off	-	-	1,000	1,000

FINANCIAL SUMMARIES

Revenue

Account Number	Account Name	15-16 Actual	16-17 Actual	17-18 Budget	18-19 Budget
1000.40.4116-56.4130	Charges for Services Vehicle ID Number Check	-	-	500	500
1000.40.4116-56.4140	Charges for Services Abandon Vehicle Abatement Fee	4,784	3,864	1,000	1,000
1000.40.4116-56.4150	Charges for Services Firearm Dealers	1,488	1,488	1,000	1,000
1000.40.4116-56.4170	Charges for Services Vehicle Release Fees (Towing)	51,891	47,045	40,000	40,000
1000.40.4116-56.4180	Charges for Services Vehicle Impound Fee (Towing)	41,400	44,552	47,000	47,000
1000.40.4130-56.4030	Charges for Services Police Report Fees	43,714	35,532	35,000	35,000
1000.40.4130-56.4040	Charges for Services Police False Alarm Fees	184,951	210,472	185,000	185,000
1000.40.4130-56.4060	Charges for Services Fingerprint Fees	543	456	2,000	2,000
1000.40.4130-56.4070	Charges for Services Card Room Fees	19,030	16,652	16,000	16,000
1000.40.4130-56.4080	Charges for Services Police Photo Charges	1,107	516	200	200
1000.40.4130-56.4100	Charges for Services Noise Regulation Fees	2,331	2,109	2,500	2,500
1000.40.4134-56.4120	Charges for Services Police Record Review Charges	3,454	4,615	2,500	2,500
1000.40.4170-52.4010	Licenses & Permits Animal Licenses	84,702	84,785	78,000	78,000
1000.40.4170-55.4063	Intergovernmental City of Marina(Animal Shelter)	59,447	40,908	60,000	60,000
1000.40.4170-56.4090	Charges for Services Animal Shelter Fees	55,340	54,249	50,000	50,000
1000.40.4170-56.4190	Charges for Services Animal Shelter Citation Fees	2,601	5,072	4,600	4,600
1000.40.4220-56.4020	Charges for Services Special Police Service Fees	91,569	149,687	130,000	130,000
1000.45.4510-55.4202	Intergovernmental State Fire Reimbursement	640,204	823,478	200,000	200,000
1000.45.4510-56.4410	Charges for Services Rural Fire Service	195,036	196,000	195,000	195,000
1000.45.4520-56.4520	Charges for Services Special Event - Fire	11	-	-	-
1000.45.4520-56.4540	Charges for Services Fire Dept Service Charge	-	296	-	-
1000.45.4520-56.4580	Charges for Services ALS Cost Recovery Fee	340,474	392,426	350,000	70,000
1000.45.4520-56.4590	Charges for Services VAC Cost Recovery Fee	23,372	15,052	20,000	20,000
1000.45.4530-56.4430	Charges for Services Fire Code Mandated Insp Fee	119,460	160,232	110,000	135,000
1000.45.4530-56.4440	Charges for Services State Mandated Inspection Fees	436	-	5,000	75,000
1000.45.4530-56.4450	Charges for Services Fire Plan Check Fee-Fire Dept	69,987	71,590	65,000	55,000
1000.45.4530-56.4460	Charges for Services Special Fire Permits	38,994	50,565	43,000	43,000
1000.45.4530-56.4470	Charges for Services Structural Fire Report Fees	3,203	4,790	2,300	2,300
1000.45.4530-56.4480	Charges for Services Fireworks Fees	-	15,841	-	7,800
1000.45.4530-56.4490	Charges for Services Fireworks Surcharge	43,260	-	-	48,000
1000.45.4530-56.4510	Charges for Services Fire False Alarm Fees	3,357	29,600	5,000	105,000
1000.45.4530-56.4530	Charges for Services Admin Fire Citations	5,725	12,325	1,000	26,000
1000.45.4530-56.4550	Charges for Services Outside Fire Plan Review	475	-	500	500
1000.45.4540-56.4570	Charges for Services Other Fire Fees & Training	-	-	1,000	1,000
1000.45.4570-55.4023	Intergovernmental HAZMAT Reimbursement	168,123	93,528	124,800	124,800
1000.45.4570-56.4500	Charges for Services Fire Hazard Inspection Fees	29,455	-	35,500	35,500
1000.50.5115-52.3050	Licenses & Permits Encroachment Permits	-	377,846	-	365,000
1000.50.5115-56.5010	Charges for Services Subdivision Map Check Fees	-	15,348	-	-
1000.50.5115-56.5020	Charges for Services Subdivision Imp Plan Check Fee	-	24,062	-	-
1000.50.5115-56.5030	Charges for Services Subdivision Imp Inspection Fee	-	138,408	-	-
1000.50.5115-56.5080	Charges for Services Review and Inspection Fees	-	168,465	-	150,000
1000.50.5120-52.3050	Licenses & Permits Encroachment Permits	-	-	350,000	350,000
1000.50.5120-52.5050	Licenses & Permits Transportation Permits	6,497	-	10,400	10,400
1000.50.5120-52.8010	Licenses & Permits Other Licenses & Permits	-	-	500	500
1000.50.5120-56.5060	Charges for Services Special Traffic Marking Reques	5,197	9,171	6,000	6,000
1000.50.5120-56.5070	Charges for Services Routing/Escorting/Overload	-	-	1,000	1,000
1000.50.5120-56.5100	Charges for Services Special Public Works Fees	-	-	1,000	1,000
1000.50.5122-52.5050	Licenses & Permits Transportation Permits	-	6,647	-	-
1000.50.5122-56.5060	Charges for Services Special Traffic Marking Reques	-	-	-	-
1000.50.5234-55.5282	Intergovernmental State Highway Maintenance	9,903	10,341	5,200	5,200
1000.50.5238-55.5043	Intergovernmental Alisal Steinbeck Park Maint.	8,000	8,000	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	5,565	9,172	4,000	4,000
1000.55.6237-56.6060	Charges for Services Reimbursable Fee Activities	41,827	47,116	48,000	48,000
1000.55.6239-56.6020	Charges for Services Sherwood Tennis Use Fees	1,068	1,268	2,000	2,000

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1000.55.6239-56.6030	Charges for Services Reserved Picnic Area Use Fee	200	2,321	100	100
1000.55.6239-56.6040	Charges for Services Ball Field Use Fee	4,708	4,786	2,300	2,300
1000.55.6239-56.6050	Charges for Services Youth Sports League Fees	101,016	111,014	95,000	95,000
1000.55.6239-56.6080	Charges for Services Other Rec Bldg Rental Fee	25	147	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	73,389	87,177	60,000	60,000
1000.60.6005-56.6300	Charges for Services Other Library Fees	7,811	6,995	5,000	5,500
1000.60.6005-56.6310	Charges for Services Library Copying Fees	2,294	3,186	3,000	10,000
1000.60.6005-56.6320	Charges for Services Overdue Library Fines	23,907	22,019	20,000	18,000
1000.60.6005-56.6330	Charges for Services Lost/Damaged Material Fees	6,059	6,575	5,000	8,000
1000 - General Fund Total		86,395,088	95,331,766	90,558,900	94,438,354
1100 - Measure E					
1100.00.0000-50.2030	Taxes Transactions and Use Tax-MV	11,435,311	12,013,785	12,285,100	12,555,000
1100.00.0000-54.8010	Use of money and property Investment Earnings	17,364	40,917	33,000	33,000
1100.00.0000-57.8080	Other Revenue Miscellaneous Deposits	486	336	-	-
1100 - Measure E Total		11,453,161	12,055,037	12,318,100	12,588,000
1200 - Measure G					
1200.00.0000-50.2030	Taxes Transactions and Use Tax-MV	22,594,407	-	-	-
1200.00.0000-50.2040	Taxes Transactions and Use Tax-MG	-	24,072,879	24,406,700	24,943,000
1200.00.0000-54.8010	Use of money and property Investment Earnings	21,704	102,702	70,000	70,000
1200.00.0000-57.8080	Other Revenue Miscellaneous Deposits	150	291	500	500
1200 - Measure G Total		22,616,261	24,175,872	24,477,200	25,013,500
2101 - Maintenance Dist Administration					
2101.20.2140-56.8010	Charges for Services Administrative Fees	-	122,897	61,500	61,500
2101 - Maintenance Dist Administration Total		-	122,897	61,500	61,500
2102 - Woodside Park Maint District					
2102.50.5560-54.8010	Use of money and property Investment Earnings	170	534	500	500
2102.50.5560-57.5010	Other Revenue Woodside Park Maint Assessment	43,277	40,565	38,000	38,000
2102 - Woodside Park Maint District Total		43,447	41,099	38,500	38,500
2104 - Airport Bus Park Maint District					
2104.50.5562-54.8010	Use of money and property Investment Earnings	70	154	100	100
2104.50.5562-57.5030	Other Revenue Airport Bus Park Maint Assess	14,432	13,724	14,100	13,740
2104.50.5562-57.8420	Other Revenue Airport Contribution	900	7,000	7,500	7,500
2104 - Airport Bus Park Maint District Total		15,402	20,878	21,700	21,340
2105 - N E Salinas Landscape Dist					
2105.50.5563-54.8010	Use of money and property Investment Earnings	684	1,907	2,000	2,000
2105.50.5563-57.5040	Other Revenue NE Landscape Maint Assessment	740,259	712,462	661,000	622,300
2105 - N E Salinas Landscape Dist Total		740,942	714,370	663,000	624,300
2106 - Harden Ranch Landscape Dist					
2106.50.5564-54.8010	Use of money and property Investment Earnings	718	1,363	2,000	2,000
2106.50.5564-57.5050	Other Revenue Harden Ranch Maint Assessment	155,379	125,593	140,200	125,600
2106 - Harden Ranch Landscape Dist Total		156,098	126,956	142,200	127,600
2107 - Vista Nueva Maint District					
2107.50.5565-54.8010	Use of money and property Investment Earnings	753	1,842	1,000	1,000
2107.50.5565-57.5060	Other Revenue Vista Nueva	40,139	35,577	29,400	28,950
2107 - Vista Nueva Maint District Total		40,892	37,419	30,400	29,950

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Account Number	Account Name	15-16 Actual	16-17 Actual	17-18 Budget	18-19 Budget
2108 - Mira Monte Maint District					
2108.50.5566-54.8010	Use of money and property Investment Earnings	1,217	2,821	2,000	2,000
2108.50.5566-57.5070	Other Revenue Mira Monte	121,852	119,311	120,700	118,450
2108 - Mira Monte Maint District Total		123,069	122,132	122,700	120,450
2109 - Monte Bella Maint District					
2109.50.5567-54.8010	Use of money and property Investment Earnings	15,148	36,419	10,000	10,000
2109.50.5567-57.5080	Other Revenue Monte Bella	560,736	522,536	514,700	509,560
2109 - Monte Bella Maint District Total		575,884	558,955	524,700	519,560
2201 - Sales Tax-SB172					
2201.40.4220-50.2050	Taxes City of Salinas-SB 172	456,229	426,363	405,000	400,000
2201 - Sales Tax-SB172 Total		456,229	426,363	405,000	400,000
2202 - Supplemental Law Enf - AB3229					
2202.40.4220-54.8010	Use of money and property Investment Earnings	640	3,318	2,000	2,000
2202.40.4220-55.4252	Intergovernmental Supp Law Enforcement (AB 3229)	368,319	486,183	400,000	480,000
2202 - Supplemental Law Enf - AB3229 Total		368,959	489,501	402,000	482,000
2301 - Development Fees-Sewer & Storm					
2301.00.0000-54.8010	Use of money and property Investment Earnings	10,238	20,553	12,000	12,000
2301.00.0000-56.5120	Charges for Services Sanitary Sewer Impact Fee	52,918	33,493	35,000	35,000
2301.00.0000-56.5130	Charges for Services Storm Sewer Impact Fee	30,483	26,262	27,500	27,500
2301 - Development Fees-Sewer & Storm Total		93,639	80,308	74,500	74,500
2302 - Development Fees-Parks & Playgr					
2302.00.0000-54.8010	Use of money and property Investment Earnings	4,782	9,736	5,000	5,000
2302.00.0000-56.5140	Charges for Services Neighborhood Park Impact Fee	15,096	-	15,000	15,000
2302.00.0000-56.5160	Charges for Services Facilities Impact Fees	34,251	-	-	-
2302 - Development Fees-Parks & Playgr Total		54,129	9,736	20,000	20,000
2303 - Development Fees-Library					
2303.00.0000-54.8010	Use of money and property Investment Earnings	563	1,660	500	500
2303.00.0000-56.5160	Charges for Services Facilities Impact Fees	61,690	-	-	25,000
2303.00.0000-56.5180	Charges for Services Library Impact Fee	6,070	-	2,000	25,000
2303 - Development Fees-Library Total		68,323	1,660	2,500	50,500
2304 - Development Fees-Street Trees					
2304.00.0000-56.5110	Charges for Services Street Tree Fee	3,630	(225)	500	500
2304 - Development Fees-Street Trees Total		3,630	(225)	500	500
2305 - Development Fees-Annexations					
2305.00.0000-54.8010	Use of money and property Investment Earnings	-	-	500	500
2305.00.0000-56.5170	Charges for Services Annexation Impact Fees	-	-	500	500
2305 - Development Fees-Annexations Total		-	-	1,000	1,000
2306 - Development Fees-Arterial					
2306.00.0000-54.8010	Use of money and property Investment Earnings	42,726	91,734	50,000	50,000
2306.00.0000-56.5150	Charges for Services Street/Traffic Impact Fees	696,883	94,034	200,000	200,000
2306 - Development Fees-Arterial Total		739,608	185,768	250,000	250,000

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Account Number	Account Name	15-16 Actual	16-17 Actual	17-18 Budget	18-19 Budget
2307 - Development Fees-Fire					
2307.00.0000-54.8010	Use of money and property Investment Earnings	448	386	500	500
2307.00.0000-56.5160	Charges for Services Facilities Impact Fees	76,144	95,636	80,000	80,000
2307.00.0000-56.5190	Charges for Services Fire Protection Service Fee	238	-	-	-
2307 - Development Fees-Fire Total		76,830	96,022	80,500	80,500
2308 - Dev Fees Fund-Police					
2308.00.0000-54.8010	Use of money and property Investment Earnings	287	2,416	1,500	1,500
2308.00.0000-56.5160	Charges for Services Facilities Impact Fees	167,489	133,218	135,000	135,000
2308 - Dev Fees Fund-Police Total		167,776	135,634	136,500	136,500
2401 - Gas Tax - 2107					
2401.00.0000-54.8010	Use of money and property Investment Earnings	8,125	13,650	9,000	9,000
2401.00.0000-54.8050	Use of money and property Rental Income	159,528	165,374	165,400	165,400
2401.00.0000-55.5212	Intergovernmental State Gas Tax - 2107	1,131,134	1,147,244	1,209,200	1,209,200
2401.00.0000-55.5222	Intergovernmental State Gas Tax - 2107.5	10,000	10,000	10,000	10,000
2401 - Gas Tax - 2107 Total		1,308,787	1,336,268	1,393,600	1,393,600
2402 - Gas Tax - 2106					
2402.00.0000-55.5202	Intergovernmental State Gas Tax - 2106	373,881	387,220	570,100	570,100
2402 - Gas Tax - 2106 Total		373,881	387,220	570,100	570,100
2403 - Gas Tax - 2105					
2403.00.0000-55.5252	Intergovernmental State Gas Tax - 2105 (P-111)	868,675	904,882	936,000	936,000
2403 - Gas Tax - 2105 Total		868,675	904,882	936,000	936,000
2404 - Gas Tax - Motor Vehicle Fuel Tax					
2404.00.0000-55.5262	Intergovernmental State Gas Tax - 2103 (TCR)	794,790	429,829	644,800	644,800
2404 - Gas Tax - Motor Vehicle Fuel Tax Total		794,790	429,829	644,800	644,800
2405 - Gas Tax - SB1 Loan Repayment					
2405.00.0000-55.4292	Intergovernmental SB1 Loan Repayment	-	-	-	184,700
2405 - Gas Tax - SB1 Loan Repayment Total		-	-	-	184,700
2501 - Emergency Medical Service Fund					
2501.45.4520-54.8010	Use of money and property Investment Earnings	3,396	8,041	6,500	6,500
2501.45.4520-55.4013	Intergovernmental County CSA 74-Safety Equipment	131,275	137,203	140,000	135,000
2501 - Emergency Medical Service Fund Total		134,672	145,244	146,500	141,500
2502 - Asset Seizure					
2502.40.4380-54.8010	Use of money and property Investment Earnings	874	996	750	750
2502.40.4380-55.4232	Intergovernmental State Seizure Reimbursement	7,313	(1)	20,000	20,000
2502.40.4380-55.4501	Intergovernmental Federal Reimbursements	3,159	-	100	100
2502.40.4380-57.8020	Other Revenue Surplus Property	-	-	100	100
2502.40.4380-57.8050	Other Revenue Miscellaneous Receipts	-	-	100	100
2502 - Asset Seizure Total		11,346	995	21,050	21,050
2503 - Traffic Safety					
2503.00.0000-53.4010	Fines and Forfeits Vehicle Code Fines	242,433	251,270	250,000	250,000
2503.00.0000-53.4020	Fines and Forfeits Parking Fines	173,997	249,813	200,000	-
2503 - Traffic Safety Total		416,430	501,082	450,000	250,000
2504 - Vehicle Abatement					
2504.40.4116-55.4242	Intergovernmental Abandoned Vehicle Abatement	131,605	151,098	120,000	120,000
2504 - Vehicle Abatement Total		131,605	151,098	120,000	120,000

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Account Number	Account Name	15-16 Actual	16-17 Actual	17-18 Budget	18-19 Budget
2505 - Recreation Parks					
2505.60.6239-54.8050	Use of money and property Rental Income	34,696	30,262	30,000	30,000
2505 - Recreation Parks Total		34,696	30,262	30,000	30,000
2506 - PEG Cable Franchise					
2506.00.8005-51.2170	Franchise Fees Cable TV	189,209	208,086	185,000	185,000
2506 - PEG Cable Franchise Total		189,209	208,086	185,000	185,000
2510 - MX-Transport Safety & Inv Plan					
2510.00.0000-54.8010	Use of money and property Investment Earnings	-	-	10,000	10,000
2510.00.0000-55.4073	Intergovernmental Measure X - TAMC	-	-	4,400,000	5,780,000
2510 - MX-Transport Safety & Inv Plan Total		-	-	4,410,000	5,790,000
2511 - SB1 Road Maintenance & Rehab					
2511.00.0000-54.8010	Use of money and property Investment Earnings	-	-	15,000	15,000
2511.00.0000-55.4292	Intergovernmental SB1 Loan Repayment	-	-	184,300	-
2511.00.0000-55.5292	Intergovernmental SB1 Road Maintenance & Rehab	-	-	928,700	928,700
2511 - SB1 Road Maintenance & Rehab Total		-	-	1,128,000	943,700
2601 - SRA Public Improvements					
2601.20.2505-54.8010	Use of money and property Investment Earnings	5,775	12,391	6,000	6,000
2601 - SRA Public Improvements Total		5,775	12,391	6,000	6,000
2602 - HSA - Affordable Housing					
2602.20.2505-54.8010	Use of money and property Investment Earnings	2,926	9,217	5,000	5,000
2602.30.2505-54.8010	Use of money and property Investment Earnings	831	-	-	-
2602.30.2505-57.3020	Other Revenue Housing Revolving Loans	85,710	192,874	52,000	52,000
2602.30.2505-57.8050	Other Revenue Miscellaneous Receipts	-	-	100	100
2602 - HSA - Affordable Housing Total		89,467	202,091	57,100	57,100
2910 - Community Development					
2910.30.3220-55.7501	Intergovernmental Block Grant	-	1,988,371	1,923,629	2,093,734
2910.30.3220-57.8050	Other Revenue Miscellaneous Receipts	-	100,000	-	-
2910.30.3221-57.3020	Other Revenue Housing Revolving Loans	66,370	218,707	75,000	100,000
2910 - Community Development Total		66,370	2,307,077	1,998,629	2,193,734
2930 - Home Investment Partnership					
2930.30.3220-54.8010	Use of money and property Investment Earnings	324	-	-	-
2930.30.3220-55.7521	Intergovernmental HOME Inv Partnership (HUD)	803,059	1,617,220	1,169,480	838,341
2930.30.3220-57.8050	Other Revenue Miscellaneous Receipts	-	-	-	-
2930.30.3221-57.3020	Other Revenue Housing Revolving Loans	131,389	176,421	80,000	42,883
2930.30.3221-57.8050	Other Revenue Miscellaneous Receipts	-	-	-	-
2930.30.3225-55.7521	Intergovernmental HOME Inv Partnership (HUD)	-	-	1,297,200	1,297,200
2930 - Home Investment Partnership Total		934,773	1,793,641	2,546,680	2,178,424
2940 - Emergency Solutions Grant-HUD					
2940.30.3111-55.7531	Intergovernmental Emergency Solutions Grant	99,390	-	-	-
2940.30.3220-55.7531	Intergovernmental Emergency Solutions Grant	-	220,763	576,937	170,830
2940 - Emergency Solutions Grant-HUD Total		99,390	220,763	576,937	170,830
2941 - Emergency Solutions Grant-COC					
2941.30.3240-55.7531	Intergovernmental Emergency Solutions Grant	-	-	1,166,582	838,381
2941 - Emergency Solutions Grant-COC Total		-	-	1,166,582	838,381

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2957 - Inclusionary Housing Trust Fund					
2957.30.3230-57.3020	Other Revenue Housing Revolving Loans	-	1,457	-	-
2957.30.3230-57.8460	Other Revenue Inclusionary Housing	4,542	1,500	-	-
2957 - Inclusionary Housing Trust Fund Total		4,542	2,957	-	-
3111 - SAFER					
3111.45.4510-55.7511	Intergovernmental SAFER-FEMA Grant Reimb	1,914,221	1,082,676	-	705,260
3111 - SAFER Total		1,914,221	1,082,676	-	705,260
3113 - Project Safety Neighborhood					
3113.70.7103-55.7541	Intergovernmental Federal BJA	-	92,414	130,312	-
3113 - Project Safety Neighborhood Total		-	92,414	130,312	-
3163 - 2014 COPS Hiring SRO					
3163.40.4342-55.7561	Intergovernmental COPS Grant Reimbursement	-	-	850,132	513,930
3163 - 2014 COPS Hiring SRO Total		-	-	850,132	513,930
3282 - BSCC-Board of St&Comm Correction					
3282.12.7408-55.7222	Intergovernmental BSCC Grant	-	29,361	234,125	-
3282 - BSCC-Board of St&Comm Correction Total		-	29,361	234,125	-
3283 - Violence Prevention Effort					
3283.40.7409-54.8060	Use of money and property Building Lease	-	-	-	-
3283.40.7409-55.5232	Intergovernmental Other State Grant & Reimb	-	5,500,000	-	89,750
3283 - Violence Prevention Effort Total		-	5,500,000	-	89,750
3302 - Cal ID / RAN Grant					
3302.40.4130-55.4033	Intergovernmental Monterey County RAN	106,888	90,503	252,234	117,786
3302 - Cal ID / RAN Grant Total		106,888	90,503	252,234	117,786
3681 - Community Safety Grants					
3681.70.7402-55.7541	Intergovernmental Federal BJA	-	35,931	148,877	-
3681 - Community Safety Grants Total		-	35,931	148,877	-
4104 - 2014 COP Consolidation					
4104.00.8004-54.8010	Use of money and property Investment Earnings	42	18,889	500	500
4104 - 2014 COP Consolidation Total		42	18,889	500	500
4108 - Energy Improvement					
4108.00.8004-54.8010	Use of money and property Investment Earnings	27,203	1,577	1,500	1,500
4108 - Energy Improvement Total		27,203	1,577	1,500	1,500
4109 - 2015 Refunding COP 2005 A & B					
4109.00.8004-54.8010	Use of money and property Investment Earnings	-	1,017	500	500
4109.00.8004-58.8010	Other Financing Sources Loans/Lease Proceeds	7,035,000	-	-	-
4109 - 2015 Refunding COP 2005 A & B Total		7,035,000	1,017	500	500
4201 - Assessment District Admin					
4201.20.2140-56.8010	Charges for Services Administrative Fees	16	29,912	16,000	16,000
4201 - Assessment District Admin Total		16	29,912	16,000	16,000

FINANCIAL SUMMARIES

Revenue

Account Number	Account Name	15-16 Actual	16-17 Actual	17-18 Budget	18-19 Budget
4202 - Assessment Districts-Debt Svc					
4202.20.2141-50.1140	Taxes Property Taxes-Assessment Dist	1,171,683	927,062	1,351,500	1,378,530
4202.20.2141-54.8010	Use of money and property Investment Earnings	-	595	-	-
4202.20.2141-58.8013	Other Financing Sources Bond Proceeds	-	4,555,000	-	-
4202 - Assessment Districts-Debt Svc Total		1,171,683	5,482,657	1,351,500	1,378,530
4203 - Assessment District Reserve					
4203.20.2141-54.8010	Use of money and property Investment Earnings	8,071	20,201	11,000	11,000
4203.20.2141-54.8020	Use of money and property Gain on Sale of Invest	-	107	-	-
4203 - Assessment District Reserve Total		8,071	20,308	11,000	11,000
5101 - Special Aviation Fund - State					
5101.50.5340-55.7202	Intergovernmental State Aid - Airport	-	20,000	500	500
5101 - Special Aviation Fund - State Total		-	20,000	500	500
5102 - Special Aviation Fund - Federal					
5102.50.5340-54.8010	Use of money and property Investment Earnings	6,182	12,537	(78,000)	8,500
5102.50.5340-55.5501	Intergovernmental Federal Aid - Airport	391,213	750,314	756,100	1,976,050
5102 - Special Aviation Fund - Federal Total		397,395	762,851	678,100	1,984,550
5201 - Special Const Assist - Fed & St					
5201.00.0000-55.5013	Intergovernmental Air District	45,856	-	-	-
5201.00.0000-55.5232	Intergovernmental Other State Grant & Reimb	-	970,986	228,117	20,000
5201.00.0000-55.5272	Intergovernmental Regional Surface Transp Program	188,998	2,031,804	-	3,185,000
5201.00.0000-55.5511	Intergovernmental Other Federal Grant	208,217	275,390	1,140,724	5,681,090
5201.00.0000-55.7551	Intergovernmental Economic Development Grant	1,640,723	-	-	-
5201.00.0000-55.8223	Intergovernmental Disaster Reimbursements	-	-	-	900,000
5201 - Special Const Assist - Fed & St Total		2,083,793	3,278,181	1,368,841	9,786,090
5202 - Special Const Assist-Bonds					
5201.00.0000-58.8013	Other Financing Sources Bond Proceeds	-	-	-	22,255,000
5202 - Special Const Assist-Bonds Total		-	-	-	22,255,000
5203 - Special Const Assist - Others					
5203.00.0000-52.3080	Licenses & Permits Building Permit Surcharge	-	-	50,000	-
5203.00.0000-55.3013	Intergovernmental TRAKIT-Permit System Charges	199,399	179,480	-	-
5203.00.0000-55.3023	Intergovernmental Developers Contributions-Hacienda	-	-	-	-
5203.00.0000-55.4003	Intergovernmental Fire Mitigation Fees	633	-	-	150,000
5203.00.0000-55.4083	Intergovernmental Emergency Radio Mitigation Fee	-	-	-	-
5203.00.0000-55.5053	Intergovernmental Developers Contributions	-	(176,555)	-	50,000
5203.00.0000-55.5063	Intergovernmental Construction Assistance Others	1,602,380	(2,329,021)	1,400,000	-
5203.00.0000-55.5073	Intergovernmental Monterey County	120,500	(11,158)	-	-
5203.00.0000-55.5074	Intergovernmental Other Agencies	100,595	-	82,245	-
5203.00.0000-55.5083	Intergovernmental Developers-FGA West	330,160	69,735	12,250	-
5203.00.0000-55.5093	Intergovernmental Developers-FGA Central	-	240,806	25,000	-
5203.00.0000-55.5242	Intergovernmental Rebates/Refunds & Reimb	77,415	874,963	44,700	441,000
5203.00.0000-55.8223	Intergovernmental Disaster Reimbursements	-	-	50,000	-
5203.00.0000-56.3050	Charges for Services General Plan/Zoning Fees	197,824	257,944	200,000	200,000
5203.00.0000-58.8010	Other Financing Sources Loans/Lease Proceeds	-	-	-	2,226,700
5203.00.0000-58.8013	Other Financing Sources Bond Proceeds	-	-	-	67,711,700
5203 - Special Const Assist - Others Total		2,628,905	(893,807)	1,864,195	70,779,400
5300 - Assessment District - Projects					
5300.50.5120-54.8010	Use of money and property Investment Earnings	1,476	3,169	2,000	2,000
5300 - Assessment District - Projects Total		1,476	3,169	2,000	2,000
6100 - Municipal Airport					
6100.50.5340-54.5010	Use of money and property Hangar Rent	678,783	609,400	700,000	715,000

FINANCIAL SUMMARIES

Revenue

Account Number	Account Name	15-16 Actual	16-17 Actual	17-18 Budget	18-19 Budget
6100.50.5340-54.5020	Use of money and property Aircraft Parking	4,017	13,086	2,000	2,000
6100.50.5340-54.5030	Use of money and property Building Rental	260,374	260,317	250,000	255,000
6100.50.5340-54.5040	Use of money and property Ground Leases	293,652	268,687	280,000	280,000
6100.50.5340-54.5050	Use of money and property Fuel Fees	52,351	71,698	60,000	70,000
6100.50.5340-54.5060	Use of money and property Use Permits	12,285	1,258	1,000	1,000
6100.50.5340-54.5070	Use of money and property Flight Fees	-	-	2,000	2,000
6100.50.5340-54.8010	Use of money and property Investment Earnings	3,086	5,566	2,000	3,000
6100.50.5340-56.8080	Charges for Services Airshow Charges	-	2,500	3,000	3,000
6100.50.5340-56.8110	Charges for Services Rental Income	114,576	100,983	100,000	100,000
6100.50.5340-57.8050	Other Revenue Miscellaneous Receipts	26,922	29,923	25,000	25,000
6100.50.5340-57.8560	Other Revenue Airport Cardlock Deposits	378	400	-	-
6100 - Municipal Airport Total		1,446,423	1,363,818	1,425,000	1,456,000
6200 - Industrial Waste					
6200.50.5441-54.8010	Use of money and property Investment Earnings	15,737	34,990	5,000	5,000
6200.50.5441-56.5040	Charges for Services Industrial Waste Fees	2,669,245	3,071,013	3,050,000	3,050,000
6200.50.5441-58.8011	Other Financing Sources Loan Proceeds	1,864,761	-	-	-
6200 - Industrial Waste Total		4,549,743	3,106,003	3,055,000	3,055,000
6301 - Fairways Golf Course					
6301.00.0000-54.8010	Use of money and property Investment Earnings	297	1,334	200	200
6301.00.0000-54.8080	Use of money and property Sierra Lease	100,000	100,000	100,000	100,000
6301 - Fairways Golf Course Total		100,297	101,333	100,200	100,200
6302 - Twin Creek Golf Course					
6302.00.0000-54.8010	Use of money and property Investment Earnings	12,023	-	2,500	2,500
6302.00.0000-54.8070	Use of money and property First Tee Lease	60,000	60,000	125,000	60,000
6302 - Twin Creek Golf Course Total		72,023	60,000	127,500	62,500
6400 - Sewer					
6400.50.5442-54.8010	Use of money and property Investment Earnings	19,813	46,825	5,000	5,000
6400.50.5442-56.5050	Charges for Services Sanitary Sewer Surcharge Fees	2,905,182	3,557,751	2,900,000	3,600,000
6400.50.5442-57.8020	Other Revenue Surplus Property	-	-	-	-
6400 - Sewer Total		2,924,995	3,604,576	2,905,000	3,605,000
6500 - Storm Sewer (NPDES)					
6500.50.5443-53.3012	Fines and Forfeits NPDES Citations	-	-	-	-
6500.50.5443-54.8010	Use of money and property Investment Earnings	1,777	1,694	2,000	2,000
6500.50.5443-56.5080	Charges for Services Review and Inspection Fees	99,136	-	100,000	100,000
6500 - Storm Sewer (NPDES) Total		100,913	1,694	102,000	102,000
6600 - Crazy Horse Landfill					
6600.20.2030-54.8010	Use of money and property Investment Earnings	10,549	17,375	-	-
6600 - Crazy Horse Landfill Total		10,549	17,375	-	-
6700 - Water Utility					
6700.50.5445-55.4043	Intergovernmental Monterey Co. Animal Shelter	3,304	2,929	4,000	4,000
6700.50.5445-55.4053	Intergovernmental City Animal Shelter	1,966	1,743	3,000	3,000
6700.50.5445-55.5023	Intergovernmental MRWPCA	1,961	1,738	3,000	3,000
6700.50.5445-55.5033	Intergovernmental City Industrial Waste Facility	549	487	1,000	1,000
6700 - Water Utility Total		7,780	6,897	11,000	11,000
6801 - Downtown Parking District					
6801.50.5446-52.5010	Licenses & Permits Parking Lot Permits	37,855	53,888	36,000	71,000
6801.50.5446-52.5020	Licenses & Permits Salinas St Garage Permits	35,309	24,902	50,000	105,600

FINANCIAL SUMMARIES

Revenue

Account Number	Account Name	15-16 Actual	16-17 Actual	17-18 Budget	18-19 Budget
6801.50.5446-52.5040	Licenses & Permits Monterey St Garage Permits	127,618	134,544	115,000	132,000
6801.50.5446-52.5070	Licenses & Permits Monterey St Garage - Hourly	-	-	10,000	204,000
6801.50.5446-52.5075	Licenses & Permits Parking Validation	-	-	-	11,500
6801.50.5446-54.8010	Use of money and property Investment Earnings	-	-	100	100
6801.50.5446-57.8050	Other Revenue Miscellaneous Receipts	-	-	-	-
6801 - Downtown Parking District Total		200,782	213,334	211,100	524,200
6802 - Preferential Parking					
6802.50.5447-52.5060	Licenses & Permits Preferential Permits	13,073	16,444	39,400	39,400
6802 - Preferential Parking Total		13,073	16,444	39,400	39,400
6803 - Parking Enforcement					
6803.50.5448-53.4020	Fines and Forfeits Parking Fines	-	-	-	350,000
6803 - Parking Enforcement Total		-	-	-	350,000
6900 - Permit Services					
6900.00.0000-54.8010	Use of money and property Investment Earnings	-	-	-	-
6900.30.3350-52.3010	Licenses & Permits Mechanical Permits	-	-	6,200	6,200
6900.30.3350-52.3020	Licenses & Permits Building Permits	-	-	800,000	800,000
6900.30.3350-52.3030	Licenses & Permits Plumbing Permits	-	-	30,000	30,000
6900.30.3350-52.3040	Licenses & Permits Electrical Permits	-	-	12,000	12,000
6900.30.3350-52.3060	Licenses & Permits Re-Roofing Permits	-	-	125,000	125,000
6900.30.3350-52.3070	Licenses & Permits Building Demolition Permit	-	-	500	500
6900.30.3350-55.3013	Intergovernmental TRAKIT-Permit System Charges	-	-	-	225,000
6900.30.3350-56.3400	Charges for Services Building Plan Check Fees	-	-	780,000	780,000
6900.30.3350-56.3410	Charges for Services Special Building Inspection	-	-	33,000	33,000
6900.30.3350-56.3420	Charges for Services Reinspection Service	-	-	8,000	8,000
6900.30.3350-56.3430	Charges for Services Residential Report	-	-	40,000	40,000
6900.30.3350-56.3440	Charges for Services Microfilm Fee	-	-	25,000	25,000
6900.30.3350-56.3460	Charges for Services Other Building Fees	-	-	8,000	8,000
6900.30.3350-57.8080	Other Revenue Miscellaneous Deposits	-	-	-	-
6900 - Permit Services Total		-	-	1,867,700	2,092,700
7101 - Internal Services Administration					
7101.12.1245-56.8010	Charges for Services Administrative Fees	350,000	350,000	350,000	350,000
7101.12.1245-57.8050	Other Revenue Miscellaneous Receipts	240	1	-	-
7101 - Internal Services Administration Total		350,240	350,001	350,000	350,000
7102 - Internal Services Insurances					
7102.12.1246-57.1060	Other Revenue Miscellaneous Insurances	1,003,976	1,059,563	950,000	950,000
7102.12.1246-57.8050	Other Revenue Miscellaneous Receipts	10,312	132,046	145,000	60,000
7102 - Internal Services Insurances Total		1,014,288	1,191,610	1,095,000	1,010,000
7103 - Worker's Comp Self-Insurance					
7103.12.1247-54.8010	Use of money and property Investment Earnings	7,177	25,676	15,000	15,000
7103.12.1247-57.1010	Other Revenue Workers Comp Premiums	4,313,060	4,644,999	5,352,700	5,352,700
7103.12.1247-57.1020	Other Revenue Workers Comp Reimb	-	2,330	10,000	10,000
7103.12.1247-57.1030	Other Revenue CalPERS Ind Disability Reimb	46,834	70,271	70,000	70,000
7103 - Worker's Comp Self-Insurance Total		4,367,072	4,743,276	5,447,700	5,447,700
7104 - General Liability Self-Insurance					
7104.12.1248-54.8010	Use of money and property Investment Earnings	13,302	25,123	15,000	15,000
7104.12.1248-57.1040	Other Revenue Liability Insurance	950,000	950,000	950,000	950,000
7104.12.1248-57.1060	Other Revenue Miscellaneous Insurances	46,558	108,818	1,000	1,000
7104 - General Liability Self-Insurance Total		1,009,860	1,083,942	966,000	966,000

FINANCIAL SUMMARIES

Revenue

Account Number	Account Name	15-16 Actual	16-17 Actual	17-18 Budget	18-19 Budget
7120 - Internal Services-Fleet Maint					
7120.50.5233-57.8050	Other Revenue Miscellaneous Receipts	-	-	-	-
7120 - Internal Services-Fleet Maint Total		-	-	-	-
8914 - RORF-Redev Obligation Retirement					
8914.20.2502-50.1090	Taxes Property Taxes-Tax Increments	2,943,081	2,815,407	2,392,100	2,119,900
8914.20.2502-54.8010	Use of money and property Investment Earnings	67,114	75,664	1,000	1,000
8914.20.2502-54.8050	Use of money and property Rental Income	24,480	(1,632)	24,400	24,400
8914.20.2502-57.8050	Other Revenue Miscellaneous Receipts	-	3,419	-	-
8914 - RORF-Redev Obligation Retirement Total		3,034,675	2,892,859	2,417,500	2,145,300
8915 - Successor Agency Administration					
8915.20.2505-50.1090	Taxes Property Taxes-Tax Increments	250,000	250,000	250,000	174,100
8915.20.2505-57.8050	Other Revenue Miscellaneous Receipts	327	-	500	-
8915 - Successor Agency Administration Total		250,327	250,000	250,500	174,100
Grand Total		164,481,508	177,924,834	173,999,293	280,866,869



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FINANCIAL SUMMARIES

Workforce

	<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>	<u>FY 17-18</u>	<u>FY 18-19</u>
GENERAL OPERATIONS											
Police (Sworn)	182.000	176.000	146.000	148.000	156.000	150.000	145.000	170.000	172.000	174.000	174.000
Police (Administrative)	69.000	63.000	57.500	57.500	57.500	47.500	47.500	59.500	55.500	57.500	56.000
Fire (Sworn)	90.000	86.000	78.000	92.000	92.000	90.000	86.000	95.000	93.000	94.000	93.000
Fire (Administrative)	6.000	6.000	6.000	5.000	5.000	4.000	4.000	5.000	6.000	6.000	5.000
Total Public Safety	347.000	331.000	287.500	302.500	310.500	291.500	282.500	329.500	326.500	331.500	328.000
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	12.500	12.000	9.000	11.375	15.385	12.375	11.275	15.275	16.000	16.000	12.000
Community Safety (Sworn)	1.000	1.000									
Finance	26.500	26.500	23.000	21.000	21.000	21.000	19.000	24.000	24.000	26.000	26.000
City Attorney	6.500	6.500	5.000	5.000	5.000	5.000	5.000	5.000	5.000	5.000	4.000
Community Development	56.000	51.500	43.750	42.125	39.115	34.245	36.215	35.345	39.750	29.000	29.000
Engineering & Transportation	26.500	24.500	20.500	21.000	20.625	20.125	21.625	32.375	32.125	35.200	34.150
Environmental & Maintenance Services	78.250	71.250	48.750	47.500	48.375	46.375	44.625	52.875	47.625	48.700	44.500
Parks and Community Services	23.000	22.000	6.500	5.000	6.000	6.000	6.000	12.620	14.000	14.000	18.000
Library	49.500	48.000	43.500	42.500	45.500	43.500	43.500	43.500	43.500	41.000	39.000
Total Non Public Safety	286.750	270.250	207.000	202.500	208.000	195.620	194.240	227.990	229.000	221.900	213.650
TOTAL GENERAL OPERATIONS	633.750	601.250	494.500	505.000	518.500	487.120	476.740	557.490	555.500	553.400	541.650
INTERNAL SERVICES	2.000	2.000	2.000	1.000	1.000	1.000	1.000	3.000	12.000	13.000	10.200
ENTERPRISE OPERATIONS	26.750	28.750	30.250	28.750	29.500	29.500	30.500	31.000	33.500	44.100	42.650
ASSESSMENT & MAINTENANCE DISTRICTS	1.000	1.000	1.000	2.000	2.000	1.500	2.000	1.750	1.750	1.750	1.750
REDEVELOPMENT AGENCY	3.000	3.500	3.500	3.750							
SUCCESSOR AGENCY						1.380	1.260	1.260	0.750	0.750	0.750
CITY-WIDE TOTAL	666.500	636.500	531.250	540.500	551.000	520.500	511.500	594.500	603.500	613.000	597.000



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FINANCIAL POLICIES

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

I. ACCOUNTING POLICIES

A. Accounting Standards

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

II. RESERVE POLICIES

- A. Adequate reserves shall be maintained for all known liabilities, including payable employee pension costs, post-employment benefits, leave balances, workers' compensation, and self-insured retention limits.
- B. Adequate reserves shall be maintained for all lease purchases. For each lease purchase, the City will make a down payment equal to one annual payment from current revenues. The balance of the lease purchase obligation shall be fully reserved.
- C. The City will endeavor to maintain an operating reserve equal to eight percent of the General Fund, Measure V, and Measure G Operating Budget to cover cash flow requirements and normal variances in revenue and expenditure estimates.
- D. The City will endeavor to maintain a reserve equal to twenty-five percent of the future City financed Capital Projects scheduled in the four out-years of the Six-Year Capital Improvement Program to cover variances in project revenue and expenditures.
- E. The City will endeavor to maintain reserves in the Enterprise Funds equal to twenty-five percent of the budgets.
 1. The City will endeavor to maintain a reserve in the Sewer Enterprise Fund equal to the larger of twenty-five percent of debt service on the 1998 Sewer System Revenue Bonds or twenty-five percent of the sewer operating budget. This reserve will be in addition to the debt service reserve required in the bond documents.

FINANCIAL POLICIES

F. Airport Enterprise Fund Reserves

1. The Airport will endeavor to maintain an Operating Reserve equal to 25% of its operating expenditures.
 2. The Airport will endeavor to maintain a Capital Reserve equal to the proceeds from the sale of surplus airport property to a real estate developer, Cabot, Cabot & Forbes (CC&F). It is imperative that the Airport maintains this Working Capital Fund because FAA grants operate on a reimbursement basis. In addition, this fund should only be designated for unbudgeted, unplanned and unforeseen capital improvement related contingencies.
- G. The City will endeavor to maintain reserves in the Maintenance Districts equal to fifty percent of the budgets.
- H. The City will endeavor to make the recommended contributions to fund post-employment benefits and pension plans as established in the annual actuarial reports.
- I. Reserve requirements will be reviewed annually and may be increased or decreased, or adjusted by an amount necessary to meet future identified, one-time, and specific expenditures requiring the accumulation of funds over a given period.
- J. General Fund Year-end carryover balances shall be allocated to reserves in the following priority order until all desirable reserve levels are achieved. The Council may decide, on an exception basis, to use the carry over balances to offset revenue shortfalls that result from State and County budgetary actions.
1. Insurance reserves
 2. Operating Budget reserve
 3. Capital Improvement Program reserve
 4. Funding of Pension Obligations
 5. Funding of Post-employment benefit obligations

III. ADMINISTRATIVE FEES POLICIES

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

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.

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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.

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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 \$30,000 subject to bidding.
3. Construction projects over \$100,000 subject to bidding.
4. Exceptions are emergency equipment purchases using cooperative purchasing with other governmental agencies (i.e. State Bid List).
5. Direct purchases: Council can waive bidding requirements on equipment purchases. Example: equipment is unique or equipment has been informally researched.

VII. 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.

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

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

- Maintain the Issuer's sound financial position.
- Ensure the Issuer has the flexibility to respond to changes in future service priorities, revenue

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levels, and operating expenses.

- Protect the City's credit-worthiness.
- Ensure that all debt is structured in order to protect both current and future taxpayers, ratepayers and constituents of the City.
- Ensure that the City's debt is consistent with the Issuer's planning goals and objectives and capital improvement program or budget, as applicable.

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

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

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

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

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

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

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

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

(iii) Financings on Behalf of Other Entities. The City may also find it beneficial to issue debt on behalf of other governmental agencies or private third parties in order to further the public purposes of City. In such cases, the City shall take reasonable steps to confirm the financial feasibility of the project to be

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financed and the financial solvency of any borrower and that the issuance of such debt is consistent with the policies set forth herein.

B. Types of Debt

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

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

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

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

C. Relationship of Debt to Capital Improvement Program and Budget

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

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

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

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

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

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D. Policy Goals Related to Planning Goals and Objectives

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

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

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

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

E. Internal Control Procedures

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

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

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

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

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.

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- a. The City shall make the determination as to whether a proposed district shall proceed under the provisions of the Mello-Roos Community Facilities Act or other appropriate assessment district laws, and whether the district will be a construction or acquisition district.
 2. New development projects must be consistent with the City's General Plan and have secured appropriate land use approvals from the City and all other agencies having jurisdiction to allow all proposed development of the project area.
 3. Unless waived by the City Council, the City will require, for each new development project, a study conducted by an independent, recognized expert in real estate to appraise the property proposed to be included in the assessment district. The appraisal shall take into account the public improvements, which will be financed by the assessment district. The appraisal methodology shall be subject to the approval of the City. This study shall be paid for by the developer, but shall be commissioned by the City and shall be done for the City.
 4. An absorption study of new development projects may be required for public financing. The absorption study shall be used as a basis for verification that sufficient revenues can be produced to service the debt and to determine whether public financing is appropriate given the timing of development.
 5. Where the City provides AD or CFD financing for new development projects, and the City deems it appropriate, the City may enter into a development or similar agreement with the owners of the project.
 6. The City Council shall select the assessment engineer, appraiser, bond counsel, underwriter, financial advisor, special tax consultant and other professionals and consultants as it deems appropriate. The City Council's policy is for the developer to pay all of the City's costs associated with the formation and administration of assessment districts.
 - a. An advance deposit is required, in those instances, where a proposed district is initiated by a party or parties other than the City.
 7. Any development agreement associated with the use of public financing shall be approved by the City Council prior to the issuance of debt. Any modifications to the development agreement proposed subsequent to the issuance of debt will be considered only if the modification would benefit the City and not impair the outstanding debt obligations. Approval of any modifications requested by the developer shall be at the sole discretion of the City Council.
 8. The City allows for the formation of acquisition districts. The City shall make the final determination as to which public improvements and to what extent such improvements are eligible for financing through acquisition. An acquisition agreement between the City and applicant/developer shall be required and approved by the City Council prior to the sale of bonds.
- B. Financing
1. The amount of AD or CFD bonds issued for any project shall not be greater than one-third of the appraised value of the improved property as determined by the independent real estate valuation expert, except when credit enhancements are provided and/or when the improvements are of extraordinary public benefit.
 2. Unless specifically exempted by the City Council, residential projects using assessment district financing shall be required to pay off the outstanding assessments as part of the first sale escrow of each completed (ready-for occupancy) residential property to the first purchaser of such property.
 3. The resolution of intention to form an AD or CFD shall contain a statement that the City will not obligate itself to advance available funds from the City treasury to cure any deficiency which may occur in the bond redemption fund.

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

C. Special Tax Formula

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

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annual property tax bill), shall not exceed two percent (2.0%) of the projected assessed value of each improved parcel within the district. As it pertains to commercial, industrial, or other parcels within the district, the City reserves the right to exceed the two-percent (2.0%) limit if, in the City's sole discretion, it is fiscally prudent. A backup special tax shall be required to protect against changes in land use that may result in insufficient annual special tax revenues.

D. Administration and Fees

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

E. Continuing Disclosure

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

F. Refunding

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

X. LANDSCAPE AND LIGHTING MAINTENANCE DISTRICT POLICIES

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

A. Formation

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

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Report in an amount sufficient to maintain the improvements until the first assessment apportionment is received from the County.

4. The City Council shall select the assessment engineer and other professionals and consultants as it deems appropriate.

B. Budget

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

C. Method of Apportionment

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

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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 \$10,000 or more will be capitalized (recorded as an asset on the balance sheet versus expensing the item). Infrastructure Assets with an original cost of \$150,000 or more will be capitalized. This capitalization policy addresses financial reporting, not control. The City follows the GFOA recommended practices for establishing capitalization thresholds. Specific capitalization requirements are described as follows:

1. The asset must cost \$10,000 or more.
2. The asset must have a useful life of five (5) or more years.
3. The capitalization threshold is applied to individual units of capital assets rather than groups. For example, ten desks purchased for \$1,500 each will not be capitalized even though the total (\$15,000) exceeds the threshold of \$10,000.
4. For purposes of capitalization, the threshold will generally not be applied to components of capital assets. For example a keyboard, monitor and central processing unit purchased as components of a computer system will not be evaluated individually against the capitalization threshold. The entire computer system will be treated as a single asset. The capitalization threshold will be applied to a network if all component parts are required to make the asset functional.
5. Repairs to existing capital assets will generally not be subject to capitalization unless the repair

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extends the useful life of the asset. In this case the repair represents an improvement and is subject to the requirements described number 6 below.

6. Improvements to existing capital assets will be presumed by definition to extend the useful life of the related capital asset and therefore will be subject to capitalization if the cost exceeds \$10,000.
7. Work of arts, animals (i.e. police dogs) and historical treasures are not capitalized, but will be recorded as tracked property.

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

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

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

C. Leased Assets

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

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

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

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

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

- Bond Proceeds
- Federal Grants

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State Grants

Local Grants

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

Sales Tax

Freight charges

Legal and title fees

Closing costs

Appraisal and negotiation fees

Surveying fees

Land-preparation costs

Demolition costs

Relocation costs

Architect and accounting fees

Insurance premiums and interest costs during construction

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

The City will conduct public auctions, as necessary, for the purpose of disposing of surplus property. Auctions will be conducted by the Finance Department through its Purchasing Division. All proceeds from the sale of surplus property will be allocated to the City's General Fund unless the property was originally purchased with monies from a Proprietary or a Grant Fund, in which case, the proceeds will be returned to any of those specific funds. The original cost less depreciation will then be removed from the City's capital asset management system.

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

FINANCIAL POLICIES

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

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

The City will use straight-line depreciation method. Depreciation will be calculated starting the month following the date the asset was placed in service. Depreciation will be applied over the estimated useful life of the asset.

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

<u>Asset Class</u>	<u>Useful Life</u>
Buildings and Improvements	240 to 600 months
Improvements Other Than Buildings	180 to 540 months
Infrastructure	240 to 600 months
Machinery and Equipment	60 to 120 months

M. Control of Assets – In accordance with GFOA Recommended Practice the City will exercise control over the non-capitalized tangible capital-type items by establishing and maintaining adequate control procedures at the department level. The City's capitalization threshold of \$10,000 meets financial reporting needs and is not designed for nor particularly suited to maintain control over lower cost capital assets. It is the responsibility of each department to maintain inventories of lower-cost capital assets to ensure adequate control and safekeeping of these assets.

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

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

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

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

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

FINANCIAL POLICIES

- Q. Intangibles – Intangibles assets are now included in the GASB 34 definition of capital assets. Prior to GASB 34 the City did not capitalize intangibles. GFOA recommends that governmental entities follow the guidance of AICPA Statement of Position 98-1 Accounting for Costs of Computer Software Developed or Obtained for Internal Use.
- R. Inventory – 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.
- S. Tagging – The City will tag only moveable equipment with a value of \$10,000 or higher. Rolling stock items will not be tagged. They will be identified by the VIN number.

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 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.

FINANCIAL POLICIES

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:

PRIORITY BASED BUDGETING

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

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

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

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

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

Step 3 – Identify Programs and Services

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

PRIORITY BASED BUDGETING

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

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

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

Department Scoring

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

Peer Review Scoring

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

Costing Allocation

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

Step 5 – Allocate Resources Based on Priorities

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

Davenport Institute for Public Engagement and Civic Leadership – Grant Award

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

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

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

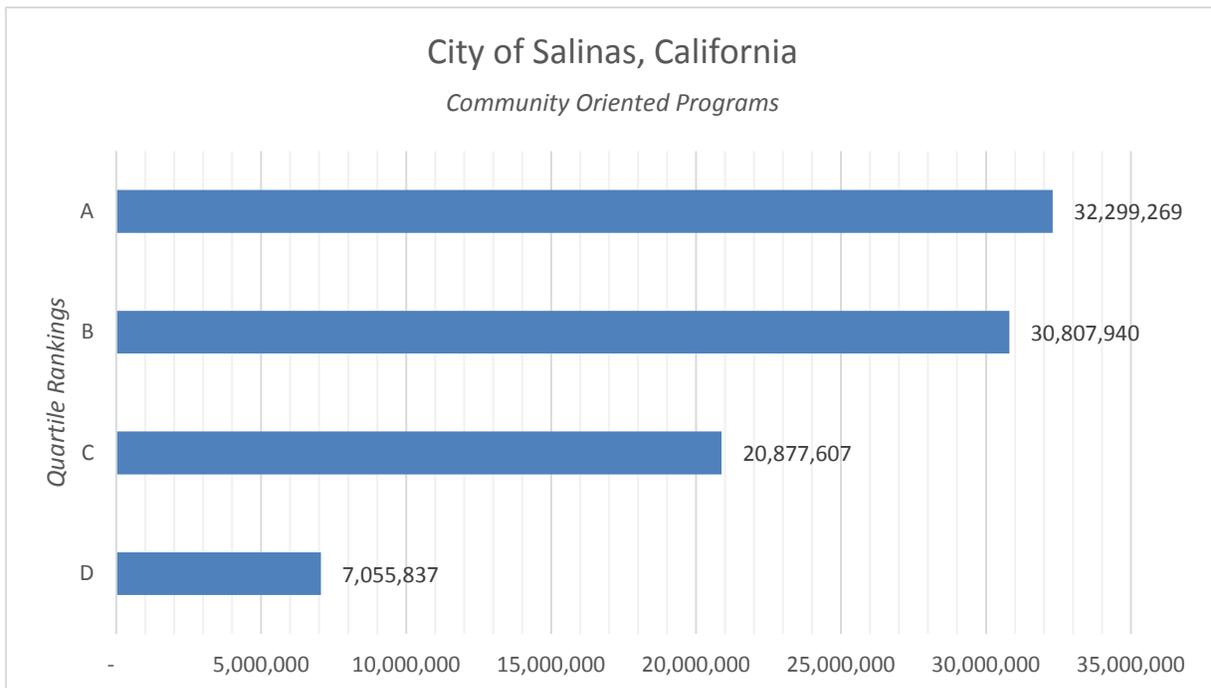
PRIORITY BASED BUDGETING

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

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

Funding by Quartile Ranking

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



Impact of FY 2014-15, 2015-16, 2016-17, 2017-18, 2018-19 Budget Processes

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

PRIORITY BASED BUDGETING

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

Result Definitions (More Detail)

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

Results

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

SAFE, LIVABLE COMMUNITY

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

EFFECTIVE MOBILITY and EXCELLENT INFRASTRUCTURE

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

PRIORITY BASED BUDGETING

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

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

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

HEALTHY, VIBRANT, SUSTAINABLE and GREEN COMMUNITY

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

ECONOMIC DIVERSITY and PROSPERITY

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

PRIORITY BASED BUDGETING

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

GOOD GOVERNANCE

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

Department Scoring (More Detail)

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

Community Program Scoring

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

Community Results:

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

Scoring Criteria (0-4 scale):

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

PRIORITY BASED BUDGETING

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

Governance Program Scoring

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

Governance Result Definitions:

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

Scoring Criteria:

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

Basic Program Attributes

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

Mandated to Provide Program

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

Reliance on City to Provide Program

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

PRIORITY BASED BUDGETING

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

Cost Recovery of Program

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

Portion of Community Served by Program

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

Change in Demand for Program

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

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

PRIORITY BASED BUDGETING

programs. There are 585 Community Programs and 91 Governance Programs that were scored by 17 peer review teams. The table below shows the results:

<u>Community Results</u>		<u>Governance Results</u>	
Quartile Rank by Department	Program Count	Quartile Rank by Department	Program Count
Administration	10	Administration	8
A	3	A	5
B	6	B	2
C	1	C	1
Assessment Districts	7	City Attorney	24
A	3	A	3
B	3	B	9
C	1	C	10
City Attorney	5	D	2
A	2	Finance	32
B	1	A	26
C	2	B	6
Community Development	122	Public Works	27
A	52	A	6
B	52	B	7
C	17	C	6
D	1	D	8
Enterprise Operations	70	Grand Total	91
A	48		
B	11		
C	11		
Fire	91		
A	38		
B	24		
C	25		
D	4		
Library & Community Services	68		
A	28		
B	34		
C	5		
D	1		
Police	116		
A	7		
B	27		
C	56		
D	26		
Public Works	96		
A	55		
B	26		
C	14		
D	1		
Grand Total	585		

MEASURE E

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

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

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

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

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

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

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

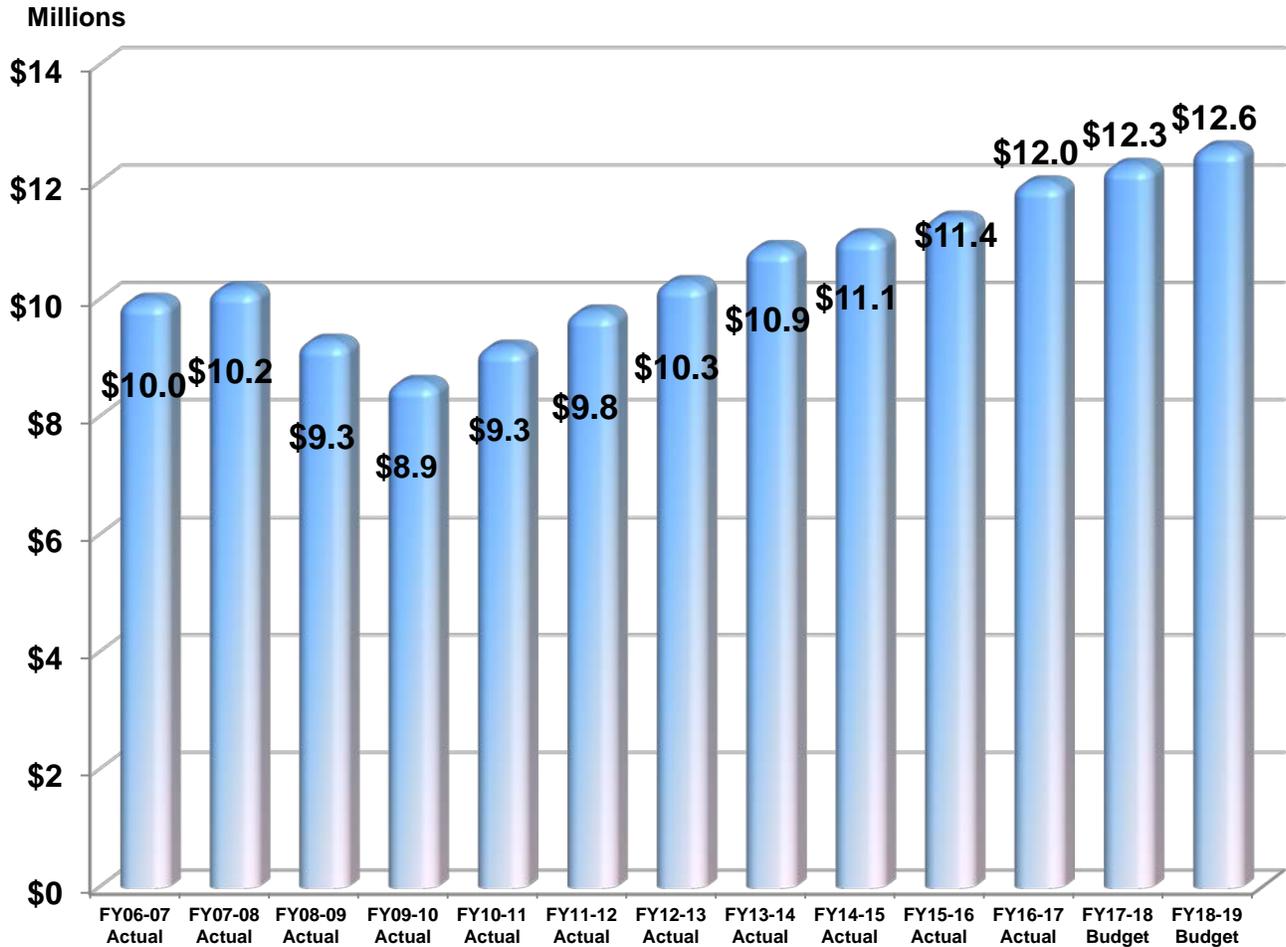
In order to assure full compliance with the intent of the ordinance, the tax proceeds from this ordinance are separately received and accounted for in the City's financial reporting system (Fund 1100). The Finance Director reports at least quarterly to the Oversight Committee the use of tax proceeds.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

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

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

MEASURE E

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



Measure E tax collections are projected to increase \$269,900 or 2.2% in FY 2018-19. Staff revenue projections are optimistic and based on current economic recovery signs. The City's outside consultant (Hinderliter, de Llamas & Associates) agrees with staff revenue estimates for the City's Transaction and Use Tax.

The proposed FY 2018-19 Measure E CIP budget totals \$4.0M, which is detailed below:

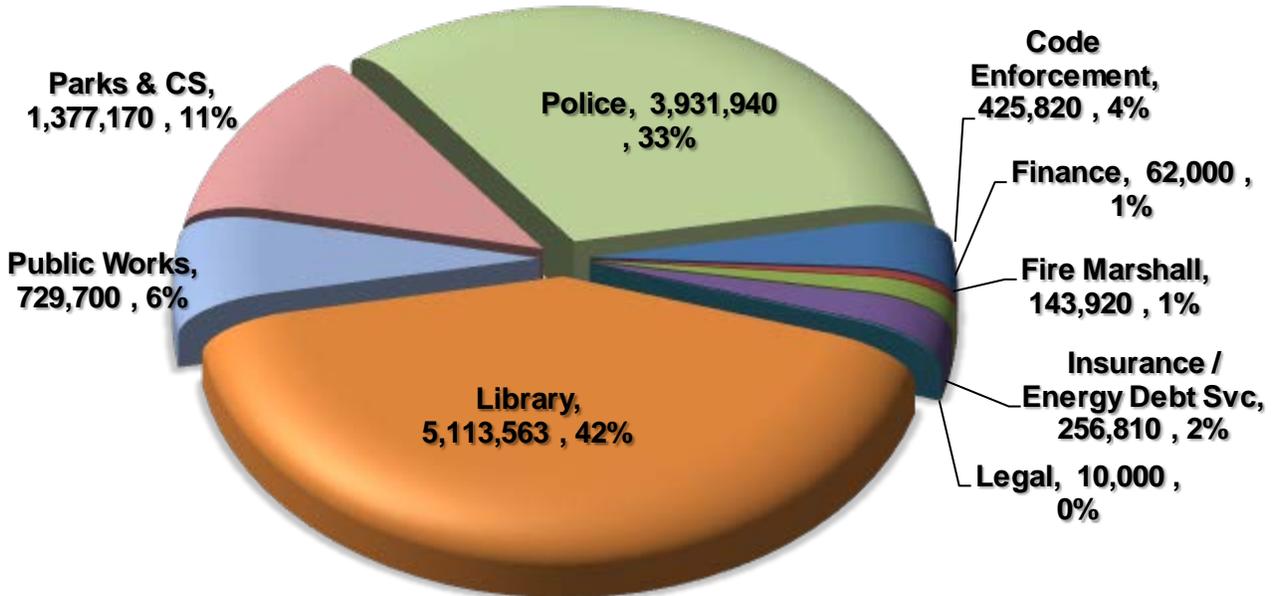
	<u>Amount</u>
New El Gabilan Library	3,855,000
Tennis Court Improvements	100,000
Library and Rec Computers Upgrade	<u>50,000</u>
	<u>\$ 4,005,000</u>

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

MEASURE E

The Measure E proposed budget by department for FY 2018-19 is as follows:

	<u>Amount</u>	<u>Percent</u>
Code Enforcement	425,820	3.5%
Finance	62,000	0.5%
Fire Marshall	143,920	1.2%
Insurance / Energy Debt Svc	256,810	2.1%
Legal	10,000	0.1%
Library	5,113,563	42.4%
Public Works	729,700	6.1%
Parks & CS	1,377,170	11.4%
Police	<u>3,931,940</u>	<u>32.7%</u>
Total Appropriations	<u>12,050,923</u>	<u>100.0%</u>



MEASURE E

The number of positions funded by Measure E during FY 2018-19 is summarized as follows:

	<u>FY 18/19</u>
Police	22.0
Fire	0.3
Code Enforcement	3.0
Public Works	9.0
Parks & Recreation	6.0
Youth Services & Community Engagement	2.0
Library	<u>39.0</u>
Total Positions	<u><u>81.3</u></u>

The number of full-time authorized positions under Measure E shows a decrease of three and half positions when compared to the previous fiscal year. The decrease is due to a reorganization/consolidation in the Library department, in addition to a half-time Police position and full-time Public Works position. The Battalion Chief/Fire Marshall position is partially funded by Measure E (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 suffered from inadequate funding. Increased funding for public safety has been identified through the community outreach process as the highest priority, but not the only priority. While residents have consistently stressed the importance of public safety, they have also recognized that safe communities require investments in violence prevention and community-building programs such as after-school programs, recreational activities, life-long learning opportunities and special events/cultural arts programming.

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

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

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

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

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

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

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

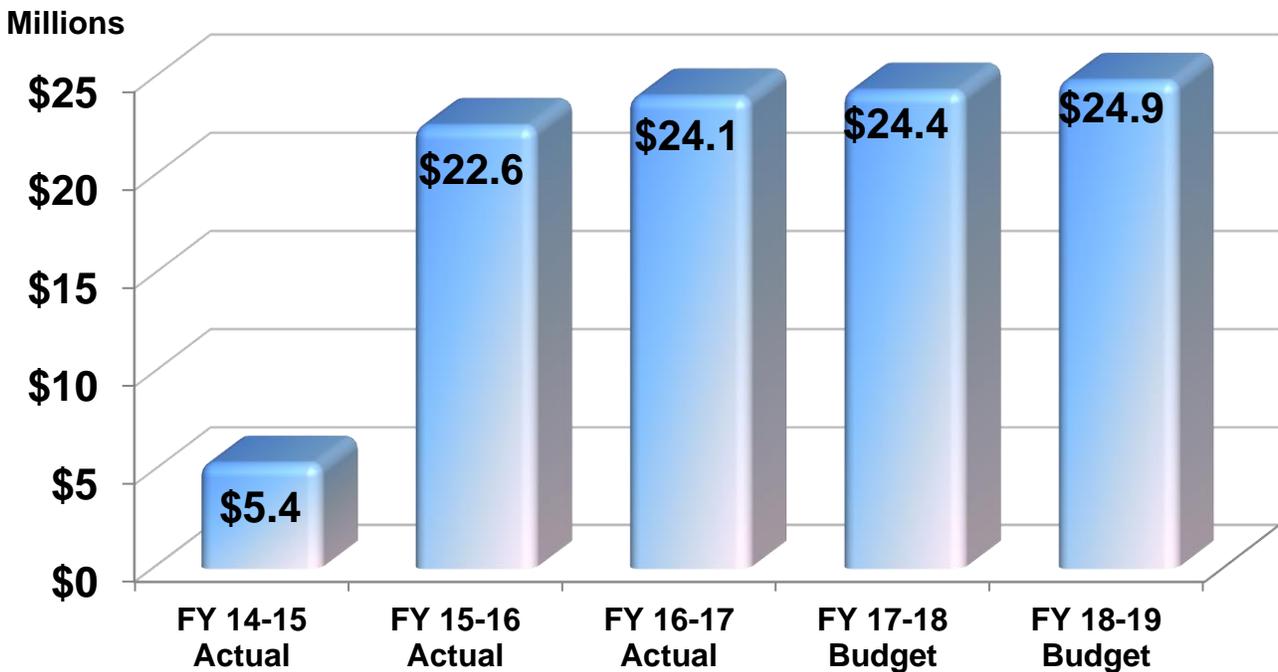
As approved by the City Council on March 31, 2015 and Adopted by Resolution on April 14, 2015, the Committee shall meet three times per year:

MEASURE G

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

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

In order to assure full compliance with the intent of the ordinance, the tax proceeds from this ordinance are separately received and accounted for in the City’s financial reporting system (Fund 1200).



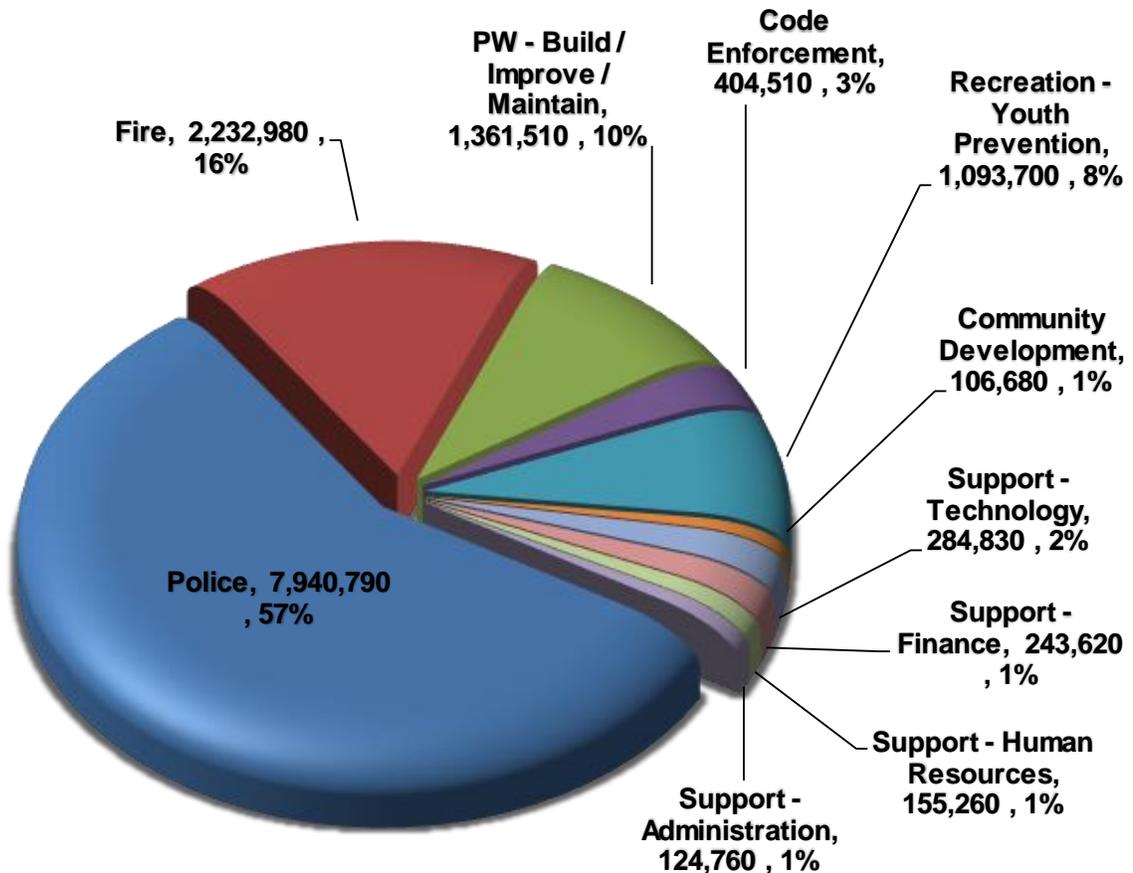
The City received \$5.4 million for the last quarter of FY 2014-15, \$22.6 million for FY 2015-16, and \$24.1 million for FY 2016-17. For FY 2017-18 and FY 2018-19, the City is expecting \$24.4 million and \$24.9 million, respectively. The FY 2018-19 budget includes \$8,157,485 in capital improvement projects (CIP), a \$2,540,040 transfer out to mainly cover restoring services on Friday (furlough), and a \$13,948,640 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 2018-19.

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

MEASURE G

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 fourth year of Measure G operating costs for FY 2018-19 is shown below:

	<u>Amount</u>	<u>Percent</u>
Police	7,940,790	56.9%
Fire	2,232,980	16.0%
PW - Build / Improve / Maintain	1,361,510	9.8%
Code Enforcement	404,510	2.9%
Recreation - Youth Prevention	1,093,700	7.8%
Community Development	106,680	0.8%
Support - Technology	284,830	2.0%
Support - Finance	243,620	1.7%
Support - Human Resources	155,260	1.1%
Support - Administration	<u>124,760</u>	<u>1.0%</u>
Total Appropriations	<u>\$ 13,948,640</u>	<u>100.0%</u>



MEASURE G

Staffing represents 90% of the operating budget. Aside from staffing, the FY 2018-19 operating budget includes \$1,353,810 in other operating costs such as supplies and materials, outside services, and operating capital outlay.

As mentioned above, the Measure G Capital Improvement Program (CIP) budget totals \$8,157,485 and consists of 20 projects. As mentioned, for a complete list of projects, see the Proposed Measure G CIP Projects Budget for FY 2018-19:

<u>Category</u>	<u>Budget</u>
Public Safety - Police	\$ 5,477,000
Public Safety - Fire	1,496,985
Built Environment	100,000
Community Development	450,700
Maintenance	270,000
Equipment	202,800
Technology	160,000
Total	<u>\$ 8,157,485</u>

The number of positions funded by Measure G during FY 2018-19 is summarized as follows:

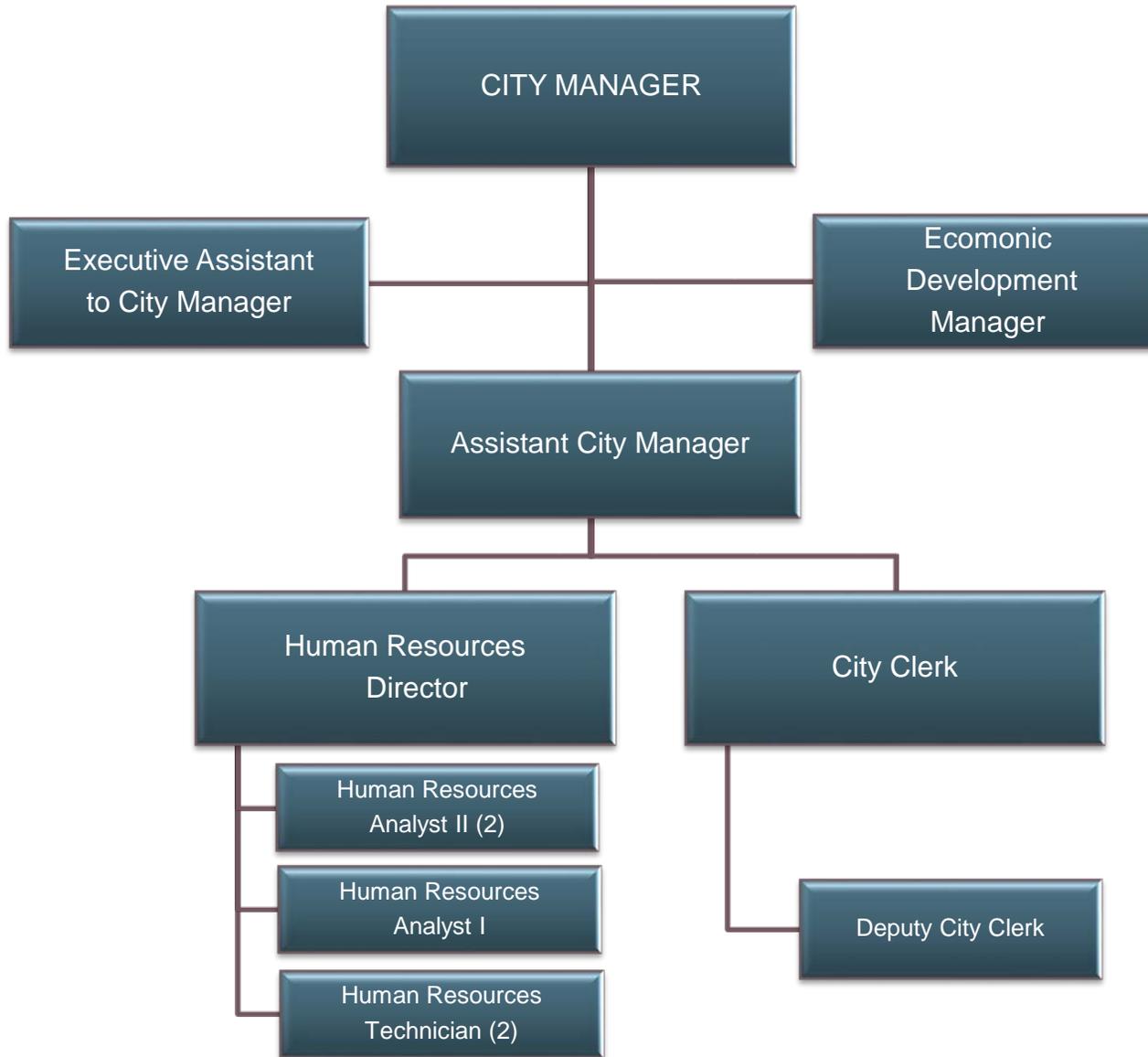
	<u>FY 15/16</u>	<u>FY 16/17</u>	<u>FY 17/18</u>	<u>FY 18/19</u>
Police - Sworn	17.0	27.0	31.0	37.0
Police - Non-Sworn Support	12.0	12.0	12.0	12.0
Fire - Sworn	-	12.0	14.0	14.0
Fire - Non-Sworn Support	1.0	1.0	1.0	1.0
Code Enforcement	4.0	4.0	4.0	4.0
Public Works - Clean-up	1.0	1.0	1.0	1.0
Public Works - Park Maint.	1.0	1.0	1.0	1.0
Public Works - Streets	6.0	6.0	6.0	6.0
Recreation	6.0	6.0	6.0	6.0
Youth Services & Community Engagement	1.0	3.0	1.0	1.0
Support - Technology	2.0	2.0	2.0	2.0
Support - Finance	2.0	2.0	2.0	2.0
Support - Human Resources	1.0	1.0	1.0	1.0
Support - Administration	1.0	1.0	1.0	1.0
Total Positions	<u>55.0</u>	<u>79.0</u>	<u>83.0</u>	<u>89.0</u>

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

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 2017-18

Effective, Sustainable Government

1. Continued dialogue with City leaders, site selectors and major business corporations in preparation and planning for the 4th annual Forbes AgTech Summit sponsored by the City.
2. Continued Council and community engagement regarding City services, fiscal management, and implementation of the strategic plan goals and objectives for FY 2017-19.
3. Continue to work with local service providers and County officials to mitigate homeless encampments, construction of a permanent shelter, and solidify housing and commercial development in the Chinatown area.
4. Continued oversight of the Economic Development Element Plan and the integration of the Housing element, Downtown Vibrancy, Chinatown Vibrancy, and the Alisal Vibrancy to the General Plan.
5. Continues to lead the efforts between the City and County animal shelter consolidated services.
6. Participating in multijurisdictional efforts toward the development of clean energy electricity generation.
7. Managed and implemented SalinasConnect (QAlert) service request management system city-wide.
8. Ongoing management of the City Council, Measure E, and Measure G agenda process;
9. Continue to inventory and destroyed City records pursuant to the Records Retention Policy; and is in the process of updating the City's record retention schedule and policy.
10. Continues to process Republic Services low-income senior discounts.
11. Human Resources Division completed the 1st phase of Affordable Care Act notification requirements.
12. Human Resources conducted over 100 recruitments, processed over 2,500 applications and processed approximately 70 new regular hires and 43 new temporary hires.
13. 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.
14. Human Resources coordinated the Employee Health & Wellness Fair attended by more than 40 vendors.
15. Human Resources processed over 80 health enrollments and/or changes and respective COBRA notifications.
16. 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.
17. Community Safety Division has increased CASP attendance and participation by 10% over this last year.
18. 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.

ADMINISTRATION DEPARTMENT

Summary (Continued)

City Council Goals, Strategies, and Objectives for FY 2018-19

Effective, Sustainable Government

1. Continue to work to achieve customer service training for City employees in all Departments.
2. Update and modernize record retention and management, and day to day function in the City Clerk's Office utilizing current technology.
3. Develop and implement a commissions, boards, committee streamlined intake process to include retention and training.

Major Budget Changes

None

ADMINISTRATION DEPARTMENT

Summary

Expenditures by Program	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1111 City Manager`s Office	691,731	696,821	753,600	769,130
1113 Community Safety	622,731	497,207	463,515	
1120 City Clerk	360,643	371,058	409,330	605,050
1140 Human Resources	975,762	1,173,436	1,236,920	1,307,990
1355 Economic Development	382,975	998,740	1,284,443	1,331,405
Total	3,033,842	3,737,260	4,147,809	4,013,575

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	2,333,015	2,596,251	2,670,266	2,425,290
62 - Supplies & Materials	42,223	51,474	61,293	31,650
63 - Outside Services	157,105	846,762	1,241,662	1,408,150
64 - Other Charges	87,535	90,006	154,088	127,985
66 - Capital Outlays	37,798	22,768	20,500	20,500
69 - Financial Assistance	376,167	130,000		
Total	3,033,842	3,737,260	4,147,809	4,013,575

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	2,231,981	3,041,263	3,487,303	3,733,555
1100 Measure E	266,925	262,959	272,720	
1200 Measure G	253,039	413,689	361,670	280,020
2505 Recreation Parks	22,421	17,798	23,400	
3112 BJA-Nat'l Forum on Youth	232,010	1,552	2,715	
8104 Economic Development	27,466			
Total	3,033,842	3,737,260	4,147,809	4,013,575

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
1111 City Manager`s Office	2.500	2.500	2.500	2.500
1113 Community Safety	3.000	5.000	5.000	
1120 City Clerk	2.000	2.000	2.000	2.000
1140 Human Resources	5.500	5.500	5.500	6.500
1355 Economic Development	1.275	1.000	1.000	1.000
Total	14.275	16.000	16.000	12.000

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, implement a comprehensive and collaborative community safety strategy.
3. Develop, recommend and implement comprehensive City and Successor Agency budgets and financial policies.
4. Coordinate efforts to achieve cooperative intergovernmental initiatives and private/public partnerships.
5. Implement and monitor City Council Goals and Objectives.

Major Budget Changes

None

ADMINISTRATION DEPARTMENT

1111 City Manager`s Office Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	647,577	671,582	727,700	743,430
62 - Supplies & Materials	5,240	5,416	6,650	6,650
63 - Outside Services	121	55	2,750	2,550
64 - Other Charges	10,196	8,370	16,500	16,500
66 - Capital Outlays	28,598	11,397		
Total	691,731	696,821	753,600	769,130

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	605,766	593,627	637,140	644,370
1200 Measure G	85,965	103,193	116,460	124,760
Total	691,731	696,821	753,600	769,130

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
1111 City Manager`s Office	2.500	2.500	2.500	2.500
Total	2.500	2.500	2.500	2.500

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 though information and referral.
5. The City Clerk’s office serves as the filing official and oversees municipal elections.
6. Continue to implement customer service initiatives.
7. Coordinates the State mandated AB 1234 Local Ethics Training and filing of California Form 700 Conflict of Interest for designated employees and appointees.

Performance Measures

Performance Measure / Goal	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Conduct Consolidated Election	1	1	0	0	1
Ballot Initiatives	2	0	0	0	1
Claims Administration	74	117	<95	<80	<75
Records Management/Indexing	650	417	680	600	600
Agenda Processing	30	32	37	37	37
Public Information and Referral	5,000		<5000	<5000	<5000
Capital Improvement Project Bid Agreement Processing	15	12	10	15	15
City of Champions Recognitions	48	160	100	100	100
Fair Political Practices Commission Mandated Filings	250	251	275	275	275

Major Budget Changes

None

ADMINISTRATION DEPARTMENT

1120 City Clerk Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	306,165	317,954	328,650	337,600
62 - Supplies & Materials	4,791	4,703	6,742	3,000
63 - Outside Services	30,989	22,630	53,359	245,750
64 - Other Charges	18,698	20,221	20,580	18,700
66 - Capital Outlays		5,551		
Total	360,643	371,058	409,330	605,050
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	360,643	371,058	409,330	605,050
Total	360,643	371,058	409,330	605,050
Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
1120 City Clerk	2.000	2.000	2.000	2.000
Total	2.000	2.000	2.000	2.000

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

1140 Human Resources Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	878,177	985,279	1,028,920	1,149,990
62 - Supplies & Materials	11,488	14,249	20,000	20,000
63 - Outside Services	56,282	138,748	110,500	62,500
64 - Other Charges	29,815	30,304	57,000	55,000
66 - Capital Outlays		4,857	20,500	20,500
Total	975,762	1,173,436	1,236,920	1,307,990

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	861,332	1,036,771	1,091,990	1,152,730
1200 Measure G	114,430	136,665	144,930	155,260
Total	975,762	1,173,436	1,236,920	1,307,990

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
1140 Human Resources	5.500	5.500	5.500	6.500
Total	5.500	5.500	5.500	6.500

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 adoption and implementation of an Economic Development Element for the General Plan.
3. Review potential opportunities to support development through appropriately targeted incentives.
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, to support economic development in the Monterey Bay region.
7. Develop partnerships with educational institutions and other providers of workforce development services to ensure that local residents have the skills needed by our local employers.
8. Identify opportunities to promote the redevelopment of sites owned by the City of Salinas, identify potential alternative uses, and assist in the redevelopment of the site.
9. Coordinate projects requiring multi-departmental cooperation to achieve increased efficiencies and accomplishment of common goals, including the development of telecommunications infrastructure.
10. Work with National Resource Network in developing initiatives to promote the long-term fiscal sustainability of the City.
11. Manage and coordinate multi-departmental processing and regulation of all commercial cannabis businesses, including necessary updates to regulations and ordinances.

Performance Measures

Performance Measure / Goal	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 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

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	170,327	175,122	191,490	194,270
62 - Supplies & Materials	110	546	2,000	2,000
63 - Outside Services	52,838	673,384	1,050,553	1,097,350
64 - Other Charges	1,018	19,687	40,400	37,785
69 - Financial Assistance	158,684	130,000		
Total	382,975	998,740	1,284,443	1,331,405
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	355,509	998,740	1,284,443	1,331,405
8104 Economic Development	27,466			
Total	382,975	998,740	1,284,443	1,331,405
Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
1355 Economic Development	1.275	1.000	1.000	1.000
Total	1.275	1.000	1.000	1.000

ADMINISTRATION DEPARTMENT

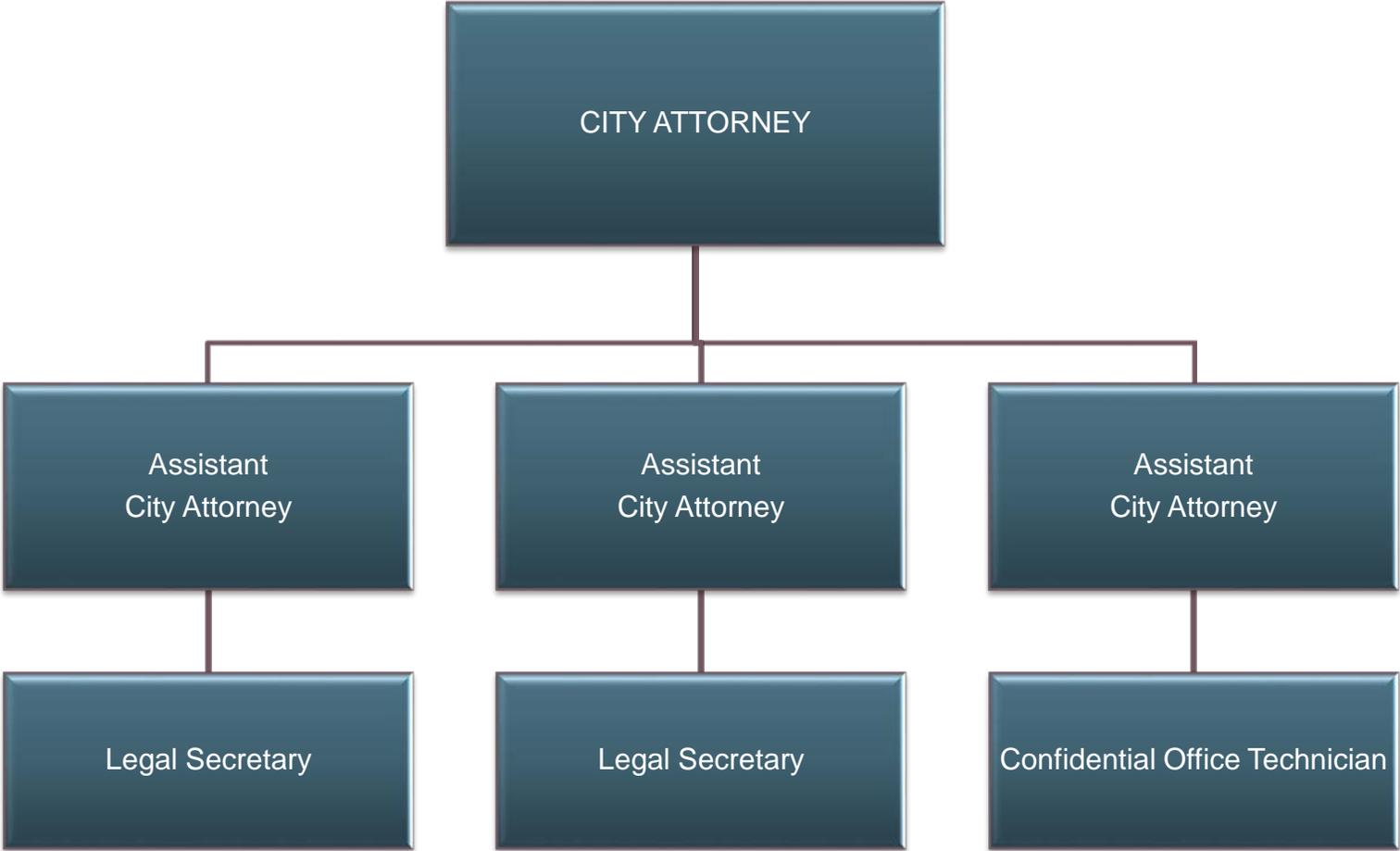
Work Force

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
1111 City Manager`s Office				
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	1.000	1.000
1111 City Manager`s Office Total	2.500	2.500	2.500	2.500
1113 Community Safety				
Community Safety Admin	1.000	1.000	1.000	
Community Safety Assistant	1.000	1.000	1.000	
Community Safety Program Coord	1.000	1.000	1.000	
Street Outreach Specialist		2.000	2.000	
1113 Community Safety Total	3.000	5.000	5.000	
1120 City Clerk				
City Clerk	1.000	1.000	1.000	1.000
Deputy City Clerk	1.000	1.000	1.000	1.000
1120 City Clerk Total	2.000	2.000	2.000	2.000
1140 Human Resources				
Assistant City Manager	0.500	0.500	0.500	0.500
Human Resource Analyst I	1.000	1.000	1.000	1.000
Human Resource Analyst II	2.000	2.000	2.000	2.000
Human Resources Officer		1.000	1.000	
Human Resources Technician	1.000	1.000	1.000	2.000
Sr Human Resources Analys	1.000			
Human Resources Director				1.000
1140 Human Resources Total	5.500	5.500	5.500	6.500
1355 Economic Development				
Business Retention Spec	1.000			
Comm & Economic Dev Dir	0.275			
Economic Development Mgr		1.000	1.000	1.000
1355 Economic Development Total	1.275	1.000	1.000	1.000
Total	14.275	16.000	16.000	12.000

CITY ATTORNEY DEPARTMENT Organizational Chart



**CITY ATTORNEY DEPARTMENT
Organizational Chart**



CITY ATTORNEY'S DEPARTMENT

Summary

Purpose

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

Top Accomplishments for FY 2017-18

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. **Economic Development Element.** Supported Community Development with certification of the environmental impact report for the Economic Development Element which was approved by the City Council in December 2017.

Safe, Livable Community

1. **Assisted in Management of Homelessness.** Continued support to City departments in their efforts to address the homeless encampments on public and private property; implementation and enforcement of City ordinance regulating the use of public property. Revised Municipal Code provisions related to camping and storage of personal belongings on City property.
2. **Implemented New Code Enforcement Strategy.** Successfully Implemented civil action (Receivership actions) against negligent property owners whose properties were not kept in a clean and safe condition, with full recovery of all costs and fees.
3. **Police Station Project.** Supported the Public Works Department's efforts to gain control of properties necessary for the development of the project; efforts to identify a project team to develop the project. Assisted in the preparation of pre-development agreement and lease for the public safety facility.

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. **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.
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. Collaborated with defense counsel on "batch closure" of potentially high-exposure claims to reduce the City's outstanding liability.
4. **Boards, Commissions, Committees.** Ordinance adopted by Council updating the City Code re the requirements and the compositions of the City's commissions, committees, and boards; a Resolution establishing uniform Bylaws for the City's commissions, committees, and boards.
5. **In-House Management of Civil Litigation.** Nearly all new civil litigation matters are now handled in-house by the Assistant City Attorney.
6. **Cost Recovery.** Implemented an effective cost-recovery system to maximize recovery of monies owed to the City.

Quality of Life

1. **Arts Ordinance/Public Art Program.** Presented for adoption by the City Council an ordinance implementing a public arts program and associated policies and procedures.

CITY ATTORNEY'S DEPARTMENT

Summary (Continued)

City Council Goals, Strategies, and Objectives for FY 2018-19

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. **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.

Safe, Livable Community

1. **Continue Support of development of a new Public Safety Facility.** Draft agreements and other documents, as necessary, to support development of the Public Safety Facility.
2. **Continue Expansion of Code Enforcement Litigation.** Continue initiation of civil actions to abate degraded properties to encourage rehabilitation and redevelopment of degraded properties; increase the number of distressed and dangerous properties in receivership.
3. **Ordinance Adoption.** Present for Council consideration an ordinance regulating vacant and foreclosed homes, an ordinance implementing a rental registration and inspection program, and an ordinance regulating parking of recreational vehicles and over-sized vehicles.
4. **Criminal Prosecution of Municipal Code Violations.** Consider collaborating with the District Attorney on criminal prosecution of Municipal Code violations, where overflow exists or where support is needed.

Effective, Sustainable Government

1. **Employee Relations.** Work with other City departments to resolve labor relations matters: assist with labor negotiations; defend PERB unfair practice charges and any litigation; respond to requests for information; advise re grievances and meet/confer matters.
2. **Personnel Policies.** Ensure legal compliance with employment laws to prevent liability: finalize City-wide personnel policy updates (Personnel Manual, Administrative Memoranda, HR Forms); assist with department policies; continue to advise on employment situations; investigate employee complaints. Conduct internal audit of payroll practices and exemption analysis.
3. **City Code Update.** Complete the comprehensive review and update of the City Code to eliminate outdated or unnecessary provisions to improve the efficiency of the City's internal operations.
4. **Contract/Purchasing Process Review.**

Well-Planned City and Excellent Infrastructure

1. **Continue Support of Police Station Development Project.** Support Administration Department in development of the Police Station project, including 63/20 financing process.
2. **Support General Plan Update.** Support Community Development in their efforts to update the Salinas General Plan.

Major Budget Changes

One full-time Sr. Deputy City Attorney position will go un-filled for this Fiscal Year.

CITY ATTORNEY DEPARTMENT

Summary

Expenditures by Program	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1400 City Attorney's Office	994,196	1,023,325	1,069,870	892,950
Total	994,196	1,023,325	1,069,870	892,950
Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	823,971	828,822	879,670	696,350
62 - Supplies & Materials	25,138	29,093	22,000	27,000
63 - Outside Services	75,857	127,832	105,800	107,200
64 - Other Charges	17,034	23,592	32,974	22,400
66 - Capital Outlays	52,196	13,987	29,426	40,000
Total	994,196	1,023,325	1,069,870	892,950
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	979,997	1,023,325	1,059,870	882,950
1100 Measure E	14,199		10,000	10,000
Total	994,196	1,023,325	1,069,870	892,950
Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
1400 City Attorney's Office	5.000	5.000	5.000	4.000
Total	5.000	5.000	5.000	4.000

CITY ATTORNEY'S DEPARTMENT

City Attorney

1400

Purpose

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

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
# requests for legal services	1,091		1,600	1,600	1,624
# criminal cases reviewed or prosecuted	307		400	300	613
# Pitchess motions responded to and defended	12		10	15	10
# civil cases filed and defended	7		10	25	13
# Code enforcement cases and nuisance abatements	17		5	15	21
# Public Records Act requests responded to	52		75	100	73
# Economic development agreement and other contracts	231		200	125	347
# Workers Compensation cases presented to CM or CC	22		50	50	46
Employment matters--Representation and Advice	20		5	5	29
Acquisition or contract to acquire 312 E. Alisal	1				0-Done
Legal support of election and/or revenue measure initiative	2		2	2	1
Legal support of wind down of the SRA	1				0-Done

Major Budget Changes

One full-time Sr. Deputy City Attorney position will go unfilled for this Fiscal Year.

CITY ATTORNEY DEPARTMENT

1400 City Attorney's Office Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	823,971	828,822	879,670	696,350
62 - Supplies & Materials	25,138	29,093	22,000	27,000
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1100 Measure E	14,199		10,000	10,000
Total	994,196	1,023,325	1,069,870	892,950
Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
1400 City Attorney's Office	5.000	5.000	5.000	4.000
Total	5.000	5.000	5.000	4.000

CITY ATTORNEY DEPARTMENT

Work Force

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
1400 City Attorney's Office				
Assistant City Attorney	1.000			1.000
City Attorney	1.000	1.000	1.000	1.000
Legal Secretary	2.000	2.000	2.000	1.000
Sr Deputy City Attorney	1.000	2.000	2.000	
Confidential Office Technician				1.000
1400 City Attorney's Office Total	5.000	5.000	5.000	4.000
Total	5.000	5.000	5.000	4.000

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 2017-18

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 Chinatown
- Enhanced Permit Center Operations
- Entitle and Develop Future Growth Area
- Plan for and engage a safe, secure, well-managed water supply, including the City's collaborative efforts through the Salinas Valley Basin Groundwater Sustainability Agency
- Enhance community input and participation
- Continue collaboration with the County and social service providers to address the needs of the homeless
- Continued advocacy, collaboration and support for health, and social service program, recreation, arts, libraries, entertainment, volunteer opportunities, playgrounds, sports culture
- Needs assessment and development of an open space master plan
- Housing issues including farmworker housing and inclusionary housing ordinance
- Established the Public Art Commission
- Established the Monterey Bay Community Power Authority
- Continue to work with the County on potential for shared animal control services

CITY COUNCIL DEPARTMENT

Summary

Expenditures by Program	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 City Council	240,279	225,823	202,460	249,110
Total	240,279	225,823	202,460	249,110
Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	233,696	217,629	187,150	226,700
62 - Supplies & Materials	2,559	3,248	3,200	2,200
63 - Outside Services	407	367	500	8,600
64 - Other Charges	3,617	4,579	11,610	11,610
Total	240,279	225,823	202,460	249,110
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	240,279	225,823	202,460	249,110
Total	240,279	225,823	202,460	249,110
Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
1000 City Council	7.000	7.000	7.000	7.000
Total	7.000	7.000	7.000	7.000

City Council Goals, Strategies, and Objectives for FY 2018-19

The City Council continues to review and take action on the original Goals and initiatives identified during their 2015 and 2016 strategic planning sessions. The goals of Economic Diversity and Prosperity, Safe, Livable Community; Effective, Sustainable Government; Excellent Infrastructure; and Quality of Life were maintained.

The initiatives include the following:

- 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 improve community policing
- Update Technology city-wide
- Prepare and present to the Public a Community Policing Plan that include support and involvement in neighborhoods
- Continue to expand Code Enforcement delivery
- Inventory and determine cost effectiveness of outside consultants
- Increase the rate of planned infrastructure improvements
- Update the General Plan
- Work with Big Sur Land Trust on Carr Lake Opportunities
- Continue needs assessment and develop open space master plan
- Update community and recreational programs and centers including “old municipal pool” rehabilitation
- Development and construction of the Salinas Public Safety Headquarters
- Development and construction of the El Gabilan Library

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

Division Operations

1. Continue to hold City Council meetings as prescribed by the Charter.
2. Determine and prioritize service levels for all City departments.
3. Participate in appropriate advocacy associations, including the League of California Cities and the National League of Cities.
4. Represent the City’s interests in regional and intergovernmental processes.
5. Continue outreach to City residents, neighborhoods and community groups.

Major Budget Changes

No Change

CITY COUNCIL DEPARTMENT

1000 City Council Division

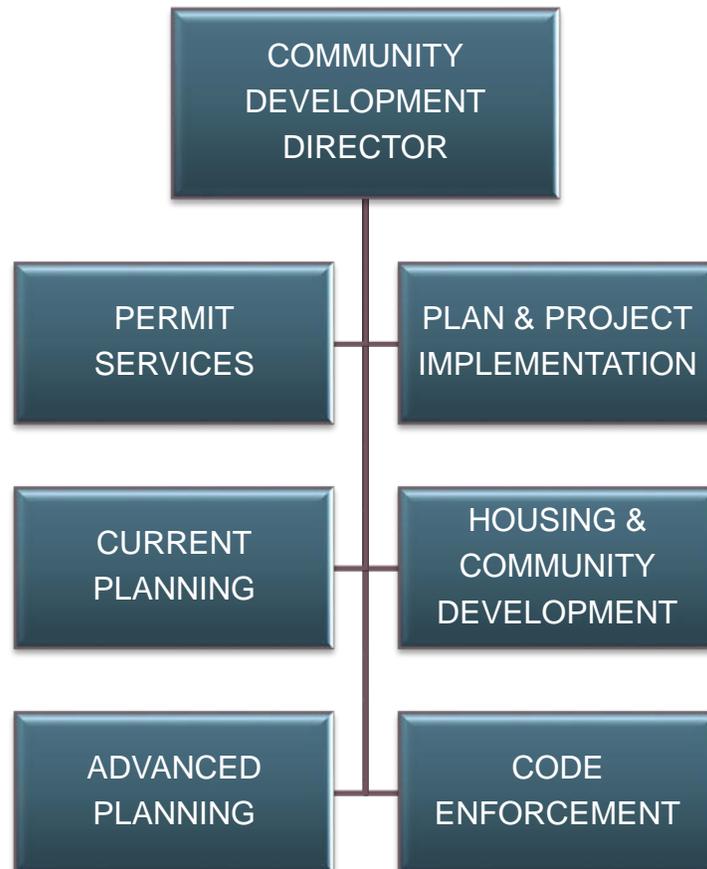
Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
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62 - Supplies & Materials	2,559	3,248	3,200	2,200
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Total	240,279	225,823	202,460	249,110
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	240,279	225,823	202,460	249,110
Total	240,279	225,823	202,460	249,110
Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
1000 City Council	7.000	7.000	7.000	7.000
Total	7.000	7.000	7.000	7.000

CITY COUNCIL DEPARTMENT

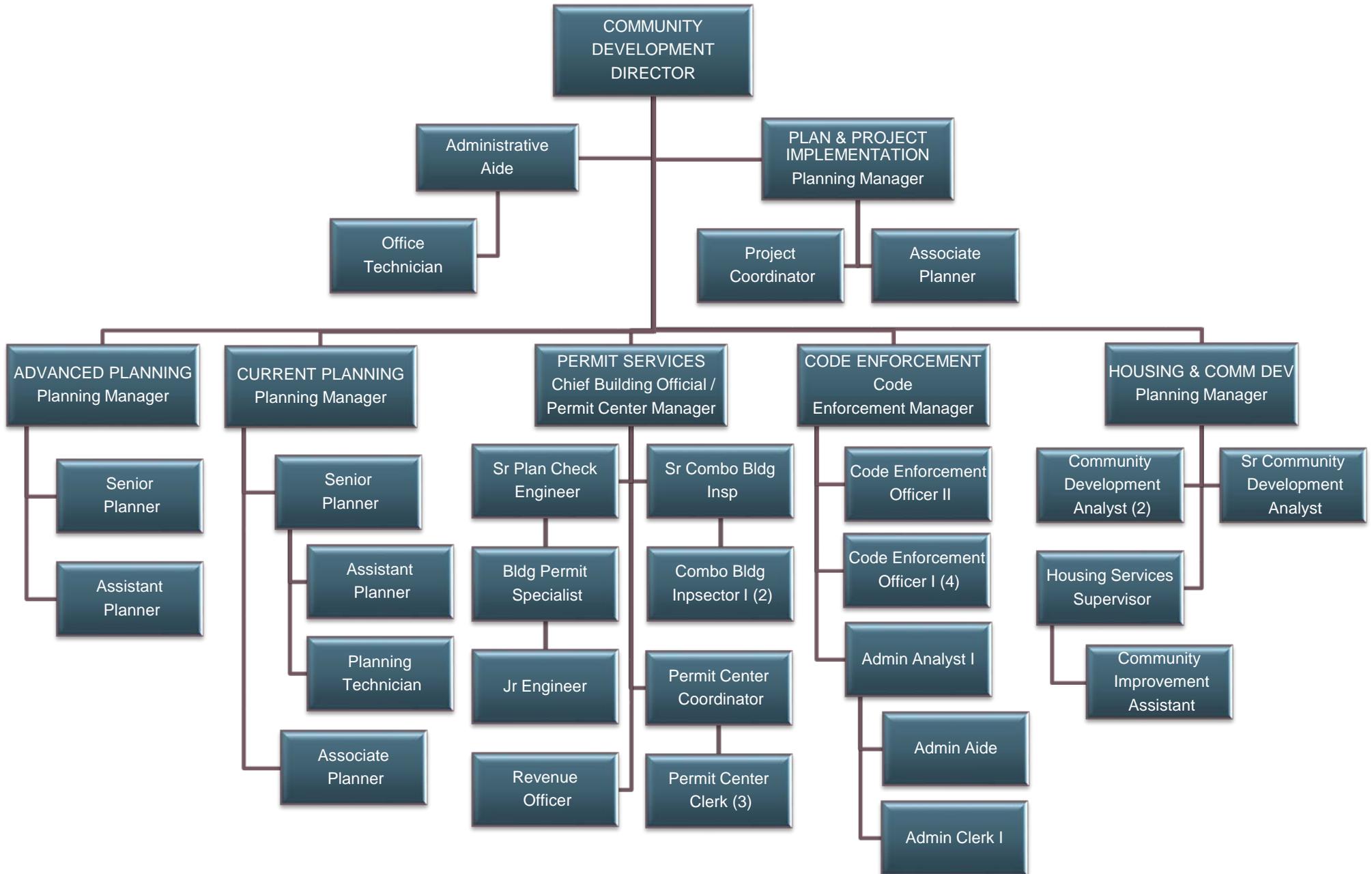
Work Force

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
1000 City Council				
City Council	6.000	6.000	6.000	6.000
City Mayor	1.000	1.000	1.000	1.000
1000 City Council Total	7.000	7.000	7.000	7.000
Total	7.000	7.000	7.000	7.000

COMMUNITY DEVELOPMENT DEPARTMENT Organizational Chart



COMMUNITY DEVELOPMENT DEPARTMENT Organizational Chart



COMMUNITY DEVELOPMENT DEPT.

Summary

Purpose

With ongoing community collaboration, the Community Development Department is committed to creating a safe, healthy, and prosperous Salinas through targeted revitalization and sustainable, well-designed land use and development. Department functions include planning, permitting, management of federal funding, housing facilitation, code enforcement, and business development.

There are six divisions in the Department: Plan & Project Implementation, Advanced Planning, Current Planning, Permit Services, Code Enforcement, and Housing & Community Development.

Top Five Accomplishments for FY 2017-18

1. Plan & Project Implementation Division

- a. Adopted Economic Development Element as eighth General Plan element and certified associated Final Environmental Impact Report.
- b. Continued implementation of the Economic Development Element.
 - i. Formed five working groups comprised of residents, stakeholders and technical experts to develop Alisal Vibrancy Plan (AVP) content related to Housing, Health and Safety, Economic Development, Art, Youth and Open Space and Transportation and Mobility.
 - ii. Conducted four community workshops to engage the community in the AVP process including discussions on existing conditions, vision, and design of commercial corridors.
 - iii. Secured four VISTA volunteers to support AVP engagement, plan, and projects.
- c. Provided Small Business Support.
 - i. Conducted three 10 session workshop series for microbusiness owners that resulted in 48 graduates, five new businesses and 1 business expansion.
 - ii. Provided 215 hours individual technical support and assisted deli bakery with lease and financing to open a 2nd location in the long-time vacant Tynan Village retail space.
 - iii. Exceeded Grow Salinas Fund goal of \$2.2 in small business lending. Leveraged initial seed funding (\$550,000) at a ratio of \$4.94:\$1
- d. Continued implementation of Salinas Downtown Vibrancy Plan.
 - i. Commenced implementation of recommended actions in the Downtown Housing Market Assessment to amend code requirements to facilitate housing development.

2. Advanced Planning Division

- a. Prepared Farmworker Housing Study and Action Plan for the Salinas Valley and Pajaro Valley:
 - i. Coordinated and provided support to bi-county 28-member oversight committee and three subcommittees; consisting of 20+ meetings.
 - ii. Oversaw the survey of 400 farmworkers.
 - iii. Organized and conducted a regional forum, attended by over 200 persons.
- b. Completed Housing Element Annual Progress Report for 2017 to the State of California.
- c. Initiated Vision Salinas (General Plan Update Visioning and Major Planning Effort Coordination)
 - i. Coordinated 24 interdepartmental meetings to ensure an integrated public outreach process.
 - ii. Conducted visioning activities at six community events to engage the public in the Salinas Vision process.
 - iii. Conducted three facilitator trainings for staff and the public to improve communication skills and ensure effective public outreach.
 - iv. Created and maintained the Vision Salinas website and a new City Instagram account with over 800+ followers to engage and inform the public.
 - v. Drafted Guiding Principles to inform the update of the General Plan and the preparation of the other planning documents.
- d. Continued Processing of the West Area Specific Plan and EIR with approximately 4,300 residential units, 500,000 sq. ft. of mixed-use commercial, schools, and parks and open space.

COMMUNITY DEVELOPMENT DEPT.

Summary (Continued)

- e. Continued processing of the Central Area Specific Plan and EIR with approximately 3,800 units, 200,000 sq. ft. mixed-use commercial, schools, and parks and open space.

3. Current Planning & Permit Services Divisions

- a. Issued 1,835 permits with a valuation over \$65 million in 2017.
- b. Offered counter service from 8:00 am – 5:00 pm, Monday – Friday serving 12,800 customers.
- c. Achieved full cost recovery for the Permit Services Division.
- d. Completed plan and permit reviews and inspections within allotted timeframe, 665 “over-the-counter” reviews, 2,017 total reviews at an average time of 4-5 calendar days.
- e. Conducted all inspections via electronic devices.
- f. Amended the Zoning Code to facilitate economic development and market rate housing.
- g. Approved Phase 5A of the Monte Bella Development resulting in the construction of 89 homes.
- h. Released a draft EIR and Specific Plan for the Salinas Travel Center.

4. Code Enforcement Division

- a. Addressed 2,150 code complaints with approximately 500 of those cases relating to life safety concerns.
- b. Initiated a Proactive Code Enforcement Program (P.A.C.E.) in District 3 to conduct pass by blight inspections of approximately 1500 residences over the course of a 10-week program.
- c. Facilitated the issuance of 250 permits to correct code violations.
- d. Worked collaboratively with the Legal Department on multiple receivership cases including completion of the rehabilitation and sale of one of the worst properties in the City; continued receivership of two properties; and initiation of receivership proceedings on two new properties. The City has been able to obtain full cost recovery for staff time associated with these cases.
- e. Implemented body cameras for the safety of code enforcement officers and the community.

5. Housing & Community Development Division

- a. Completed the City's Action Plan for FY 18-19 and CAPER for FY 17-18 for the City's federal HUD funding (CDBG, HOME, & ESG).
- b. Funded 22 public services agencies to provide critical programming to youth, seniors, and homeless.
- c. Cleared contaminated sites for the Moon Gate Plaza project, and broke ground for the construction of a mixed-use building, with 90-units of affordable housing.
- d. Worked with the County of Monterey to open a temporary warming shelter and initiated an agreement to work on a permanent shelter at 1220 Natividad.
- e. Coordinated with Public Works and Library and Community Services to provide additional funding to Sherwood Recreation Center to complete necessary renovations to open the building.

City Council Goals, Strategies, and Objectives for FY 2018-19

Economic Diversity and Prosperity

1. Lead the implementation of the Economic Development Element and foster development in the target areas.
2. Continue to work with business organizations such as the Chamber of Commerce, Salinas City Center Improvement Association, and the Salinas United Business Association (SUBA) to expand marketing for shop local.
3. Establish locations for small business incubation and acceleration that feature low cost, flexible space with the availability of business support services.
4. Recapitalize the Grow Salinas Fund and foster at least one business expansion in the fiscal year.
5. Complete the development of the Alisal Vibrancy Plan and revisions to the Alisal Marketplace.
6. Complete the Chinatown Revitalization Plan and coordinate construction of Moon Gate Plaza.
7. Complete the entitlement process for the West Area and Central Area Specific Plans.
8. Implement the new Kaizen Action Plan for the Permit Center to reduce the time to approve plans.
9. Initiate zoning code amendments to facilitate market rate housing in the Downtown and transmit a Request for Proposal for the development of new market rate housing on city property.

COMMUNITY DEVELOPMENT DEPT.

Summary (Continued)

Safe, Livable Community

1. Explore the feasibility of implementing a rental registration and inspection program.
2. Continue to coordinate with Fire Prevention and Building Divisions to collaboratively address violations at dangerous commercial and residential properties.
3. Continue to work with the Legal Department to increase the number of distressed and dangerous properties in receivership and address blighted properties with abatement orders.
4. Work with the Legal Department to develop adequate penalties for work without permit to prevent unsafe construction and future code cases.

Well Planned City and Excellent Infrastructure

1. Apply for SB2 funding to remove regulatory barriers to housing production.
2. Work with regional partners to implement the Farmworker Housing Action Plan.
3. Continue to leverage grant opportunities to facilitate affordable housing production.
4. Initiate the General Plan by the second quarter of 2019.

Quality of Life

1. Continue to administer the City and State ESG funding with a focus on rapid-rehousing.
2. Work with homeless service providers, the County, and community stakeholders to revise the Lead Me Home Plan with the emphasis on housing chronically homeless.
3. Work with the County to facilitate the development of a permanent shelter and supportive housing at 1220 Natividad.

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.
- Improve the Housing Opportunity Index for rental and ownership housing by 25%.

Major Budget Changes

This year, there are no significant budget changes. Rather, in recognition of the financial challenges that lay ahead, CDD's budget was scaled back despite a substantial increase in workload due to economic growth. As a result of staff's hard work, CDD has collected more than \$320,000 unexpected General Fund revenue in FY 17/18.

CDD will complete the development of Alisal Vibrancy and Chinatown Revitalization Plans and shift our focus to carrying out these plans along with continued implementation of the Downtown Vibrancy Plan and Economic Development Element. With data from the Downtown, Chinatown, and Alisal housing target market analyses and the Farmworker Housing Study, CDD will focus on regulatory reform to facilitate housing development. Through our involvement in the Emergency Solution Grants (ESG) and development of a permanent homeless shelter at 1220 Natividad, CDD is leading the charge to revamp homeless services to concentrate on rapid rehousing.

Measure G Funding will be used to finally initiate the long-awaited General Plan Update process in 2019 beginning with community visioning already underway. The only staffing request is for long-awaited re-classifications of four critical positions as a result of the department's re-organization and growing responsibilities around housing and code enforcement.

COMMUNITY DEVELOPMENT DEPARTMENT

Summary

Expenditures by Program	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
3111 Plan & Project Implementation	620,163	963,738	1,101,166	1,130,380
3350 Permit Services	1,554,972	1,535,195		
3353 Code Enforcement	769,870	968,812	1,165,950	1,203,740
3461 Advanced Planning	411,572	422,162	486,956	446,170
3462 Current Planning	835,975	764,497	908,140	905,990
Housing and Community Development	1,980,404	4,142,172	6,460,428	4,383,435
Total	6,172,955	8,796,575	10,122,640	8,069,715
Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	3,787,532	4,724,638	4,078,722	4,209,280
62 - Supplies & Materials	43,059	106,081	67,527	61,900
63 - Outside Services	656,520	827,584	589,552	437,750
64 - Other Charges	127,395	185,475	225,587	151,050
66 - Capital Outlays	6,349	26,082	27,380	624,950
69 - Financial Assistance	1,552,100	2,926,716	5,133,872	2,584,785
Total	6,172,955	8,796,575	10,122,640	8,069,715
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	3,226,441	4,018,210	3,078,265	3,084,280
1100 Measure V	385,749	332,948	403,280	425,820
1200 Measure G	258,839	495,819	516,110	511,190
2602 HSA - Affordable Housing	115,763	581,406	205,588	52,850
2910 Community Development	1,108,825	1,362,271	3,421,499	2,252,610
2930 Home Investment Partnership	870,820	1,673,901	1,196,633	696,620
2940 Emergency Shelter Grant	188,115	178,203	188,125	173,081
2941 Emergency Solutions Grant		53,442	1,113,140	873,264
2955 Neighborhood Stabilization Prog	4,254	100,371		
2957 Inclusionary Housing	14,148	5		
Total	6,172,955	8,796,575	10,122,640	8,069,715

COMMUNITY DEVELOPMENT DEPARTMENT

Summary

Workforce by Program	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
3111 Plan & Project Implementation	3.560	6.000	7.000	6.000
3350 Permit Services	10.925	11.750		
3353 Code Enforcement	8.000	8.000	9.000	9.000
3461 Advanced Planning	3.000	3.000	2.000	3.000
3462 Current Planning	4.600	5.000	5.000	5.000
Housing and Community Development	3.880	6.000	6.000	6.000
Total	33.965	39.750	29.000	29.000

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

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 Economic Development Element (EDE) including small business development. This also includes carrying out the Salinas Downtown Vibrancy Plan, developing and implementing the Alisal Vibrancy Plan, and coordinating internal and external stakeholders 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 community partners, school districts and other public agencies regarding regional and community planning issues.
8. Lead the development and implementation of the Alisal Vibrancy Plan.

Performance Measures

Performance Measure / Goal	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Adoption of the Economic Development Element by October of 2017			100% Complete	100% Complete	Completed
Creation of a downtown housing development action plan including necessary zone changes by December of 2017			100% Complete	60% Complete	100% Complete
Development of a "shop local" campaign to promote businesses and products (i.e. "Made in Salinas") by June of 2017			100% Complete	20% Complete	100% Complete
Develop a Small Business Support Program by partnering with other community organizations and financial institutions by December of 2017			100% Complete	70% Complete	100% Complete
Adoption of the Alisal Vibrancy Plan by January 2019			75% Complete	75% Complete	100% Complete

Major Budget Changes

There are no significant budget requests. To reduce costs, this Division will leave one full-time position vacant and shift responsibilities among existing CDD personnel and two part-time Administrative Aide positions focused on outreach.

COMMUNITY DEVELOPMENT DEPARTMENT

3111 Plan & Project Implementation Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	536,890	834,905	914,030	976,680
62 - Supplies & Materials	6,946	31,276	20,240	16,750
63 - Outside Services	48,936	82,558	127,096	99,300
64 - Other Charges	27,118	12,286	30,300	28,650
66 - Capital Outlays	273	2,711	9,500	9,000
Total	620,163	963,738	1,101,166	1,130,380
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	298,640	867,873	995,716	1,023,700
1200 Measure G		95,865	105,450	106,680
2910 Community Development	308,523			
2940 Emergency Shelter Grant	13,000			
Total	620,163	963,738	1,101,166	1,130,380
Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
3111 Plan & Project Implementation	3.560	6.000	7.000	6.000
Total	3.560	6.000	7.000	6.000

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

Performance Measures

Performance Measure / Goal	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Number of cases investigated	1,258	1,838	2,100	2,150	2,200
Average time to resolve a code enforcement case	6 months	4 months	4 months	4 months	4 months
Average time to respond to a complaint	1 week	72 hours	48 hours	48 hours	48 hours
Number of proactive code enforcement actions coordinated	3	5	6	5	5
Number of educational or outreach events held	6	12	12	12	12

Major Budget Changes

There is no significant change to the Division's budget from last year. It is anticipated that the division will experience some salary savings and will continue to use part-time support to cover weekends and some evening hours. Staff will be presenting a "white paper" to City Council this summer on the development of a Rental Registration and Inspection Program. These programs typically are self-funded through fees. If City Council requests that CDD proceed with this program, it is expected that initial start-up funding would be needed. Such a funding request would be made through the mid-year budget process.

COMMUNITY DEVELOPMENT DEPARTMENT

3353 Code Enforcement Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	676,970	905,669	1,101,500	1,139,190
62 - Supplies & Materials	10,504	29,216	17,200	22,400
63 - Outside Services	56,775	16,687	13,950	14,350
64 - Other Charges	25,621	14,353	27,300	21,800
66 - Capital Outlays		2,887	6,000	6,000
Total	769,870	968,812	1,165,950	1,203,740
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	204,201	235,910	352,010	373,410
1100 Measure E	385,749	332,948	403,280	425,820
1200 Measure G	179,920	399,954	410,660	404,510
Total	769,870	968,812	1,165,950	1,203,740
Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
3353 Code Enforcement	8.000	8.000	9.000	9.000
Total	8.000	8.000	9.000	9.000

Purpose

The Advanced Planning Division provides expeditious, comprehensive, and responsive long-range planning services, which meet the needs of the community and promotes 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 (Visión Salinas) including the initiation of a comprehensive, coordinated and inclusive public bilingual outreach and visioning process.
2. Assist other CDD Divisions with preparation of various major planning efforts (e.g. the Alisal Vibrancy Plan, the Chinatown Revitalization Plan).
3. Prepare or assist with the preparation of various grants such as the National Endowment for the Arts.
4. Implement the 2015-2023 Housing Element, including preparation of the Annual Housing Element Report to the State.
5. Process Specific Plans, Environmental Impact Reports, and related entitlements for the Future Growth Area located north of Boronda Road.
6. Provide staff assistance to the Future Growth Area City Council Subcommittee.
7. Process annexations and sphere of influence amendments to facilitate the development of the south Boronda area and other large-scale development proposals.
8. Assist with the preparation of a Park Fee Nexus Study.
9. Oversee the implementation of the Farmworker Housing Study and Action Plan for the Salinas Valley and Pajaro Valley.
10. Coordinate with AMBAG, school districts, other public agencies and interested parties in regard to long-range, regional, and community planning issues.
11. 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).
12. 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

Performance Measure / Goal	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Complete and Submit Annual Housing Element Progress Report to State by April 1st		100%	100%	100%	100%
Completion of Farmworker Housing Study and Action Plan by the 1st quarter of 2018		30%	100%	100%	NA
Adoption of West Area Specific Plan by 4th Quarter of 2018		40%	100%	90%	100%
Undertake General Plan Update by 2nd quarter of 2019		NA	20%	20%	80%
Adoption of Central Area Specific Plan by 2nd quarter of 2019		30%	40%	40%	100%

Major Budget Changes

Despite major planning efforts including entitlement of the Future Growth Areas and initiation of the General Plan Update, this Division reduced its budget for professional services by \$27,000.

COMMUNITY DEVELOPMENT DEPARTMENT

3461 Advance Planning Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	369,376	316,964	266,270	339,170
62 - Supplies & Materials	2,413	4,431	9,600	9,500
63 - Outside Services	37,744	85,747	190,086	74,400
64 - Other Charges	1,767	14,097	16,500	18,600
66 - Capital Outlays	273	923	4,500	4,500
Total	411,572	422,162	486,956	446,170
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	411,572	422,162	486,956	446,170
Total	411,572	422,162	486,956	446,170
Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
3461 Advance Planning	3.000	3.000	2.000	3.000
Total	3.000	3.000	2.000	3.000

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 Chamber of Commerce to continually improve the development review process.

Performance Measures

Performance Measure / Goal	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Number of discretionary and administrative permits processed	601	590	540	533	530
Number of counter customers served	2,794	3,503	2,900	3,623	3,600
Number of building permit reviews conducted	528	563	500	805	700
Percent of building permit reviews processed within prescribed timeframes	98%	97%	90%	97%	90%

Major Budget Changes

Similar to the Advanced Planning Division, Current Planning has a growing workload. However, to assist with the City's financial challenges, Current Planning is reducing its budget for contract support by \$20,000.

COMMUNITY DEVELOPMENT DEPARTMENT

3462 Current Planning Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	800,697	727,737	810,440	828,290
62 - Supplies & Materials	10,931	5,473	7,400	7,200
63 - Outside Services	10,094	26,329	69,600	54,600
64 - Other Charges	8,449	4,958	14,900	15,300
66 - Capital Outlays	5,804		5,800	600
Total	835,975	764,497	908,140	905,990
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	835,975	764,497	908,140	905,990
Total	835,975	764,497	908,140	905,990
Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
3462 Current Planning	4.600	5.000	5.000	5.000
Total	4.600	5.000	5.000	5.000

COMMUNITY DEVELOPMENT

Housing & Community Development Division

Purpose

The Housing and Community Development Division (HCD) 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, HCD effectively manages three HUD grants: Community Development Block Grant (CDBG), HOME Investment Partnerships Program (HOME), and Emergency Solutions Grant (ESG). In addition, HCD 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. HCD is also managing a State ESG program to assist individuals and families regain permanent housing in addition to other services related to homelessness in the Monterey and San Benito Counties.

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 and the City's Section 108 Loan program.
5. Participate in Economic Development activities with the National Development Council.
6. 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 and manage the City's Citizen Participation Plan.
7. Conduct annual monitoring of the City's housing units and provide technical assistance for housing rehabilitation, accessibility modifications, deed-restricted affordable units, and loan portfolio management.
8. Update and Implement the City's current Inclusionary housing program.
9. Continue to partner and collaborate with various agencies including the County of Monterey and the Monterey Continuum of Care in addressing homelessness.
10. Participate in the State ESG program through HUD to increase funding to Monterey and San Benito Counties to assist homeless.
11. Continue to manage division and Housing Successor Agency-funded housing projects' financial and
12. Develop the Chinatown Revitalization Plan and coordinate various stakeholders including PG&E, SDBC, Public Works, CalLEAP, CCLR, Caltrans, Union Pacific, ACE, the Coalition of Homeless Service Providers, Dorothy's Place, Victory Mission and business and property owners in its implementation.

Performance Measures

Performance Measure / Goal	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Number of grant applications processed through annual RFP process	34	38	40	39	40
Number of payments and reports processed for grantees	600	214	400	200	400
Number of affordable housing funding agreements processed	10	7	5	5	3
Number of new affordable housing units developed with City funding	5	40	60	0	50
Number of applications approved for rehabilitation loans or grants	10	20	10	31	16

Major Budget Changes

The Division is not requesting any significant budget changes. Rather, we expect an increase in HUD funding, which would increase available administrative costs and slightly reduce General Fund staffing expenses. Over the last couple of years, division staff have assumed responsibility for the Chinatown Revitalization Plan, coordination with the Homeless Coalition and the County on the Lead Me Home Plan, and administration of the State ESG. Essentially, the Division's workload has increased without hiring additional staff resources. This has saved the City money and added additional revenue. For example, when the City first took over the State ESG Program, allotted administrative funding was \$7,000 and is now expected to increase to \$40,000 this fiscal year. The City has not received final funding allocation of our HUD Programs and therefore, it is difficult to estimate how much this will positively impact the General Fund.

HOUSING AND COMMUNITY DEVELOPMENT

Summary

Expenditures by Program	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
3112 Public Services	358,562			
3220 Housing & Community Development	230,667	1,289,925	1,104,695	1,020,930
3221 Rehabilitation	241,875	316,573	688,959	83,520
3222 NSP	4,254	100,371		
3225 First Time Home Buyers	6,015			
3230 Inclusionary Housing	14,148	5		
3240 Special Programs	1,124,882	2,435,299	4,666,773	3,278,985
Total	1,980,404	4,142,172	6,460,428	4,383,435
Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	271,753	800,792	986,482	925,950
62 - Supplies & Materials		6,340	13,087	6,050
63 - Outside Services	123,808	261,828	188,820	195,100
64 - Other Charges	32,742	126,935	136,587	66,700
66 - Capital Outlays		19,561	1,580	604,850
69 - Financial Assistance	1,552,100	2,926,716	5,133,872	2,584,785
Total	1,980,404	4,142,172	6,460,428	4,383,435
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	1	192,574	335,443	335,010
2602 HSA - Affordable Housing	115,763	581,406	205,588	52,850
2910 Community Development	800,303	1,362,271	3,421,499	2,252,610
2930 Home Investment Partnership	870,820	1,673,901	1,196,633	696,620
2940 Emergency Shelter Grant	175,115	178,203	188,125	173,081
2941 Emergency Solutions Grant		53,442	1,113,140	873,264
2955 Neighborhood Stabilization Prog	4,254	100,371		
2957 Inclusionary Housing	14,148	5		
Total	1,980,404	4,142,172	6,460,428	4,383,435

HOUSING AND COMMUNITY DEVELOPMENT

Summary

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
3220 Housing & Community Development	1.630	4.906	4.859	5.074
3221 Rehabilitation	1.230	0.397	0.385	0.177
3222 NSP	0.110			
3225 First Time Home Buyers	0.250			
3230 Inclusionary Housing	0.180	0.025		
3240 Special Programs	0.480	0.672	0.756	0.749
Total	3.880	6.000	6.000	6.000

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

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	113,359	635,939	767,087	766,030
62 - Supplies & Materials		5,650	8,587	5,550
63 - Outside Services	102,227	245,692	162,530	180,100
64 - Other Charges	4,142	26,564	32,368	66,700
66 - Capital Outlays		19,561	1,580	2,550
69 - Financial Assistance	10,938	356,519	132,543	
Total	230,667	1,289,925	1,104,695	1,020,930

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	1	192,574	335,443	335,010
2602 HSA - Affordable Housing	115,763	581,406	205,588	52,850
2910 Community Development		444,209	431,619	442,390
2930 Home Investment Partnership	114,902	56,050	85,214	143,120
2940 Emergency Shelter Grant		13,365	12,988	12,890
2941 Emergency Solutions Grant		2,321	33,843	34,670
Total	230,667	1,289,925	1,104,695	1,020,930

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
3220 Housing & Community Development	1.630	4.906	4.859	5.074
Total	1.630	4.906	4.859	5.074

COMMUNITY DEVELOPMENT DEPARTMENT
Housing & Community Development Division
3221 Rehabilitation

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	95,647	63,762	70,211	30,720
62 - Supplies & Materials		690	4,500	500
63 - Outside Services	20,102	13,864	500	
64 - Other Charges	18,600			
66 - Capital Outlays				2,300
69 - Financial Assistance	107,526	238,257	613,748	50,000
Total	241,875	316,573	688,959	83,520

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
2910 Community Development	233,205	239,116	688,959	83,520
2930 Home Investment Partnership	8,670	77,457		
Total	241,875	316,573	688,959	83,520

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
3221 Rehabilitation	1.230	0.397	0.385	0.177
Total	1.230	0.397	0.385	0.177

COMMUNITY DEVELOPMENT DEPARTMENT
Housing & Community Development Division
3240 Special Programs

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	38,330	101,087	149,183	129,200
63 - Outside Services	1,478	2,272	25,790	15,000
64 - Other Charges			104,219	
66 - Capital Outlays				600,000
69 - Financial Assistance	1,085,074	2,331,940	4,387,581	2,534,785
Total	1,124,882	2,435,299	4,666,773	3,278,985
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
2910 Community Development	383,650	678,946	2,300,920	1,726,700
2930 Home Investment Partnership	741,232	1,540,394	1,111,418	553,500
2940 Emergency Shelter Grant		164,838	175,137	160,191
2941 Emergency Solutions Grant		51,120	1,079,298	838,594
Total	1,124,882	2,435,299	4,666,773	3,278,985
Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
3240 Special Programs	0.480	0.672	0.756	0.749
Total	0.480	0.672	0.756	0.749

COMMUNITY DEVELOPMENT DEPARTMENT

Work Force

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
3111 Plan & Project Implementation				
Administrative Aide	0.500	0.750	0.750	0.750
Assistant Development Dir	0.415			
Assistant Planner			1.000	
Associate Planner		1.000	1.000	1.000
Asst Redevelopment Project Mgr		1.000		
Com Dev Admin Supervisor	0.400			
Comm Improve Asst	0.800			
Community Dev Analyst	0.420			
Community Development Dir	0.195	1.000	1.000	1.000
Housing Services Supv	0.160			
Office Technician		1.000	1.000	1.000
Planning Manager	0.590			1.000
Project Coordinator			1.000	1.000
Revenue Officer	0.080	0.250	0.250	0.250
Senior Planner		1.000	1.000	
3111 Plan & Project Implementation Total	3.560	6.000	7.000	6.000
3350 Permit Services				
Bldg Permit Spec	1.000	1.000		
Comb Bldg Insp I		1.000		
Comb Bldg Inspector II	2.000	1.000		
Comm & Economic Dev Dir	0.175			
Office Technician	1.000			
Permit Center Clerk	3.000	4.000		
Permit Ctr Mgr/Bldg Off	1.000	1.000		
Plan Checker I		1.000		
Plan Checker II	1.000	1.000		
Revenue Officer	0.750	0.750		
Sr Combo Bldg Insp	1.000	1.000		
3350 Permit Services Total	10.925	11.750		

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

COMMUNITY DEVELOPMENT DEPARTMENT

Work Force

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
3353 Code Enforcement				
Administrative Aide		1.000	2.000	1.000
Administrative Clerk I		1.000	1.000	1.000
Administrative Clerk II	1.000			
Administrative Analyst I				1.000
Code Enforcement Officer I	4.000	3.000	4.000	4.000
Code Enforcement Officer II	2.000	2.000	1.000	1.000
Senior Code Enforcement Officer	1.000	1.000	1.000	
Code Enforcement Manager				1.000
3353 Code Enforcement Total	8.000	8.000	9.000	9.000
3461 Advance Planning				
Assistant Planner				1.000
Associate Planner		1.000		
Planning Manager	1.000	1.000	1.000	1.000
Senior Planner	2.000	1.000	1.000	1.000
3461 Advance Planning Total	3.000	3.000	2.000	3.000
3462 Current Planning				
Assistant Development Dir	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	0.225			
Planning Manager	1.000	1.000	1.000	1.000
Planning Technician		1.000	1.000	1.000
Senior Planner	1.000	1.000	1.000	1.000
3462 Current Planning Total	4.600	5.000	5.000	5.000
Housing & Community Development				
Assistant Development Dir	0.080			
Com Dev Admin Supervisor	0.600			
Comm Improve Asst	0.200	1.000	1.000	1.000
Senior Community Dev Analyst				1.000
Community Dev Analyst	0.580	2.000	3.000	2.000
Housing Rehab Specialist	1.000	1.000		
Housing Services Supv	0.840	1.000	1.000	1.000
Planning Manager	0.410	1.000	1.000	1.000
Revenue Officer	0.170			
Housing & Community Development Total	3.880	6.000	6.000	6.000
Total	33.965	39.750	29.000	29.000

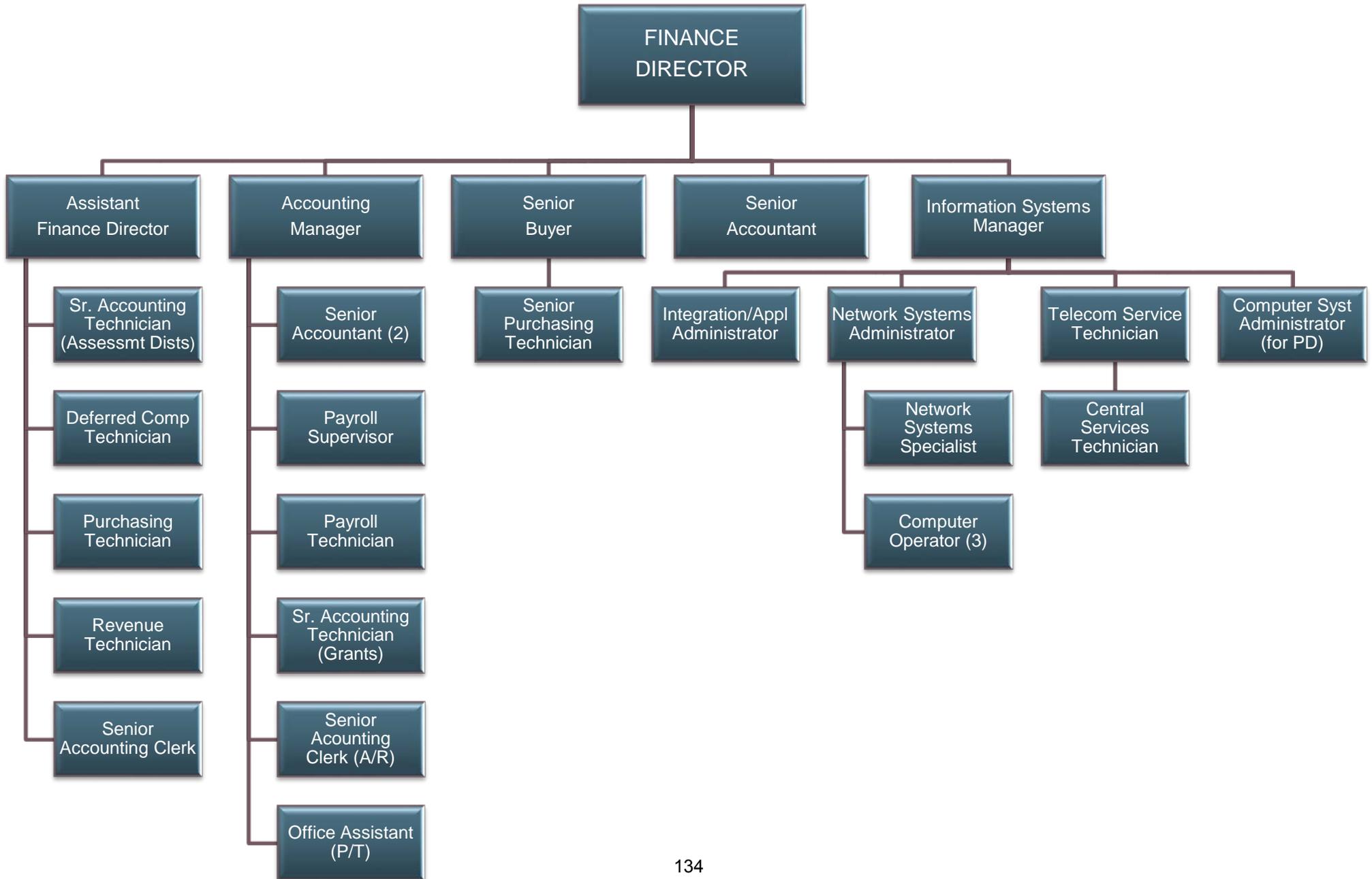


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FINANCE DEPARTMENT Organizational Chart



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 2017-18

Effective, Sustainable Government

1. Coordinated \$72 million bond issue financing plan to build the new Police Services Headquarters and the new expanded El Gabilan Branch Library.
2. Coordinated \$33 million bond issue financing plan to leverage the new Measure X revenue for street maintenance and improvements.
3. Develop and implement a PERS Advance Funding Plan and sustainability plan.
4. Worked with City Manager to initiate, manage and implement Police and Fire Overtime and Service Call Study.
5. Successfully moved cashiering/revenue division from City Hall to the Permit Center to improve customer service.
6. Strategically and collaboratively worked with departments and City Manager to balance the FY 2017-18 year budget.
7. Lead RFP, selection and manage FIA for the future growth area Initiated and managed Indirect Cost Allocation Plan Proposal.
8. Successfully and jointly worked with Economic Development Manager to apply for NRN grant and worked with NRN consultant to develop 10-year financial forecast model.
9. A new data backup solution was implemented to better support the data recovery needs of the City
10. New physical security measures have been installed in our data center
11. Partnering with Departments to help them achieve efficiencies related to technology and other related areas
12. In-sourced the Help Desk function from a "vendor on premises" setup to having City technicians
13. New Wi-Fi is fully deployed and adding new devices as-needed
14. Continue to manage, facilitate and support the Measure V and G Committee
15. Completed the annual financial statements and audit with a clean audit opinion.

City Council Goals, Strategies, and Objectives for FY 2018-19

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. **Build a new police station:** Finalize issuing bonds to fund the new police station.
2. **Update Technology in Public Safety:** Support implementation of new Records Management Database software project. Current plan to go live in late 2018.
3. **Update Fleet Maintenance Software:** Assist with implementing consolidated platform to manage all fleet maintenance/inventory/management activities.

Effective, Sustainable Government

FINANCE DEPARTMENT

Summary (Continued)

1. Technology Upgrades:

- a. Improve and enhance the datacenter and computers for all departments – adding additional servers and storage to further improve storage and performance across the City
- b. In-sourced the Help Desk function of City IT in late 2017 and making sure technology needs are being met across the City
- c. Change platform from Citrix VDI to VMware Horizon to accommodate the increased computing needs of the City – large project to undertake
- d. Continuing to refine the network for the CENIC circuit for the Libraries - ongoing
- e. Upgrade the network City-wide – new switches are being installed across the City - ongoing
- f. Wi-Fi is complete and being expanded to additional locations as-needed
- g. Continuing to develop a business partner service approach to support all departments
- h. Refining all Department processes to improve the responsiveness and communication for effective support across the City
- i. Business Continuity Plan collaboration with all Departments will be starting soon
- j. A Disaster Recovery Plan is being planned out and measures are being put in-place to better sustain data delivery
- k. Backup solution is working well and IT is adding more to it to make it more reliable
- l. Adding additional security devices and installing them in our data center for security and auditing purposes

2. Continue to manage, facilitate and support the new Measure G Committee

3. Inventory and Determine Cost Effectiveness of Outside Consultants

Excellent Infrastructure

1. Support DPW through the CIP process and compilation and assist with revenue solution.

Quality of Life

1. **Expand El Gabilan Library:** Finalize issuing bonds to fund the expansion of the library.

Major Budget Changes

Reduced outside services for revenue audit services.

FINANCE DEPARTMENT

Summary

Expenditures by Program	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
2030 Finance Administration	594,352	616,626	713,890	746,930
2031 Accounting	1,386,042	1,434,537	1,539,420	1,567,850
2032 Purchasing	290,618	309,600	344,230	368,760
2033 Information Technology	1,455,360	1,891,258	1,918,994	1,939,470
2034 Revenue & Licensing	110,557	277,524	275,620	259,340
Total	3,836,929	4,529,545	4,792,154	4,882,350

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	3,053,880	3,551,581	4,024,170	4,271,700
62 - Supplies & Materials	33,477	23,699	62,317	60,400
63 - Outside Services	579,312	622,655	472,535	402,900
64 - Other Charges	4,230	29,601	33,450	35,050
66 - Capital Outlays	165,307	304,576	199,682	112,300
67 - Store Inventory	723	(2,568)	-	-
Total	3,836,929	4,529,545	4,792,154	4,882,350

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	3,688,033	4,002,181	4,229,994	4,291,900
1100 Measure E	37,243	55,272	68,350	62,000
1200 Measure G	111,654	472,092	493,810	528,450
Total	3,836,929	4,529,545	4,792,154	4,882,350

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
2030 Finance Administration	2.000	2.000	2.000	2.000
2031 Accounting	11.000	11.000	10.000	10.000
2032 Purchasing	2.000	2.000	2.000	2.000
2033 Information Technology	8.000	8.000	10.000	10.000
2034 Revenue & Licensing	1.000	1.000	2.000	2.000
Total	24.000	24.000	26.000	26.000

Purpose

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

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Present annual budget by first meeting in June	1	1	1	1	1
Prepare and present five year financial forecast	1	1	1	1	1
Present mid-year budget review to City Council in Feb	1	1	1	1	1
Number of favorable sales tax audit misallocation findings	All	All	All	All	All
Value of favorable sales tax audit misallocation findings	All	All	All	All	All
Cost of Finance Department total per capita	\$ 24.28	\$ 28.09	\$ 29.33	\$ 29.00	\$ 30.14

Major Budget Changes

None

FINANCE DEPARTMENT

2030 Finance Administration Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	517,947	524,608	588,490	672,930
62 - Supplies & Materials	1,556	663	1,000	1,000
63 - Outside Services	74,850	91,315	121,400	67,500
64 - Other Charges		40	3,000	5,500
Total	594,352	616,626	713,890	746,930
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	594,352	616,626	713,890	746,930
Total	594,352	616,626	713,890	746,930
Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
2030 Finance Administration	2.000	2.000	2.000	2.000
Total	2.000	2.000	2.000	2.000

Purpose

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

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Number of Accounts Payable Checks processed	8,677	9,913	8,950	8,950	9,000
Number of journal entries processed	6,730	6,811	7,010	7,010	7,000
Complete annual audit by December	1	1	1	1	1
Number of paychecks/ACH processed	16,990	19,007	19,000	19,000	19,000
Number of Deferred Comp paychecks processed	500	500	510	510	510
Number of deferred compensation changes processed (Wintegrate & NWS)	615	650	620	620	620
Number of accounts receivable invoices billed	4,806	3,803	4,850	4,850	4,000
Number of Miscellaneous Billing sent to collections	429	440	430	430	430
Publish monthly financial reports to Council within 60 days	100%	100%	100%	100%	100%

Major Budget Changes

None

FINANCE DEPARTMENT

2031 Accounting Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	1,285,500	1,375,184	1,440,920	1,479,950
62 - Supplies & Materials	24,727	23,769	24,400	29,300
63 - Outside Services	27,072	23,236	64,300	44,900
64 - Other Charges	1,660	12,349	9,800	8,900
66 - Capital Outlays	47,083			4,800
Total	1,386,042	1,434,537	1,539,420	1,567,850
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	1,354,990	1,309,490	1,400,560	1,413,880
1100 Measure E	6,999	4,273	7,000	7,000
1200 Measure G	24,052	120,773	131,860	146,970
Total	1,386,042	1,434,537	1,539,420	1,567,850
Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
2031 Accounting	11.000	11.000	10.000	10.000
Total	11.000	11.000	10.000	10.000

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 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Number of purchase orders issued	7,611	8,320	8,000	7,000	7,000
New purchasing card holder training (# of trainees)	12	6	0	11	0
Number of purchases facilitated	4,000	3,000	4,000	3,000	3,000
Number of bids facilitated	5	5	5	5	7
Number buy local purchases	10	7	5	10	5
Number of receipt and inspection of goods delivered	2,000	1,500	2,000	1,500	1,500
Number of online auctions of surplus properties	6	7	10	10	8

Major Budget Changes

None

FINANCE DEPARTMENT

2032 Purchasing Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	285,464	307,686	335,230	360,660
62 - Supplies & Materials	2,784	2,648	4,800	3,000
63 - Outside Services	1,259	1,475	1,700	2,800
64 - Other Charges	388	358	2,500	2,300
67 - Store Inventory	723	(2,568)	-	-
Total	290,618	309,600	344,230	368,760
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	290,618	309,600	344,230	368,760
Total	290,618	309,600	344,230	368,760
Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
2032 Purchasing	2.000	2.000	2.000	2.000
Total	2.000	2.000	2.000	2.000

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 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Cost of Information Systems per capita					
Number of help desk tickets handled	2,700	2,700	3,200	3,600	4,000
Number of special projects started	40	40	50	40	
Number of special projects completed	38	40	45		

Major Budget Changes

None

FINANCE DEPARTMENT

2033 Information Technology Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	922,499	1,159,489	1,466,610	1,561,520
62 - Supplies & Materials	773	(5,746)	26,017	21,000
63 - Outside Services	413,841	418,123	228,635	231,400
64 - Other Charges	2,082	16,754	18,050	18,050
66 - Capital Outlays	116,165	302,636	179,682	107,500
Total	1,455,360	1,891,258	1,918,994	1,939,470
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	1,379,987	1,575,201	1,586,094	1,599,640
1100 Measure E	30,243	50,998	61,350	55,000
1200 Measure G	45,130	265,059	271,550	284,830
Total	1,455,360	1,891,258	1,918,994	1,939,470
Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
2033 Information Technology	8.000	8.000	10.000	10.000
Total	8.000	8.000	10.000	10.000

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 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Number of receipts receipted	30,519		31,000		
Annual update of City-wide fee schedule			1		
Number of hotel/motel TOT audits	4		4		
Number of business license audits	180		180		
Number of new business licenses recovered from audit	42		85		
Value of business license audit findings	\$ 26,500		\$ 60,000		

Major Budget Changes

None

FINANCE DEPARTMENT

2034 Revenue & Licensing Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	42,471	184,614	192,920	196,640
62 - Supplies & Materials	3,636	2,365	6,100	6,100
63 - Outside Services	62,290	88,505	56,500	56,300
64 - Other Charges	100	100	100	300
66 - Capital Outlays	2,060	1,940	20,000	
Total	110,557	277,524	275,620	259,340

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	68,086	191,264	185,220	162,690
1200 Measure G	42,471	86,261	90,400	96,650
Total	110,557	277,524	275,620	259,340

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
2034 Revenue & Licensing	1.000	1.000	2.000	2.000
Total	1.000	1.000	2.000	2.000

FINANCE DEPARTMENT

Work Force

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
2030 Finance Administration				
Accounting Officer	1.000			
Assistant Finance Director		1.000	1.000	1.000
Finance Director	1.000	1.000	1.000	1.000
2030 Finance Administration Total	2.000	2.000	2.000	2.000
2031 Accounting				
Accounting Manager		1.000	1.000	1.000
Deferred Compensation Technician	1.000	1.000	1.000	1.000
Payroll Supervisor	1.000	1.000	1.000	1.000
Payroll Technician	1.000	1.000	1.000	1.000
Purchasing Technician	1.000	1.000	1.000	1.000
Senior Accountant	2.000	3.000	3.000	3.000
Sr Accounting Clerk	2.000	2.000	1.000	1.000
Sr Accounting Technician	2.000	1.000	1.000	1.000
Supervising Accountant	1.000			
2031 Accounting Total	11.000	11.000	10.000	10.000
2032 Purchasing				
Purchasing Technician	1.000			
Senior Buyer	1.000	1.000	1.000	1.000
Sr Purchasing Tech		1.000	1.000	1.000
2032 Purchasing Total	2.000	2.000	2.000	2.000
2033 Information Technology				
Central Services Tech	1.000	1.000	1.000	1.000
Computer Operator	1.000	1.000	3.000	3.000
Computer Systems Administrator		1.000	1.000	1.000
Information Systems Mgr	1.000	1.000	1.000	1.000
Integration/Appl Admin	1.000	1.000	1.000	1.000
Network System Specialist	1.000	1.000	1.000	1.000
Network/Sys Administrator	1.000	1.000	1.000	1.000
Sys Spec (Police)	1.000			
Telecom Service Tech	1.000	1.000	1.000	1.000
2033 Information Technology Total	8.000	8.000	10.000	10.000

FINANCE DEPARTMENT

Work Force

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
2034 Revenue & Licensing				
Sr Accounting Clerk	1.000	1.000	2.000	1.000
Revenue Technician				1.000
2034 Revenue & Licensing Total	1.000	1.000	2.000	2.000
Total	24.000	24.000	26.000	26.000

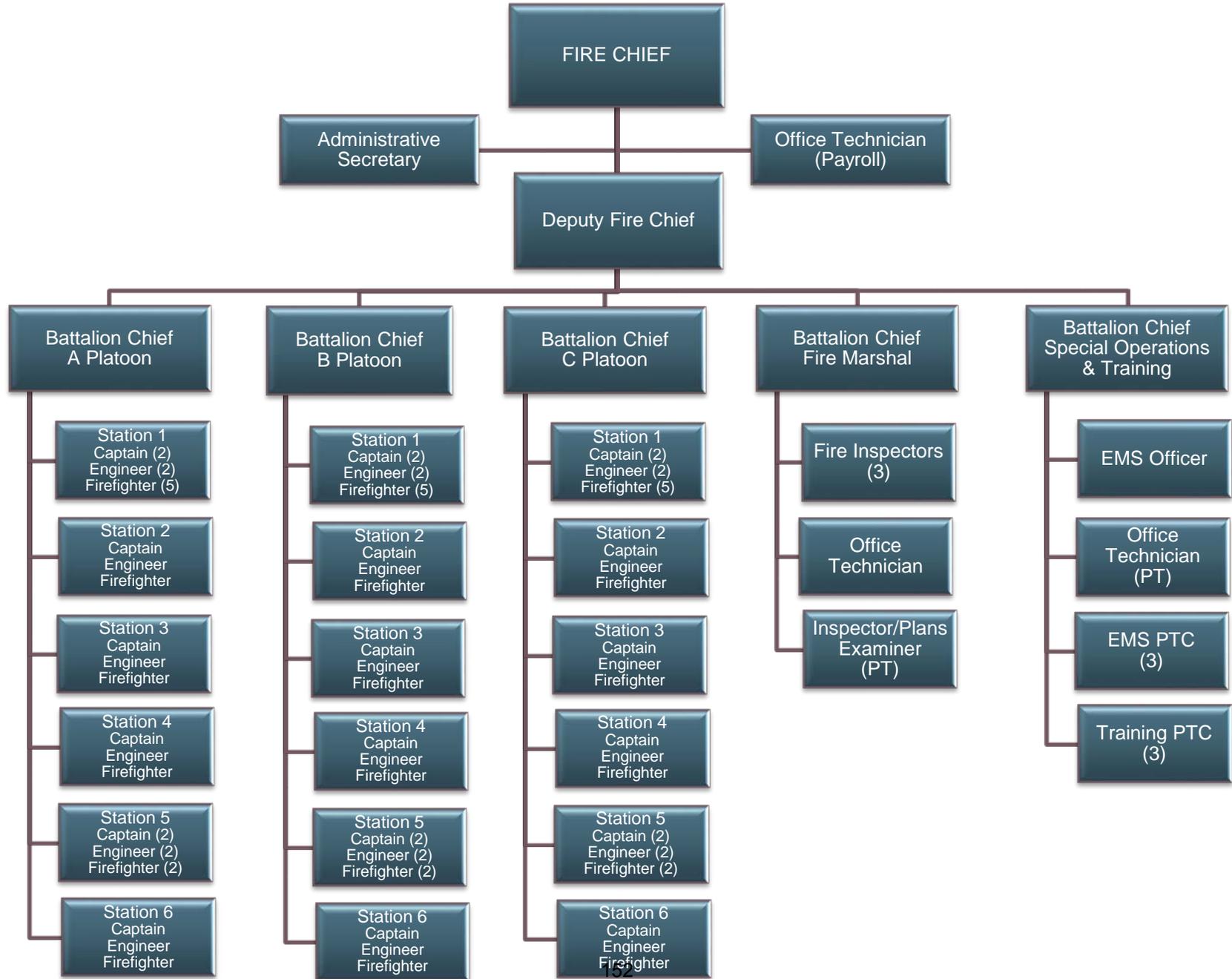


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FIRE DEPARTMENT Organizational Chart



FIRE DEPARTMENT Organizational Chart



FIRE DEPARTMENT

Summary

Purpose

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

Top Accomplishments for FY 2017-18

1. Grants

SAFER - The City received a SAFER Grant with a total value of \$2,269,314. This will fund six firefighter positions for three years starting February 2018. Personnel savings to the city after matching funds are contributed is \$1,399,409. The six firefighters funded by the grant are currently in the recruit training academy and are expected to graduate and be on the line July 2018.

State Homeland Security Grant (SHSG) – \$160,000 was received from various DHS funding sources to equip, support and sustain the department's Haz Mat Team. Thanks to this funding, our HazMat Team received Type I Certification from the State of California Office of Emergency Services.

California Department of Transportation (Cal-DOT) - \$150,000 has been received as part of the \$1,200,000 CalDOT grant for training and backfill costs for 10 personnel to upgrade to Hazardous Materials Specialist continuing the support of our Type I HazMat program. This grant is in partnership with the Seaside Fire Department to support enhanced response capabilities and safety components for Crude by Rail (CBR) Incidents in the City of Salinas and greater Monterey County.

Assistance to Firefighters Grant (AFG) - The fire department has applied for two separate Assistance to Firefighters grants during this fiscal year. Both are regional grants with the Monterey Fire Department. One is a grant to send three firefighters from the Salinas Fire Department through paramedic training. The grant would include all tuition and backfill costs. The second grant is to replace all mobile and portable radios, as the current radios have reached end of service. The value of both grants total more than \$1,200,000.

2. **Firefighter Academies** - The Fire Department A recruit fire academy starting in March 2018 with 10 recruits, three of which are paramedics. These new recruits will graduate and receive their Station assignments effective July 16, 2018. The fire department is actively recruiting additional firefighters and paramedics with a focus on a more diversified hiring model. We are entering the 2018-2019 FY with several firefighter openings that we are working to fill as rapidly as possible.
3. **Haz/Mat Response Program**- the Salinas Fire Department HazMat Team has been certified as a Type I hazardous materials team by the State of California. This enables the team to respond and mitigate both accidental and intentional releases of hazardous materials. The team is available as a statewide asset if needed for these types of emergencies. The Fire Department also completed an agreement with San Benito County to be their contracted HazMat Response Team. Establishing this agreement positions us as a regional asset to open more grant opportunities for sustaining this critical program. We continue in our agreement with Monterey County for HazMat Response. This agreement brings in approximately \$150,000 annually to fund the personnel costs associated with the team.

FIRE DEPARTMENT

Summary (Continued)

4. **Battalion Chief and Fire Captain Promotional Exams** –The Fire Department promoted the following personnel in the 17/18 Budget: One (1) battalion chief, two (2) fire captains, and two (2) fire engineers, two (2) Fire Engineers, three (3) Fire Captains.
5. **Apparatus Purchases** –The Replacement engine for Fire Station 4 on Williams Road is being constructed and we expect delivery in July 2018. We have also purchased three (3) utility pickup trucks to replaced aging utility vehicles that no longer meet the mission of the department.
6. **Fire Prevention Division** – This Division was able to roll-out an updated fee ordinance and automated billing and collection program to help improve compliance with over 600 annual false alarm responses, and greatly improve the consistency in false alarm cost recovery. In addition, the Division has actively participated in joint inspection efforts by the Office of the City Attorney and Code Enforcement to reduce hazards posed by abandoned structures throughout the City.

The Fire Prevention Division was able staff all vacant full-time positions, permanently staff a full-time Fire Prevention Office Technician, and purchase three new replacement vehicles. With limited full-time staffing for the entire FY, the Prevention Division managed to complete over 1600 inspections and over 60 plan reviews, and is currently working to establish a business inspection program with new part-time staff positions classified as Fire Prevention Aides.

City Council Goals, Strategies, and Objectives for FY 2018-19

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:** Staff are involved in the planning and economic development of this area.
3. **Enhanced Permit Center Operations:**
 - a. The Fire Prevention Bureau will assist with streamlining the Fire Permit review process and seek enhancements to technologies to increase efficiency and accuracy.
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's 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.
 - b. Help to assure safe living conditions by providing timely inspection and follow-up of R-2 (apartment) and other similar occupancies.
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.

FIRE DEPARTMENT Summary (Continued)

Effective, Sustainable Government

1. **Employee Customer Service:**
 - a. Develop the “Salinas Way” and implement said recommendations department wide.
 - b. Implement updated standard operating guidelines that reflect current best practices in fire service operations.
2. **Technology Upgrades:**
 - a. Pursue grant-funding opportunities to enhance and upgrade Fire Department technology to improve operational effectiveness, resiliency, and minimize impacts to the General Fund.
3. **Improve Emergency Response Operations:**
 - b. Data analysis – Make operational changes based on analysis to achieve maximum effectiveness and efficiencies of resources.
 - c. Implement best business practices to increase organizational effectiveness, accountability and communications.
 - d. Maintain and update Auto Aid and Mutual Aid agreements with neighboring jurisdictions. A new service contract with the Monterey County Regional Fire District was implemented by Council in July, 2017.
 - e. Pursue Assistance to Firefighter Grants for equipment, training and apparatus.
4. **Safety & Training:**
 - a. Train fire personnel to the latest fire service techniques and best practices.
 - b. Ensure compliance with State/Federal training mandates.
 - c. Provide fire personnel the appropriate level of safety gear, equipment and apparatus necessary to perform their duties in a safe and effective manner.
 - d. 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.
 - c. Pursue grant opportunities for fire prevention and community safety.
6. **Enhance Emergency Medical Services**
 - a. The Fire Department implemented First Responder Fees in June of 2015. In February of 2017, City Council approved a feasibility study for emergency ambulance transport service to all areas of greater Monterey County.
 - b. Utilize CSA 74 funding to minimize fiscal impacts to the general fund.
 - c. Establish a first responder-training program for public safety agencies where appropriate.

Excellent Infrastructure

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

Quality of Life

1. Youth Soccer Fields at Constitution Park.
2. Assist other City departments with fast track permitting and inspection services.
3. Continued support for recreational activities, libraries and sports
4. Work with local community colleges to increase training opportunities for youth in the fields of fire protection.

FIRE DEPARTMENT Summary (Continued)

In FY2017-18, the Fire Department accomplished these major fiscal changes:

1. Completed remodel of Fire Station 5.
2. Purchased \$700,000 in new apparatus and equipment.
3. Trained 10 personnel to the hazardous materials specialist level.
4. Trained 3 personnel for public information officer duties.
5. Trained 5 personnel to expand the Critical Incident Stress Management team.
6. Hired 10 new recruit firefighters.
7. Began a multi-year initiative to plan, repair and maintain facilities infrastructure.

FIRE DEPARTMENT

Summary

Expenditures by Program	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
4505 Fire Administration	547,188	654,798	663,588	440,510
4510 Suppression	19,562,931	20,106,922	19,650,934	20,945,830
4520 Emergency Medical Services	607,890	774,411	1,359,536	1,212,330
4530 Prevention	512,921	688,301	1,007,920	1,012,020
4540 Training	408,993	429,305	581,789	648,710
4560 Vehicle Maintenance	343,118	374,824	417,979	425,700
4570 Hazardous Material Control	182,749	205,659	271,620	280,960
Total	22,165,790	23,234,221	23,953,365	24,966,060

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	19,912,829	21,628,286	21,654,735	22,790,010
62 - Supplies & Materials	321,376	399,555	606,944	572,500
63 - Outside Services	1,120,304	909,660	1,129,854	1,045,500
64 - Other Charges	82,106	130,637	291,290	381,050
66 - Capital Outlays	729,176	166,082	270,542	177,000
Total	22,165,790	23,234,221	23,953,365	24,966,060

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	18,814,777	20,384,923	20,605,662	20,721,760
1100 Measure E	143,454	86,952	108,820	143,920
1200 Measure G	939,552	1,447,128	2,244,613	2,232,980
2501 Emergency Medical Service Fund	606,745	734,035	994,270	1,162,140
3111 SAFER 2013	1,661,263	581,183		705,260
Total	22,165,790	23,234,221	23,953,365	24,966,060

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
4505 Fire Administration	3.000	4.000	3.000	2.000
4510 Suppression	89.000	89.000	89.000	95.000
4520 Emergency Medical Services	1.000	1.000	2.000	1.000
4530 Prevention	4.000	4.000	5.000	5.000
4540 Training	1.000	1.000	1.000	1.000
Total	98.000	99.000	100.000	104.000

Purpose

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

Division Operations

1. Utilize National Fire Incident Reporting System (NFIRS) data to assist with administrative and operational changes to improve department efficiencies and operational priorities.
2. Improved Fire Department staffing within acceptable levels to minimize overtime costs.
3. Provided cost effective fire and emergency medical services to the community.
4. Pursued grant funding to minimize fiscal impacts to the General fund.
5. Maintain a safe working environment for firefighters with new apparatus and equipment purchases.
6. Track firefighter injuries and trends.
7. Represent the Fire Department and the City on multiple regional committees to collaborate in providing public safety services throughout the county and the region.

Performance Measures

Performance Measure / Goal	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Firefighters Per Capita	0.5	0.6	0.7	0.6	0.7
Authorized Staffing	96	96	100	95	100
Overtime Costs	\$ 1,771,388	\$ 1,400,000	\$ 1,000,000	\$ 2,157,000	\$ 1,000,000
Dollar Value of Grant Applications	\$ 1,500,000	\$ 3,188,542	\$ 1,000,000	\$ 4,779,314	\$ 1,500,000
Dollar Value of Grants Awarded	\$ 1,514,360	\$ 1,688,541	\$ 1,500,000	\$ 2,579,314	TBD

Major Budget Changes

1. Freeze one battalion chief position
2. Freeze one office technician position.
3. Administer SAFER grant for 6 positions over 3 years, a \$1,399,000 value to the City.
4. Implement a recruitment and hiring process for firefighter and firefighter paramedic.
5. Implement comprehensive health and safety policies to expand the Critical Incident Stress Management program and reducing cancer risk to firefighters.
6. Evaluate and acquire ballistic personal protective equipment for all personnel.
7. Work with Public works on the implementation of asset tracking software for fleet services.
8. Conduct a standards of cover evaluation to evaluate community risk and fire resource deployment.
9. Connect Telestaff software to New World Systems to streamline payroll processing.
10. Evaluate and expand cost recovery opportunities.

FIRE DEPARTMENT

4505 Fire Administration Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	463,976	539,870	516,478	386,110
62 - Supplies & Materials	5,206	2,753	8,900	8,900
63 - Outside Services	64,136	67,793	103,360	24,800
64 - Other Charges	1,488	12,696	16,965	20,700
66 - Capital Outlays	12,381	31,686	17,885	
Total	547,188	654,798	663,588	440,510

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	478,702	549,417	549,433	423,990
1100 Measure E	60,401			
1200 Measure G	8,085	105,381	114,155	16,520
Total	547,188	654,798	663,588	440,510

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
4505 Fire Administration	3.000	4.000	3.000	2.000
Total	3.000	4.000	3.000	2.000

FIRE DEPARTMENT

Suppression and Rescue Division

4510

Purpose

The Suppression and Rescue Division is responsible for protecting life, property and the environment from the hazards of fire, explosions and hazardous materials incidents and for providing ALS emergency paramedic services. These services are provided 24-hours a day through one (1) Deputy Fire Chief and three (3) Battalion Chiefs who command three (3) platoons of Captains, Engineers, Firefighters, and Firefighter/Paramedics. These personnel are the initial responders to all incidents for emergency service and comprise the majority of funded positions within the organization. These teams responded to over 14,800 incidents last year with a daily minimum staffing of 26 personnel assigned to six (6) fire engines, two (2) ladder trucks, and a hazardous materials incident response unit. Additional emergency response equipment includes a Command Vehicle, Type III (wildland) Engine, Aircraft Rescue Firefighting (ARFF) engine, and numerous command and staff vehicles.

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
4 Minute Response - NFPA Standard	57.40%	59.70%	90%	57.64%	90%
4-6 Minute Response - General Plan Service Standard	84.80%	40.00%	90%	37.54%	90%
17 Firefighters at structure fires within 8 minutes - NFPA Standard	79.50%	84.00%	90%	75%	90%
Number of structure fires contained by 1st alarm assignment	105	85.47%	100%	1	100%
Total Structure Fires	119	117	0	112	0
Total Other Type Fires	493	334	0	355	0

Major Budget Changes

1. Update standard operating procedures and policies and train all personnel on the updated policies.
2. Update current response models to enhance service to the community and reduce risk to firefighters.
3. Expand connection between fire reporting software and computer aided dispatch computer to maximize data sharing.
4. Complete installation of fire station alerting software, base station radios, and system status monitors.
5. Establish a logistics plan to ensure firefighters are supported during extended and complex fire and rescue incidents.
6. Expand flood response capabilities with updated mapping and evaluating partnerships with other agencies.
7. Update systems in mobile communications vehicle and recruit and train new personnel.
8. Enhance/Repair/Upgrade fire facilities to improve safety and security for all personnel.
9. Replace mobile and portable radios for all apparatus and personnel.
10. Work with Salinas Police Department to establish unified command policies to enhance coordinated emergency response in the City.

FIRE DEPARTMENT

4510 Suppression Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	17,867,783	19,069,199	18,380,332	19,548,930
62 - Supplies & Materials	195,408	272,788	244,708	244,200
63 - Outside Services	843,155	668,478	874,774	879,200
64 - Other Charges	1,964		91,540	163,500
66 - Capital Outlays	654,620	96,457	59,580	110,000
Total	19,562,931	20,106,922	19,650,934	20,945,830
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	17,130,765	18,283,264	17,675,896	18,219,110
1200 Measure G	770,904	1,242,474	1,975,038	2,021,460
3111 SAFER 2013	1,661,263	581,183		705,260
Total	19,562,931	20,106,922	19,650,934	20,945,830
Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
4510 Suppression	89.000	89.000	89.000	95.000
Total	89.000	89.000	89.000	95.000



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FIRE DEPARTMENT Emergency Medical Services Division

4520

Purpose

The EMS Division provides 24-hour Advanced Life Support medical care at the paramedic first responder level through oversight provided by one (1) Battalion Chief (special operations chief), one (1) EMS Officer, and three (3) EMS Platoon Training Coordinators 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.
5. Administer the Critical Incident Stress Management Program for the department.
6. Primary infectious disease control point for the City of Salinas.

Performance Measures

Performance Measure / Goal	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Number of Paramedics	26	24	33	27	30
Number of EMT's	70	56	67	72	72
EMS Training Hours	1,066	1,262	1,600	1,200	1,200
Total EMS Responses	10,796	10,890	11,000	11,250	11,250

Major Budget Changes

1. Loss of approximately \$400,000 in revenue with modification of ALS/VAC First Responder Cost Recovery Program.
2. Ensure that department and all EMS personnel are compliant with Quality Assurance/Quality Improvement policies.
3. Acquire and implement an electronic narcotics storage and distribution system.
4. Work to improve Emergency Medical Dispatch/Priority system to help enhance efficiency of response models.
5. Send three (3) existing fire department personnel to paramedic training.
6. Work with Salinas Police Department on training and support of the SWAT paramedic program.
7. Actively work with Monterey County on the strategic plan for emergency medical services and the development of the request for proposal for ambulance transportation to maximize the benefit to the residents of Salinas.

FIRE DEPARTMENT

4520 Emergency Medical Services Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	560,409	734,554	1,154,251	1,006,330
62 - Supplies & Materials	17,370	18,497	57,050	63,300
63 - Outside Services	14,246	4,830	40,800	37,800
64 - Other Charges	15,864	16,531	86,185	89,900
66 - Capital Outlays			21,250	15,000
Total	607,890	774,411	1,359,536	1,212,330

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	1,145	40,377	365,266	50,190
2501 Emergency Medical Service Fund	606,745	734,035	994,270	1,162,140
Total	607,890	774,411	1,359,536	1,212,330

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
4520 Emergency Medical Services	1.000	1.000	2.000	1.000
Total	1.000	1.000	2.000	1.000

FIRE DEPARTMENT

Fire Prevention

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

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Fire & Life Safety Education	20	22	25	30	30
Public Safety Demonstrations	10	8	15	25	25
Total Number of Multi-Family Inspections	827	1,111	1,000	1,200	1,500
Total Number of Commercial/Fire Permit Inspections	767	891	1,000	1,250	2,000
Number of Fire Plan Checks	672	52	1,000	500	600
Number of Development Reviews (DRC)	95	82	90	110	100
Number of FD Code Cases Opened		203	150	200	150

Major Budget Changes

1. Continue to work toward full cost recovery through fees, permits and inspections to sustain the Division.
2. Relocate the Fire Prevention Division to the 2nd floor of the Permit Center to accommodate additional personnel and maintain continuity with the Fire Administration, Training, and EMS Divisions.
3. Implement a new Business Inspection Program.
4. Implement a Fire Prevention Aid job classification for the Business Inspection Program.
5. Hire additional part-time temporary personnel for up to 3 Fire Prevention Aid positions.

FIRE DEPARTMENT

4530 Prevention Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	467,312	653,958	834,877	951,870
62 - Supplies & Materials	9,266	10,341	41,196	40,000
63 - Outside Services	33,292	11,825	27,320	7,100
64 - Other Charges	3,051	12,177	12,700	13,050
66 - Capital Outlays			91,826	
Total	512,921	688,301	1,007,920	1,012,020

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	429,330	597,350	895,100	864,100
1100 Measure E	83,053	86,952	108,820	143,920
1200 Measure G	537	3,999	4,000	4,000
Total	512,921	688,301	1,007,920	1,012,020

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
4530 Prevention	4.000	4.000	5.000	5.000
Total	4.000	4.000	5.000	5.000



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FIRE DEPARTMENT

Training Division

4540

Purpose

The Training Division's mission is to provide fire department personnel with the highest standard of professionalism, safety and expertise by providing organizational planning, development, and promotion of safe practices. The division is administered by one (1) battalion chief (special operations) and three fire captain/platoon training coordinators, one assigned to each platoon at Fire Station 3.

Division Operations

1. Provide the training required to meet National Fire Protection Association (NFPA) standards, Federal & State Fire Training mandates, Insurance Services Office (ISO), and local requirements.
2. Ensure firefighter safety through the provision of structured training programs, physical, and mental health and wellness.
3. Provide all firefighters a minimum of 120 training hours under the supervision of qualified trainers in a controlled environment.
4. Acquire and maintain training props and equipment for the safe administration of training programs.
5. Provide tractor drawn (tiller) training to 100% of fire suppression personnel.
6. Coordinate training with mutual aid and automatic aid agencies in accordance with state, regional, and local agreements and contracts.
7. Manage the Peer Fitness Program to include initial and ongoing evaluation of personnel and the maintenance and replacement of physical fitness equipment.

Performance Measures

Performance Measure / Goal	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Total Number of Training Hours (Department)	55,568	10,311	30,000	12,260	30,000
Mandated Training Compliance (Department) - %	80%	45%	100%	41%	100%
Number of Firefighters Trained - Class A Burn Trailers	75	36	100	45	45

Major Budget Changes

1. Conduct one (1) 20-week academy beginning October 2019 for newly hired firefighter recruits.
2. Continue administration of probationary firefighter training for existing probationary employees..
3. Continue tiller training for existing personnel.
4. Evaluate active shooter drill after action report and develop coordinated response policies with law enforcement.
5. Administer multi-company drills to enhance firefighter training and meet training mandates.
6. Evaluate and repair training props and facilities to ensure a safe drill ground.
7. Design and implement a professional development program for all personnel.
8. Develop draft engine company and truck company operations manuals.
9. Schedule and participate in regular training with mutual and automatic aid partners.
10. Recruit and train additional personnel to expand the video training program.
11. Evaluate current Draeger training systems and establish a plan to expand live fire training props.
12. Review the current training software (EVALS.Net) and recommend best practice for centralizing data into one platform.

FIRE DEPARTMENT

4540 Training Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	275,858	298,772	408,789	475,710
62 - Supplies & Materials	10,502	9,701	32,100	34,100
63 - Outside Services	7,240	11,923	13,500	16,500
64 - Other Charges	53,218	72,319	60,400	70,400
66 - Capital Outlays	62,175	36,590	67,000	52,000
Total	408,993	429,305	581,789	648,710

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	312,810	337,220	447,789	514,710
1200 Measure G	96,183	92,085	134,000	134,000
Total	408,993	429,305	581,789	648,710

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
4540 Training	1.000	1.000	1.000	1.000
Total	1.000	1.000	1.000	1.000

Purpose

The Vehicle Maintenance Division repairs and maintains all Fire Department vehicle and firefighting apparatus in accordance with National, State, DMV, NFPA and OSHA mandates. This is accomplished through scheduled preventive maintenance and on-demand repairs utilizing cross-trained firefighter mechanics. Repairs beyond the scope of fire mechanics are contracted out to qualified repair facilities. The division is administered by a shift battalion chief, a senior fire captain/mechanic, and five (5) fire personnel who are cross trained as mechanics.

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Scheduled Maintenance Compliance - %	100%	100%	100%	100%	100%
Aerial & Ground Ladder Testing Compliance - %	100%	100%	100%	100%	100%

Major Budget Changes

1. Work with fire administration and the public works department on transitioning to a centralized asset/fleet management software,
2. Update policies and processes to ensure inspections of all fire fleet vehicles are consistent with best practices and legal requirements.
3. Enhance apparatus care and maintenance policies to ensure a more consistent approach throughout the organization by all personnel.
4. Provide continued training for maintenance personnel.
5. Refurbish one (1) 2006 Pierce Quantum engine.
6. Replace all cables and pulley systems on aerial ladder on Truck 4.
7. Work with Public Works Department on acquisition of equipment lift system that will support heavy duty fire apparatus.

FIRE DEPARTMENT

4560 Vehicle Maintenance Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	107,380	140,508	123,328	166,300
62 - Supplies & Materials	77,529	76,886	213,251	168,000
63 - Outside Services	158,157	144,807	70,000	80,000
64 - Other Charges	53	12,624	11,400	11,400
Total	343,118	374,824	417,979	425,700

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	282,132	374,824	416,299	375,700
1200 Measure G	60,986		1,680	50,000
Total	343,118	374,824	417,979	425,700

FIRE DEPARTMENT

Hazardous Materials Response Division

4570

Purpose

The Hazardous Material Response Division is responsible for the effective control and initial mitigation of hazardous material emergencies in order to protect life, the environment and property. Twenty-four (24) fire suppression personnel are cross-trained and equipped as Hazardous Materials Specialists. The Haz Mat Team also provides technical support, advice and training to Salinas businesses that utilize potentially hazardous materials in processing or manufacturing. Under the Monterey County Hazardous Materials Response Plan, the City's Haz Mat Team provides emergency responses to the Salinas community and the County of Monterey through a contractual partnership consisting of the City of Salinas, City of Seaside and County of Monterey Department of Environmental Health. New developments for this Division include the necessary response to Chemical, Biological, Nuclear, Radiological and Explosive (CBRNE) and Weapons of Mass Destruction (WMD) training, equipment and capabilities. The division is supervised by one (1) battalion chief (special operations) and six (6) HazMat Team leaders, deployed two per platoon.

Division Operations

1. Ensure the safety of Hazardous Materials Team members through scheduled training.
2. Respond to hazardous material emergencies and minimize impacts to the community.
3. Process Certified Unified Program Agency (CUPA) reimbursements.
4. Provide quarterly training for Hazardous Material Team members.
5. 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 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Total Training Hours	1,853	1,104	3,500	1,325	3,500
Annual CUPA Reimbursement	\$ 155,760	\$ 93,527	\$ 180,000	\$ 180,000	\$ 180,000

Major Budget Changes

1. Implement updated HazMat deployment and response policies acquired through HazMat IQ training in FY 17-18.
2. Develop a plan for use of utility vehicle and trailer previously assigned to the HazMat team to support other department missions.
3. Develop a system to categorize and distribute information to all personnel about HazMat target hazards.
4. Provide federally mandated HazMat Incident Command training to all required personnel.
5. Provide HazMat decontamination training to all personnel.
6. Expand training with HazMat team partners.

FIRE DEPARTMENT

4570 Hazardous Material Control Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	170,110	191,424	236,680	254,760
62 - Supplies & Materials	6,094	8,590	9,740	14,000
63 - Outside Services	78	3	100	100
64 - Other Charges	6,468	4,291	12,100	12,100
66 - Capital Outlays		1,350	13,000	
Total	182,749	205,659	271,620	280,960

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	179,893	202,471	255,880	273,960
1200 Measure G	2,857	3,188	15,740	7,000
Total	182,749	205,659	271,620	280,960

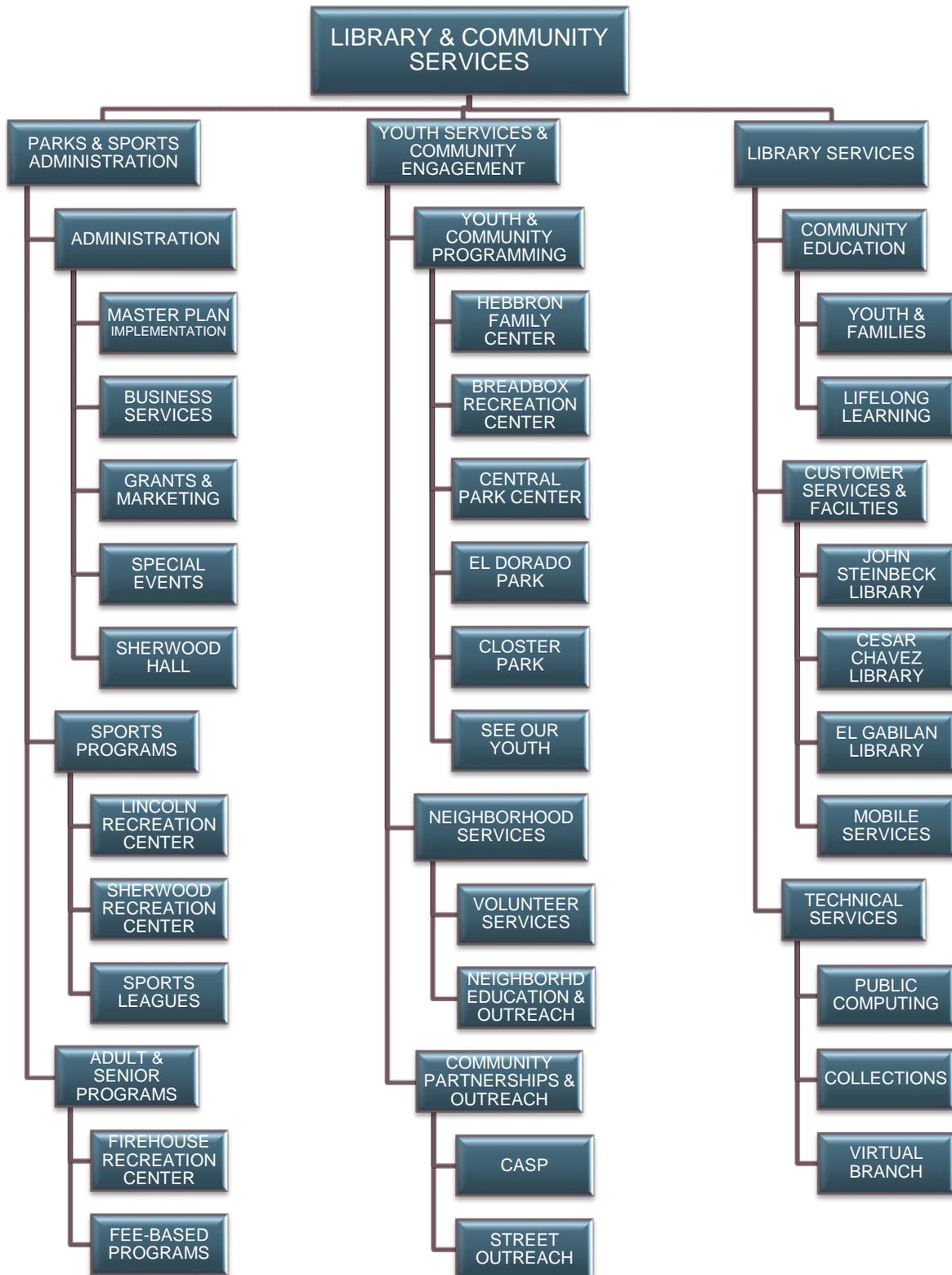
FIRE DEPARTMENT

Work Force

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
4505 Fire Administration				
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	1.000	
4505 Fire Administration Total	3.000	4.000	3.000	2.000
4510 Suppression				
Battalion Chief	3.000	3.000	3.000	3.000
Deputy Fire Chief	1.000	1.000	1.000	1.000
Fire Captain	24.000	24.000	24.000	24.000
Fire Engineer	24.000	24.000	24.000	24.000
Fire Recruit		9.000	7.000	10.000
Firefighter	23.000	28.000	30.000	33.000
Firefighter (Grant 2014)	14.000			
4510 Suppression Total	89.000	89.000	89.000	95.000
4520 Emergency Medical Services				
Battalion Chief			1.000	
Emergency Med Svcs Offcr	1.000	1.000	1.000	1.000
4520 Emergency Medical Services Total	1.000	1.000	2.000	1.000
4530 Prevention				
BC/Fire Marshal	1.000	1.000	1.000	1.000
Fire Inspector	3.000	3.000	3.000	3.000
Office Technician			1.000	1.000
4530 Prevention Total	4.000	4.000	5.000	5.000
4540 Training				
Battalion Chief EMS/Trng	1.000	1.000	1.000	1.000
4540 Training Total	1.000	1.000	1.000	1.000
Total	98.000	99.000	100.000	104.000

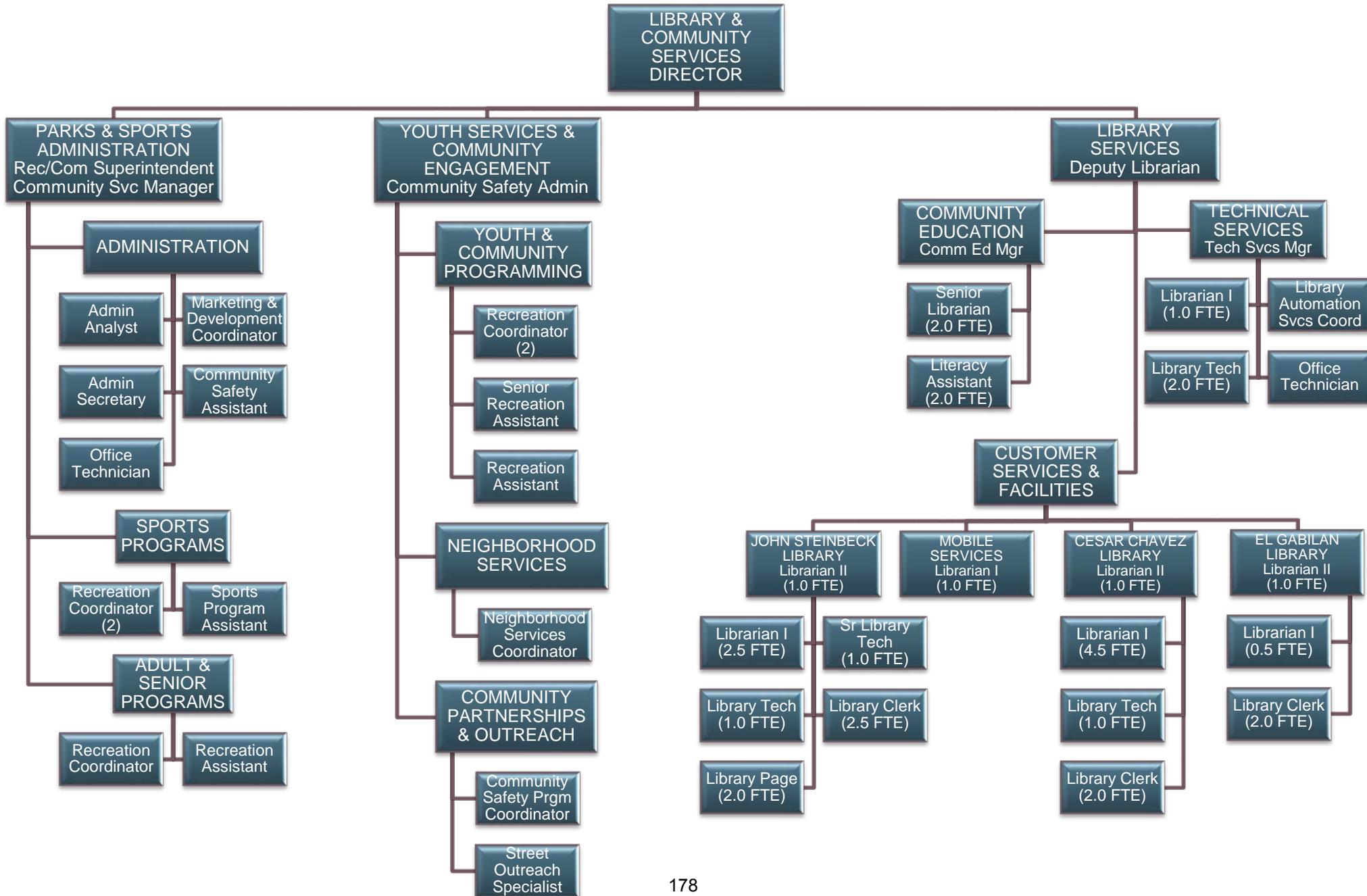
LIBRARY AND COMMUNITY SERVICES DEPARTMENT

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 FY17-18

Economic Diversity and Prosperity

- Provided community service opportunities for youth and adults to strengthen skill development and workforce readiness. Residents performed nearly 26,000 volunteer service hours.
- Provided adult learner instruction to 499 students (including computer literacy, basic literacy or high school equivalency). More than 130 adults passed part or all of their GED because of the Library.
- More than 700 children recorded reading for 15 days or more over the summer and attendance for the Summer Reading preprogram was 3,400. 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).
- Celebrated one year anniversary of successful partnership and teen programming with the Digital NEST. Digital Nest programming supports classes at the John Steinbeck and Cesar Chavez Libraries.
- Launched a Kindermobile (dedicated Bookmobile for kindergartners) in January 2018 that visited every kindergarten class in Salinas and circulated 5,000 age appropriate books during the Spring semester.

Safe, Livable Community

- Implemented a weekly Saturday Night Teen Program that logged over 2,603 visits and 1,576 unduplicated participants in order to reduce violence and provide positive alternatives for youth
- Over 296,000 residents visited recreation centers and 3,850 youth ages 5-18 participated in various sports programs.
- Conducted 7 community clean ups and issued 126 special event permits.
- The Library's Youth Services division continues to expand programming to offer programs seven days a week.
- Implemented the first Youth and Government Institute with 28 High School youth participants.
- Implemented the Building Strong Neighborhood Meeting Series connecting residents to services provided by the Salinas Police Department, Code Enforcement and Public Works.

Effective, Sustainable Government.

- Continued to explore methods where Library and Recreation services can collaborate to provide increased programming opportunities.
- Implemented a bi-weekly recreation newsletter to highlight and promote recreation programming with a distribution of over 570 residents.

Excellent Infrastructure

- Completed Phase I and initiated Phase II of the Old Muni Pool Retrofit Project which will allow for additional venues for recreation and meeting space.

LIBRARY AND COMMUNITY SERVICES DEPARTMENT Summary (Continued)

- Through Federal and State Grants, implemented new Internet services within the Library that significantly increased bandwidth for customers.
- Began the Design Development phase for the El Gabilan Branch Library.
- Repurposed the basement of the John Steinbeck Library to support more classroom and was awarded a state grant in the amount of \$29,000 to equip the space with critical technology
- Continued to work with soccer organizations and implement monthly volunteer work days at the Constitution Soccer Complex to partner for success and maintenance of fields.
- Continued work on a Master Plan for parks, recreation and library facilities with the intention of bringing the plan to the City Council for adoption in the summer of 2018.

Quality of Life

- Provided over 15,200 meals to youth and seniors at seven locations through the Summer Lunch/Snack Program and Firehouse Senior Program.
- Continued the Library's Paletero Program where 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.
- Expanded Library Adult Programming to include more book clubs, a First Friday Art Talk to coincide with the City's Friday Art Walk, a bookfair that featured local artists and hosted hundreds of Salinas residents.
- The library introduced more technology assistance for adults by training tech savvy teens to provide personalized tutoring for adults.
- Purchased a movie license allowing the public viewing of educational and entertaining movies for all ages at the Hebbron Family Center, Bread Box Recreation Center and the Firehouse Recreation Center.

LIBRARY AND COMMUNITY SERVICES DEPARTMENT

Summary

Expenditures by Program	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
Parks & Community Services	2,050,891	2,505,612	2,920,337	3,482,645
Library	4,055,471	4,452,749	5,244,233	5,113,563
Total	6,106,361	6,958,361	8,164,570	8,596,208
Workforce by Program	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
Parks & Community Services	14.000	14.000	14.000	18.000
Library	43.500	43.500	41.000	39.000
Total	57.500	57.500	55.000	57.000



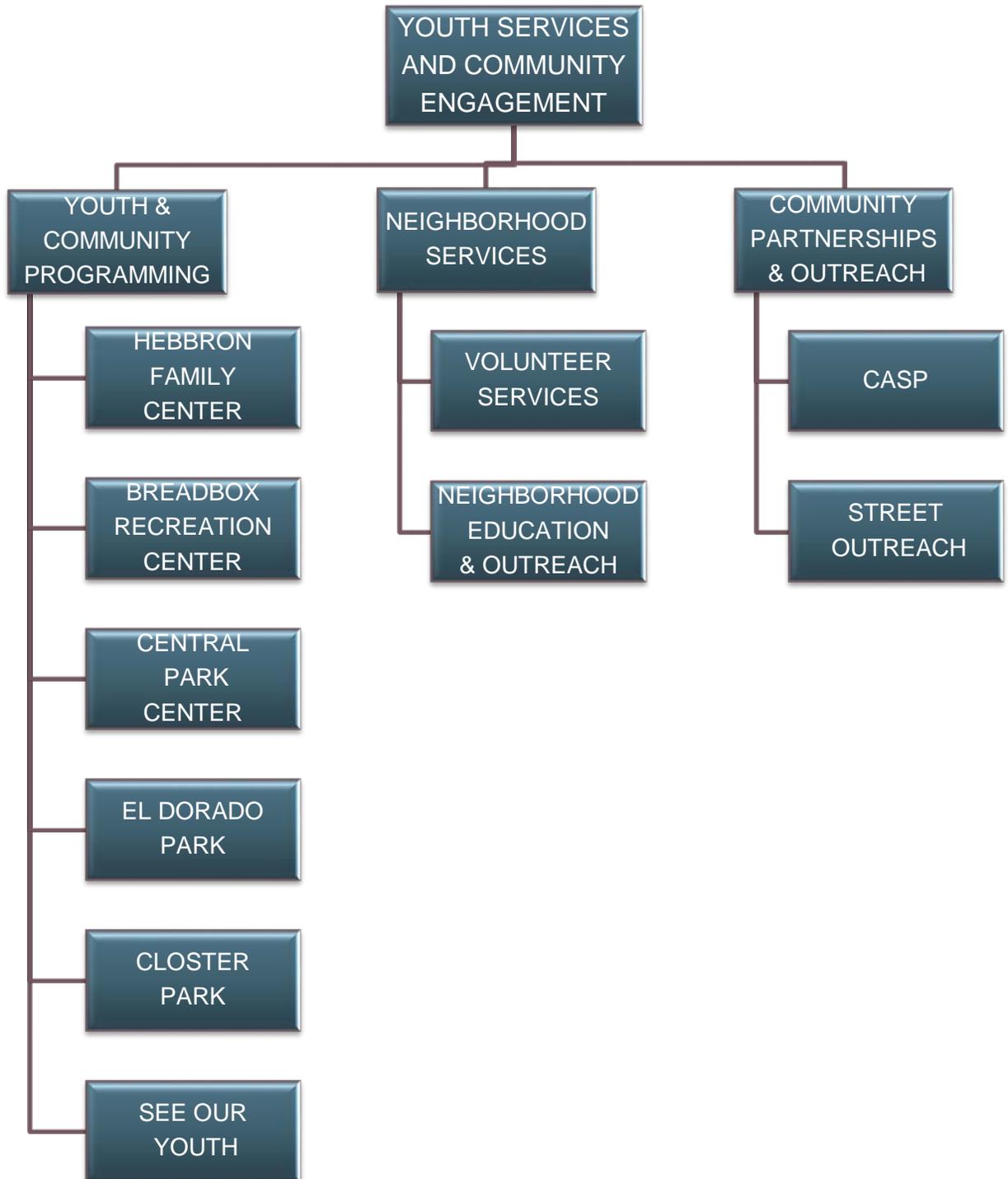
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PARKS & SPORTS ADMINISTRATION

Organizational Chart



YOUTH SERVICES & COMMUNITY ENGAGEMENT Organizational Chart



PARKS AND COMMUNITY SERVICES

Summary

Expenditures by Program	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
6231 Recreation Admin	497,636	616,905	754,920	735,900
6232 Neighborhood Services	33,294	110,547	133,040	150,200
6233 Closter Park	8,532	14,134	19,800	19,800
6234 El Dorado Park	30,579	31,078	39,998	53,000
6235 Central Park	18,201	18,747	21,726	24,700
6236 Facility Services	40	85	9,200	9,200
6237 Reimbursable Rec Activities	69,064	75,307	163,900	163,900
6238 Youth Sports	171,376	181,616	194,945	196,255
6239 Recreation Center	53,513	97,133	75,257	75,050
6240 Firehouse Rec Center	52,141	73,879	98,650	95,850
6241 Hebbroon Heights Rec Center	78,050	91,974	93,675	93,675
6242 Afterschool Programs	464,431	640,739	651,837	743,915
6243 Community Center	294,040	300,264	320,400	310,400
6244 Breadbox Rec Center	121,106	105,995	116,590	120,110
6246 Hebbroon Family Center	156,934	147,090	148,400	153,760
6247 Sherwood Rec Center	1,953	119	78,000	51,900
6248 Youth Services & Comm Engagement				485,030
Total	2,050,891	2,505,612	2,920,337	3,482,645

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	1,492,840	1,876,280	2,103,799	2,547,495
62 - Supplies & Materials	116,996	149,428	177,784	232,500
63 - Outside Services	430,351	419,416	524,106	633,650
64 - Other Charges	5,301	26,363	41,281	65,700
66 - Capital Outlays	5,403	34,124	73,367	3,300
Total	2,050,891	2,505,612	2,920,337	3,482,645

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	766,443	798,500	921,435	988,375
1100 Measure E	901,290	1,069,866	1,072,815	1,377,170
1200 Measure G	268,119	637,246	926,087	1,093,700
2505 Recreation Parks				23,400
2910 Community Development	115,039			
Total	2,050,891	2,505,612	2,920,337	3,482,645

PARKS AND COMMUNITY SERVICES

Summary

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
6231 Recreation Admin	5.000	5.000	5.000	5.000
6232 Neighborhood Services	1.000	1.000	1.000	1.000
6238 Youth Sports	1.000	1.000	1.000	1.000
6242 Afterschool Programs	5.619	5.670	5.670	5.670
6244 Breadbox Rec Center	0.381	0.330	0.330	0.330
6246 Hebbbron Family Center	1.000	1.000	1.000	1.000
6248 Youth Services & Comm Engagement				4.000
Total	14.000	14.000	14.000	18.000



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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 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Number of Attendees at Recreation Centers	220,635	276,554	240,000	298,516	300,000
Number of Special Event Permits Issued	126	125	125	125	130
Number of Annual Hours Spent in Support of CASP	125	70	140	50	150
Number of Recreation Newsletter signups				580	1,160

Major Budget Changes

None

PARKS AND COMMUNITY SERVICES

6231 Recreation Admin Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	476,200	573,431	688,720	669,700
62 - Supplies & Materials	2,591	2,806	7,500	7,500
63 - Outside Services	15,340	17,634	28,200	28,200
64 - Other Charges	3,505	23,034	30,500	30,500
Total	497,636	616,905	754,920	735,900

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	184,202	212,167	217,090	221,120
1100 Measure E	226,811	235,426	278,600	278,190
1200 Measure G	86,623	169,312	259,230	236,590
Total	497,636	616,905	754,920	735,900

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
6231 Recreation Admin	5.000	5.000	5.000	5.000
Total	5.000	5.000	5.000	5.000

PARKS AND COMMUNITY SERVICES

Neighborhood Services

6232

Purpose

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

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Council District Cleanups	7	7	7	7	7
Community Meetings Supported	0	15	15	17	20
City-wide Volunteer Hours Performed	21,667	24,503	24,000	26,000	28,600

Major Budget Changes

None

PARKS AND COMMUNITY SERVICES

6232 Neighborhood Services Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	26,979	96,627	114,140	131,300
62 - Supplies & Materials	3,806	10,457	11,247	10,800
63 - Outside Services	1,732	2,679	5,653	6,100
64 - Other Charges		785	2,000	2,000
66 - Capital Outlays	777			
Total	33,294	110,547	133,040	150,200

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1100 Measure E	17,799	17,113	34,200	32,200
1200 Measure G	15,496	93,435	98,840	118,000
Total	33,294	110,547	133,040	150,200

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
6232 Neighborhood Services	1.000	1.000	1.000	1.000
Total	1.000	1.000	1.000	1.000

PARKS AND COMMUNITY SERVICES

Closter Park

6233

Purpose

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

Division Operations

1. Practice excellent customer service.
2. Continue to monitor lease with the Salinas Boxing Club.
3. Keep the Park and Recreation Center in good condition.
4. Offer a diverse recreation prevention program for youth of all ages during the summer.

Performance Measures

Performance Measure / Goal	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
*Unavailable. Facility leased to Salinas Boxing Club. In FY14-15 the Summer Recreation Program was restored.	1,682	824	1,800	2,600	2,800

Major Budget Changes

None

PARKS AND COMMUNITY SERVICES

6233 Closter Park Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	4,763	10,201	10,500	10,500
62 - Supplies & Materials	1,698	1,855	2,500	2,500
63 - Outside Services	2,070	2,078	6,800	6,800
Total	8,532	14,134	19,800	19,800

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	1,689	1,683	3,700	3,700
1100 Measure E	382	450	3,800	3,800
1200 Measure G	6,461	12,001	12,300	12,300
Total	8,532	14,134	19,800	19,800

PARKS AND COMMUNITY SERVICES

El Dorado Park

6234

Purpose

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

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Number of Program Attendees	39,172	95,425	60,000	75,000	75,000

Major Budget Changes

None

PARKS AND COMMUNITY SERVICES

6234 El Dorado Park Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	20,450	20,824	26,998	38,000
62 - Supplies & Materials	1,126	5,118	5,800	7,800
63 - Outside Services	9,002	5,136	7,200	7,200
Total	30,579	31,078	39,998	53,000

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	6,965	4,064	5,700	5,700
1100 Measure E	23,417	26,814	34,098	47,100
1200 Measure G	197	200	200	200
Total	30,579	31,078	39,998	53,000

PARKS AND COMMUNITY SERVICES

Central Park

6235

Purpose

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

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Program Attendees	23,139	18,107	24,000	26,000	26,500

Major Budget Changes

None

PARKS AND COMMUNITY SERVICES

6235 Central Park Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	10,394	10,873	11,526	14,500
62 - Supplies & Materials	3,193	3,521	4,900	4,700
63 - Outside Services	4,614	4,353	5,300	5,500
Total	18,201	18,747	21,726	24,700

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	2,242	512	2,800	2,800
1100 Measure E	15,812	17,983	18,700	21,700
1200 Measure G	147	253	226	200
Total	18,201	18,747	21,726	24,700

PARKS AND COMMUNITY SERVICES

Facility Services

6236

Purpose

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

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Revenue Collected	\$ 10,498	\$ 2,320	\$ 10,000	\$ 2,000	\$ 2,000
Bounce House Permits Issued	26	28	36	28	30

Major Budget Changes

None

PARKS AND COMMUNITY SERVICES

6236 Facility Services Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits		85	7,500	7,500
62 - Supplies & Materials			500	500
64 - Other Charges	40		1,200	1,200
Total	40	85	9,200	9,200
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	40	85	9,200	9,200
Total	40	85	9,200	9,200

PARKS AND COMMUNITY SERVICES

Reimbursable Recreation Activities

6237

Purpose

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

Division Operations

1. Manage fee-paid recreation and leisure activities, excursions, trips and school vacation camp programs for all age groups at our recreation facilities.
2. Continue to practice excellent customer service.
3. Provide early literacy Tiny Tot programs for ages 3-5 at El Dorado Park and Hebbron Family Center.
4. Offer fee based community classes and cultural programs for ages 5-18 at El Dorado Park, Hebbron Family Center, Firehouse Recreation Center and Central Park.
5. Explore new opportunities to expand fee based programs for all ages in all facilities.

Performance Measures

Performance Measure / Goal	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Revenue Collected	\$ 41,827	\$ 46,421	\$ 44,000	\$ 47,000	\$ 48,000

Major Budget Changes

None

PARKS AND COMMUNITY SERVICES

6237 Reimbursable Rec Activities Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	34,939	38,678	35,600	35,600
62 - Supplies & Materials	10,893	11,930	17,900	17,900
63 - Outside Services	23,232	24,638	100,293	109,600
64 - Other Charges		60	800	800
66 - Capital Outlays			9,307	
Total	69,064	75,307	163,900	163,900

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	69,064	75,307	163,900	163,900
Total	69,064	75,307	163,900	163,900

PARKS AND COMMUNITY SERVICES

Youth Sports

6238

Purpose

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

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Number of Registered Participants	3,936	3,652	4,200	3,847	4,200
Volunteer Coaches Hours Performed	13,026	12,152	14,200	13,160	13,200
Revenue Collected	\$ 101,015	\$ 117,215	\$ 145,000	\$ 119,536	\$ 130,000

Major Budget Changes

None

PARKS AND COMMUNITY SERVICES

6238 Youth Sports Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	129,059	139,868	148,645	152,955
62 - Supplies & Materials	31,032	33,358	33,200	33,200
63 - Outside Services	10,892	7,300	11,000	8,000
64 - Other Charges	393	1,090	2,100	2,100
Total	171,376	181,616	194,945	196,255

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	165,481	176,525	188,745	190,055
1200 Measure G	5,894	5,091	6,200	6,200
Total	171,376	181,616	194,945	196,255

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
6238 Youth Sports	1.000	1.000	1.000	1.000
Total	1.000	1.000	1.000	1.000

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 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Number of Registrations Taken	3,687	3,652	4,200	3,847	4,200
Number of Program Attendees	42,066	56,541	44,000	58,616	5,900

Major Budget Changes

None

PARKS AND COMMUNITY SERVICES

6239 Recreation Center Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	21,990	23,745	26,450	26,450
62 - Supplies & Materials	8,363	6,029	14,550	14,900
63 - Outside Services	21,796	54,334	28,900	28,900
64 - Other Charges	1,363	1,395	1,500	1,500
66 - Capital Outlays		11,630	3,857	3,300
Total	53,513	97,133	75,257	75,050

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	21,786	15,368	21,700	21,700
1100 Measure E	30,653	66,881	37,550	37,550
1200 Measure G	1,074	14,884	16,007	15,800
Total	53,513	97,133	75,257	75,050

PARKS AND COMMUNITY SERVICES

Firehouse Recreation Center

6240

Purpose

Provide a variety of recreational activities for youth and seniors.

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Number of Program Attendees	14,438	28,438	16,000	28,500	29,000
Senior Volunteer Hours Performed	3,107	4,624	3,600	4,700	4,750
Number of Senior Meals Served	3,841	3,664	6,000	3,680	3,700

Major Budget Changes

The CalGRIP grant which funded the Saturday Night Teen Program has ended. The Department will use existing funds from the Prevention CIP and temporary payroll from the Community Center to sustain this critical prevention program.

PARKS AND COMMUNITY SERVICES

6240 Firehouse Rec Center Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	24,591	32,005	33,350	33,350
62 - Supplies & Materials	11,053	24,204	24,387	25,300
63 - Outside Services	16,497	17,670	39,660	36,700
64 - Other Charges			500	500
66 - Capital Outlays			753	
Total	52,141	73,879	98,650	95,850

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	18,876	18,796	31,700	28,900
1100 Measure E	10,040	12,749	12,075	12,075
1200 Measure G	23,225	42,334	54,875	54,875
Total	52,141	73,879	98,650	95,850

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 night teen programs.

Performance Measures

Performance Measure / Goal	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Number of Program Attendees	52,007	30,720	61,000	42,300	43,500
Number of Programs	1,126	1,201	1,150	1,200	1,200
Teen Volunteer Hours Performed	292	468	375	557	500

Major Budget Changes

The CalGRIP grant which funded the Saturday Night Teen Program has ended. The Department will use existing funds from the Prevention CIP and temporary payroll from the Community Center to sustain this critical prevention program.

PARKS AND COMMUNITY SERVICES

6241 Hebbroon Heights Rec Center Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	50,382	56,437	59,175	59,175
62 - Supplies & Materials	10,359	11,578	13,000	15,000
63 - Outside Services	17,308	23,959	21,500	19,500
Total	78,050	91,974	93,675	93,675

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	15,143	13,448	15,300	15,300
1100 Measure E	43,737	45,623	51,155	51,155
1200 Measure G	19,170	32,902	27,220	27,220
Total	78,050	91,974	93,675	93,675

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 at all of the neighborhood Recreation Centers.
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 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Number of Free Lunches Served (Summer)	17,222	12,234	17,600	12,600	12,600
Number of Youth Field Trip Participants	844	802	900	1,044	1,000
Number of Summer Camp Participants	420	420	475	475	480

Major Budget Changes

None

PARKS AND COMMUNITY SERVICES

6242 Afterschool Programs Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	415,008	596,870	598,837	660,915
62 - Supplies & Materials	12,841	11,158	10,200	25,000
63 - Outside Services	32,334	23,636	40,119	48,000
64 - Other Charges			2,681	10,000
66 - Capital Outlays	4,248	9,075		
Total	464,431	640,739	651,837	743,915
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	(2,061)	243		50,000
1100 Measure E	381,394	536,700	468,692	472,015
1200 Measure G	85,098	103,796	183,144	221,900
Total	464,431	640,739	651,837	743,915
Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
6242 Afterschool Programs	5.619	5.670	5.670	5.670
Total	5.619	5.670	5.670	5.670

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 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 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	56	67	65	70	75
Number of Facility Attendees	43,385	43,840	46500	35,700	40000

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

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	57,345	65,472	110,000	60,000
62 - Supplies & Materials	455	9,629	11,400	1,400
63 - Outside Services	236,240	211,744	199,000	249,000
66 - Capital Outlays		13,419		
Total	294,040	300,264	320,400	310,400
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	268,437	258,730	238,000	188,000
1100 Measure E	25,148	37,546	55,000	55,000
1200 Measure G	455	3,988	27,400	67,400
Total	294,040	300,264	320,400	310,400

BLOCK GRANT

Breadbox Recreation Center Division

6244

Purpose

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

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Number of Program Attendees	48121	46499	47000	47000	47000

Major Budget Changes

The CalGRIP grant which funded the Saturday Night Teen Program has ended. The Department will use existing funds from the Prevention CIP and temporary payroll from the Community Center to sustain this critical prevention program.

PARKS AND COMMUNITY SERVICES

6244 Breadbox Rec Center Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	92,213	73,558	75,709	80,910
62 - Supplies & Materials	9,761	8,181	10,700	10,700
63 - Outside Services	19,131	24,255	30,181	28,500
Total	121,106	105,995	116,590	120,110
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	14,579	21,572	23,600	23,600
1100 Measure E	34,023	63,546	68,945	72,465
1200 Measure G	22,326	20,877	24,045	24,045
2910 Community Development	50,179			
Total	121,106	105,995	116,590	120,110
Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
6244 Breadbox Rec Center	0.381	0.330	0.330	0.330
Total	0.381	0.330	0.330	0.330

BLOCK GRANT Hebbron Family Center Division

6246

Purpose

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

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Number of program attendees	52,007	30,720	61,000	42,300	43,500
Number of programs	1,126	1,201	1,150	1,200	1,200
Teen Volunteer Hours Performed	292	468	375	557	475

Major Budget Changes

None

PARKS AND COMMUNITY SERVICES

6246 Hebbroon Family Center Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	128,524	137,604	138,400	145,760
62 - Supplies & Materials	9,824	9,486	10,000	8,000
63 - Outside Services	18,587			
Total	156,934	147,090	148,400	153,760
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1100 Measure E	92,074	9,035	10,000	8,000
1200 Measure G		138,055	138,400	145,760
2910 Community Development	64,860			
Total	156,934	147,090	148,400	153,760
Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
6246 Hebbroon Family Center	1.000	1.000	1.000	1.000
Total	1.000	1.000	1.000	1.000

Purpose

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

Division Operations

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

Major Budget Changes

None

PARKS AND COMMUNITY SERVICES

6247 Sherwood Rec Center Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits			18,250	18,250
62 - Supplies & Materials		119		11,500
63 - Outside Services	1,575		300	22,150
66 - Capital Outlays	378		59,450	
Total	1,953	119	78,000	51,900
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1200 Measure G	1,953	119	78,000	51,900
Total	1,953	119	78,000	51,900

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.

PARKS AND COMMUNITY SERVICES

Youth Services & Comm Engagement (Continued) 6248

Performance Measures

Performance Measure / Goal	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 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					
PSN Steering Committee: Prepare, lead and manage quarterly Steering committee meetings for Federal PSN grant.	N/A	N/A	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.	N/A	N/A	N/A	N/A	
La Buena Radio: Prepare, manage and participate in weekly radio show with various CASP members.	N/A	N/A	N/A	N/A	
Junto Podemos: Prepare and participate in meetings as coordinated.	N/A	N/A	N/A	N/A	
PARTS committee: Prepare and participate in monthly meetings.	N/A	N/A	N/A	N/A	
Padres Creando Soluciones: Prepare and participate in meetings as scheduled	N/A	N/A	N/A	N/A	
National Forum on Youth Violence Prevention: Prepare and participate in monthly conference calls of all Forum Cities.	12	12	12	12	4
National Forum on Youth Violence Prevention: Prepare and participate in annual Summit with Forum Cities in Washington DC	1		1	0	0
National Forum on Youth Violence Prevention: Prepare and participate in annual working sessions with Forum Cities in Washington DC.	1		1	N/A	N/A
Department of Justice: Prepare and participate in monthly conference calls with OJJDP Program Manager	12		6	4	4
CCVFN - California Cities Violence Prevention Network: Prepare and participate in monthly conference calls.	6		6	6	6
CASP General Assembly (Bi-Monthly): Prepare, attend and manage meetings and membership.	22		22	22	22
CASP Executive Committee (Monthly): Prepare and manage monthly meetings	8		12	N/A	N/A
CASP Board of Directors (Quarterly): Prepare and manage quarterly meetings	4		4	4	4
Strategic Work Plan Committee: Prepare for and participate in SWP meetings on a monthly basis.	11		10	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.	20		12	10	10
Organizational Capacity Assessment Task Force (Bi-Monthly): Prepare and participate in review and implementation of Organizational Capacity Assessment	6		N/A	N/A	N/A
Prevention Committee (Monthly): Prepare and attend meeting including responsibility for minutes.	10		10	N/A	N/A
Community Engagement Committee (Bi-Monthly): Prepare, co-manage and co-lead committee			10	N/A	N/A
Communications Committee (Monthly): Prepare for and attend meeting.			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		11	6	6
Early Childhood Development Initiative: Create a CASP Sub-Committee and coordinate the Salinas CAT team	10		12	8	8
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	3		3	2	2
Youth Empowerment Strategy Program: Middle School Leadership Development			1	N/A	N/A
Community Leadership Academy Alumni Committee	6		10	10	4
Hire and put 2 street Outreach Specialist to work to reduce and prevent street violence	N/A		2	2.00	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

PARKS AND COMMUNITY SERVICES

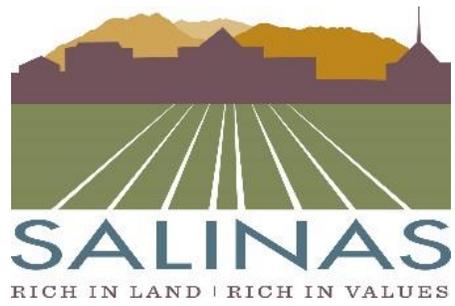
6248 Youth Services & Comm Engagement Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits				402,630
62 - Supplies & Materials				35,800
63 - Outside Services				29,500
64 - Other Charges				17,100
Total				485,030
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund				64,400
1100 Measure E				285,920
1200 Measure G				111,310
2505 Recreation Parks				23,400
Total				485,030
Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
6248 Youth Services & Comm Engagement				4.000
Total				4.000

PARKS AND COMMUNITY SERVICES

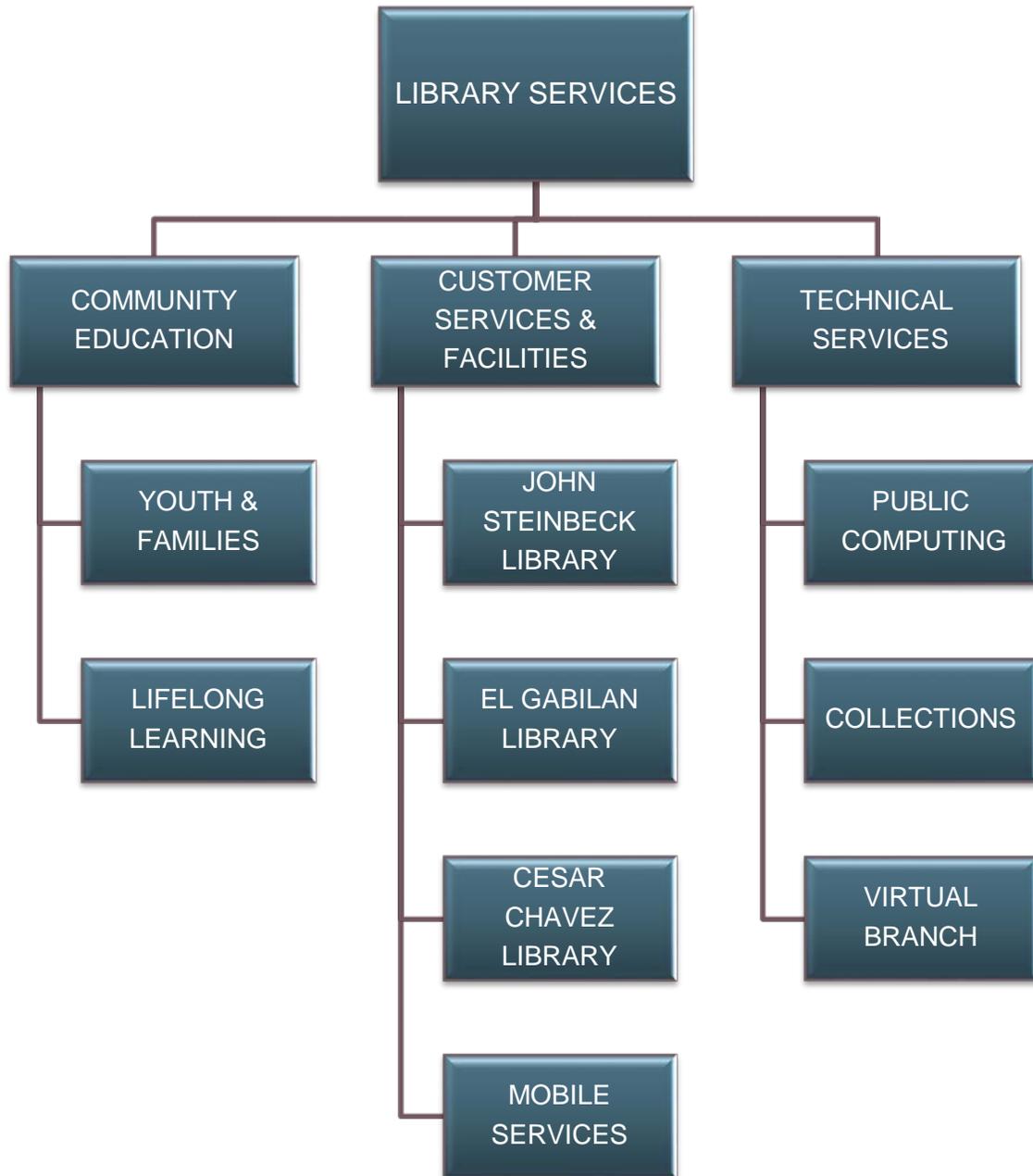
Work Force

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
6231 Recreation Admin				
Administrative Analyst I	1.000	1.000	1.000	1.000
Administrative Secretary	1.000	1.000		
Community Services Manager	2.000	1.000	1.000	1.000
Office Technician			1.000	1.000
Rec/Com Svcs Superintendent		1.000	1.000	1.000
Recreation Coordinator	1.000	1.000	1.000	1.000
6231 Recreation Admin Total	5.000	5.000	5.000	5.000
6232 Neighborhood Services				
Neighborhood Svcs Coord	1.000	1.000	1.000	1.000
6232 Neighborhood Services Total	1.000	1.000	1.000	1.000
6238 Youth Sports				
Sports Program Asst	1.000	1.000	1.000	1.000
6238 Youth Sports Total	1.000	1.000	1.000	1.000
6242 Afterschool Programs				
Recreation Asst	2.000	2.000	2.000	2.000
Recreation Coordinator	2.619	2.670	2.670	2.670
Senior Recreation Assistant		1.000	1.000	1.000
Sports Program Asst	1.000			
6242 Afterschool Programs Total	5.619	5.670	5.670	5.670
6244 Breadbox Rec Center				
Recreation Coordinator	0.381	0.330	0.330	0.330
6244 Breadbox Rec Center Total	0.381	0.330	0.330	0.330
6246 Hebronn Family Center				
Recreation Coordinator	1.000	1.000	1.000	1.000
6246 Hebronn Family Center Total	1.000	1.000	1.000	1.000
6248 Youth Services & Comm Engagement				
Community Safety Admin				1.000
Community Safety Assistant				1.000
Community Safety Program Coord				1.000
Street Outreach Specialist				1.000
6248 Youth Services & Comm Engagement Total				4.000
Total	14.000	14.000	14.000	18.000



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LIBRARY SERVICES Organizational Chart





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LIBRARY SERVICES

Summary

Expenditures by Program	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
6005 Library Administration	374,908	485,841	669,405	734,565
6009 Technical Services	326,961	510,864	1,072,381	1,093,718
6010 Support Services	776,126	810,629		
6011 Steinbeck Library	782,937	787,559	1,203,496	1,082,460
6012 Cesar Chavez Library	1,006,508	1,024,930	1,067,593	1,021,910
6013 El Gabilan Library	486,060	470,324	476,240	439,850
6015 Community Education	301,971	362,602	755,118	741,060
Total	4,055,471	4,452,749	5,244,233	5,113,563

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	3,253,934	3,557,291	4,364,390	4,229,110
62 - Supplies & Materials	242,507	292,894	293,666	294,800
63 - Outside Services	468,091	487,563	511,895	528,338
64 - Other Charges	13,300	21,045	26,415	26,315
66 - Capital Outlays	77,639	93,955	47,867	35,000
Total	4,055,471	4,452,749	5,244,233	5,113,563

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1100 Measure E	4,055,471	4,452,749	5,244,233	5,113,563
Total	4,055,471	4,452,749	5,244,233	5,113,563

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
6005 Library Administration	3.000	3.000	4.000	4.000
6009 Technical Services	3.000	4.000	6.000	6.000
6010 Support Services	8.000	8.000		
6011 Steinbeck Library	7.000	7.500	11.000	9.500
6012 Cesar Chavez Library	14.000	12.500	10.500	10.000
6013 El Gabilan Library	5.500	5.500	4.500	4.500
6015 Community Education	3.000	3.000	5.000	5.000
Total	43.500	43.500	41.000	39.000

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

Performance Measure / Goal	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Number of Volunteer Hours Performed	5,012	2,665	5,500	3,838	4,500
Grant funding awarded to LCS Divisions	N/A	268,305.00	\$ 300,000.00	\$ 320,000.00	\$ 600,000.00
LCS Customer Service Satisfaction Index			90% Good/Excellent	90% Good/Excellent	95% Good/Excellent
Library Visitors per capita	3.30	2.68	3.10	2.57	2.80
Library Circulation per capita	2.23	1.82	2.33	1.76	2.00
Library Materials per capita	1.33	0.92	1.49	1.04	1.10
Registered borrower as a % of service population	48%	54%	60%	36%	50%

Major Budget Changes

None

LIBRARY

6005 Library Administration Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	355,532	461,719	645,490	654,450
62 - Supplies & Materials	401	1,110	500	500
63 - Outside Services	8,683	3,889	2,000	58,300
64 - Other Charges	10,292	19,124	21,415	21,315
Total	374,908	485,841	669,405	734,565

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1100 Measure E	374,908	485,841	669,405	734,565
Total	374,908	485,841	669,405	734,565

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
6005 Library Administration	3.000	3.000	4.000	4.000
Total	3.000	3.000	4.000	4.000

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

Performance Measures

Performance Measure / Goal	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Website Hits	424,991	156,471	450,000	220,600	250,000
Public Computer Sessions	144,502	116,686	155,000	95,393	120,000
Public Computer Sessions per capita	0.92	0.72	0.96	0.59	0.80
# of Public Computers per 1,000 residents	0.74	0.76	1.00	0.83	1.00
LCS Website satisfaction index			90% Good/Excellent	Not measured	90% Good/Excellent
Collection turnover rate	1.67	1.98	2.00	1.83	2.00
Collection growth rate	8%	-16%	5%	8%	5%
Digital material circulation as a % of total circulation	0%	2%	3%	3%	5%

Major Budget Changes

None

LIBRARY

6009 Technical Services Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	231,030	305,228	601,580	639,080
62 - Supplies & Materials	148	37,383	229,708	240,100
63 - Outside Services	18,145	74,297	191,926	174,538
64 - Other Charges			5,000	5,000
66 - Capital Outlays	77,639	93,955	44,167	35,000
Total	326,961	510,864	1,072,381	1,093,718
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1100 Measure E	326,961	510,864	1,072,381	1,093,718
Total	326,961	510,864	1,072,381	1,093,718
Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
6009 Technical Services	3.000	4.000	6.000	6.000
Total	3.000	4.000	6.000	6.000

Purpose

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

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Circulation of materials	155,884	131,008	180,000	124,207	130,417
Number of Visitors	219,488	174,050	200,000	166,099	182,709
JSL Collection turnover	1.18	1.49	2.00	1.41	1.50
Customer service satisfaction index			90% Good/Excellent	90% Good/Excellent	95% Good/Excellent
Program satisfaction index			90% Good/Excellent	90% Good/Excellent	90% Good/Excellent
Program attendance (JSL)		3,373.00	4,000	4,000	4,800

Major Budget Changes

None

LIBRARY

6011 Steinbeck Library Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	603,955	623,290	1,028,940	905,160
62 - Supplies & Materials	13,635	18,756	20,894	16,800
63 - Outside Services	165,348	145,513	153,662	160,500
Total	782,937	787,559	1,203,496	1,082,460

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1100 Measure E	782,937	787,559	1,203,496	1,082,460
Total	782,937	787,559	1,203,496	1,082,460

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
6011 Steinbeck Library	7.000	7.500	11.000	9.500
Total	7.000	7.500	11.000	9.500

Purpose

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

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Circulation of materials	135,473	114,107	150,000	105,900	111,195
Number of Visitors (CCL)	218,762	190,777	200,000	176,400	194,040
CC Collection turnover	3.01	2.83	3.25	2.62	3.00
Customer service satisfaction index			90% Good/Excellent	96% Good/Excellet	96% Good/Excellent
Program satisfaction index			90% Good/Excellent	90% Good/Excellent	90% Good/Excellent
Program attendance (CCL)		16,247.00	9,500	15,262	16,025

Major Budget Changes

None

LIBRARY

6012 Cesar Chavez Library Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	884,667	956,371	992,600	957,210
62 - Supplies & Materials	4,463	21,165	8,300	8,000
63 - Outside Services	117,378	47,394	62,993	56,700
66 - Capital Outlays			3,700	
Total	1,006,508	1,024,930	1,067,593	1,021,910

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1100 Measure E	1,006,508	1,024,930	1,067,593	1,021,910
Total	1,006,508	1,024,930	1,067,593	1,021,910

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
6012 Cesar Chavez Library	14.000	12.500	10.500	10.000
Total	14.000	12.500	10.500	10.000

Purpose

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

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Circulation of Materials (EG)	59,615	54,237	70,000	55,456	55,000
Number of Visitors	80,505	71,159	80,000	65,869	65,000
El Gabilan collection turnover	2.24	2.37	2.50	2.42	2.40
Customer service satisfaction index			90% Good/Excellent	91% Good/Excellet	95% Good/Excellent
Program satisfaction index			90% Good/Excellent	90% Good/Excellent	90% Good/Excellent
Program attendance (EG)		831.00	1,000	1,618	500

Major Budget Changes

The current El Gabilan Library is expected to close at the end of June 2018 and will be re-located in the temporary location until the new facility is constructed. A reduction in operating expenses is expected as a result of this move.

LIBRARY

6013 El Gabilan Library Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	418,438	409,544	396,200	409,650
62 - Supplies & Materials	2,279	1,813	4,725	1,900
63 - Outside Services	65,343	58,968	75,315	28,300
Total	486,060	470,324	476,240	439,850

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1100 Measure E	486,060	470,324	476,240	439,850
Total	486,060	470,324	476,240	439,850

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
6013 El Gabilan Library	5.500	5.500	4.500	4.500
Total	5.500	5.500	4.500	4.500

Purpose

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

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
# of Adult Learners (unduplicated)	590	333	600	460	560
Volunteer Tutor hours	1,072	1,864	1,500	1,500	1,700
Number of Homework Center Students (unduplicated)	47	122	100	85	100
Number of Homework Center visits	11,564	10,922	10,000	10,400	11,000
Total Library Program attendance	15,414	20,451	22,000	21,734	23,907
Program attendance per capita	0.10	0.13	0.10	0.13	0.15
Program satisfaction index			90% Good/Excellent	90% Good/Excellent	90% Good/Excellent
% of Salinas youth with a library card		36%	75%	55%	65%
% of Salinas youth participating in Summer Reading Program		3%	5%	4%	5%
Early childhood program attendance (duplicated)	4,425	10,750	8,800	7,600	9,000

Major Budget Changes

None

LIBRARY

6015 Community Education Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	298,616	360,451	699,580	663,560
62 - Supplies & Materials	3,355	2,151	29,538	27,500
63 - Outside Services			26,000	50,000
Total	301,971	362,602	755,118	741,060

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1100 Measure E	301,971	362,602	755,118	741,060
Total	301,971	362,602	755,118	741,060

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
6015 Community Education	3.000	3.000	5.000	5.000
Total	3.000	3.000	5.000	5.000

LIBRARY SERVICES

Work Force

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
6005 Library Administration				
Administrative Secretary			1.000	1.000
Deputy Librarian	1.000	1.000	1.000	1.000
Lib/Community Svc Dir	1.000	1.000	1.000	1.000
Marketing & Development Coord			1.000	1.000
Office Technician	1.000	1.000		
6005 Library Administration Total	3.000	3.000	4.000	4.000
6009 Technical Services				
Lib Automation Svc Coord		1.000	1.000	1.000
Librarian I			1.000	1.000
Librarian II	1.000	1.000		
Library Technician			2.000	2.000
Office Technician			1.000	1.000
Sr Library Technician	1.000	1.000		
Technical Services Manager	1.000	1.000	1.000	1.000
6009 Technical Services Total	3.000	4.000	6.000	6.000
6010 Support Services				
Librarian I	1.000	1.000		
Librarian II	1.000	1.000		
Library Aide	1.000	1.000		
Library Clerk	1.000	1.000		
Library Technician	1.000	1.000		
Office Technician	1.000	1.000		
Sr Library Technician	2.000	2.000		
6010 Support Services Total	8.000	8.000		
6011 Steinbeck Library				
Librarian I	1.500	3.000	3.500	4.000
Librarian II	1.000	1.000	1.000	1.000
Library Aide			1.000	
Library Clerk	3.500	3.500	3.500	2.500
Library Page			1.000	1.000
Sr Library Technician	1.000		1.000	1.000
6011 Steinbeck Library Total	7.000	7.500	11.000	9.500

LIBRARY SERVICES

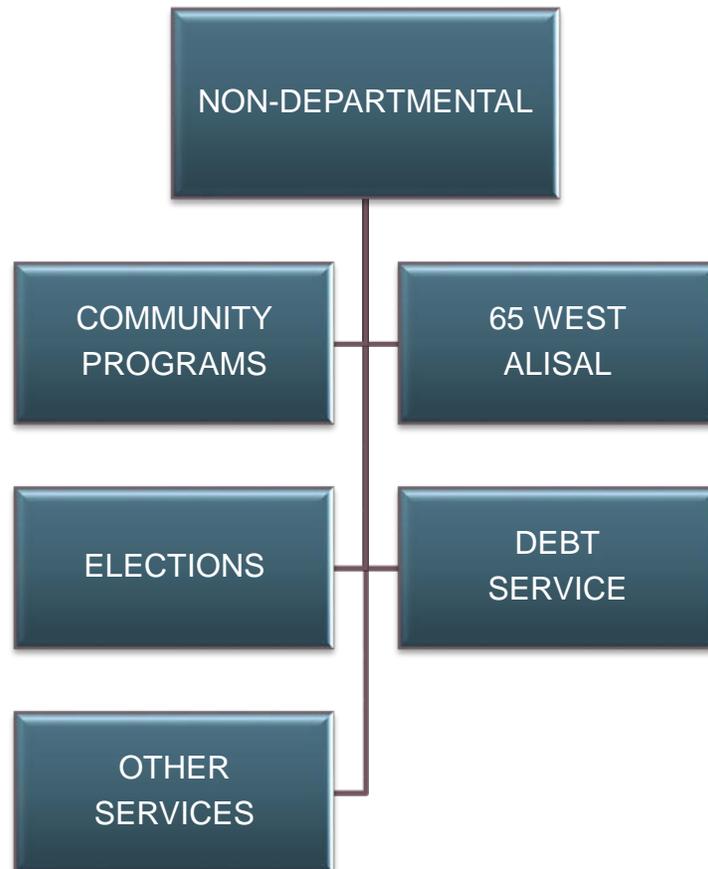
Work Force

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
6012 Cesar Chavez Library				
Librarian I	6.500	5.000	5.000	4.500
Librarian II	1.000	1.000	1.000	1.000
Library Clerk	3.500	3.500	2.500	2.500
Library Page	1.000	1.000	1.000	1.000
Library Technician	2.000	2.000	1.000	1.000
6012 Cesar Chavez Library Total	14.000	12.500	10.500	10.000
6013 El Gabilan Library				
Librarian I	1.000	1.000		
Librarian II	1.000	1.000	1.000	1.000
Library Clerk	1.500	1.500	2.500	2.500
Library Page	1.000	1.000		
Library Technician	1.000	1.000	1.000	1.000
6013 El Gabilan Library Total	5.500	5.500	4.500	4.500
6015 Community Education				
Community Education Manager			1.000	1.000
Literacy Assistant	1.000	1.000	1.000	2.000
Literacy Clerk	1.000	1.000	1.000	
Literacy Program Mgr	1.000	1.000		
Senior Librarian			2.000	2.000
6015 Community Education Total	3.000	3.000	5.000	5.000
Total	43.500	43.500	41.000	39.000



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NON-DEPARTMENTAL Organizational Chart



NON-DEPARTMENTAL Summary

Purpose

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

Top Accomplishments for FY 2017-18

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 2018-19

Organizational Effectiveness Initiative

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

Major Budget Changes

None

NON-DEPARTMENTAL Summary

Expenditures by Program	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
8001 Community Programs	211,432	208,696	210,000	210,000
8002 Elections	3,076	590,707		500,000
8003 65 West Alisal	56,268	32,743	46,300	76,200
8004 Debt Service	9,789,470	2,175,755	2,444,557	2,471,656
8005 Other Services	6,059,343	6,287,711	7,848,765	4,816,200
8010 Intermodal Transp Center	91,728	109,002	132,660	163,160
Total	16,211,318	9,404,615	10,682,282	8,237,216
Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	722,762	1,066,188	560,500	546,000
62 - Supplies & Materials	1,700	14,030	11,908	11,200
63 - Outside Services	1,266,667	1,939,107	1,622,820	1,791,560
64 - Other Charges	4,187,809	3,888,997	5,750,598	3,151,300
65 - Debt Service	9,776,820	2,175,755	2,444,557	2,471,656
66 - Capital Outlays	57,074	135,032	254,389	230,500
69 - Financial Assistance	198,487	185,505	37,510	35,000
Total	16,211,318	9,404,615	10,682,282	8,237,216
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	6,103,716	6,818,587	7,680,135	5,410,060
1100 Measure E	191,300	191,300	191,300	
1200 Measure G			10,000	
2506 PEG Cable Franchise	126,832	218,973	356,290	355,500
4101 1997 COPs	628,190			
4103 Steinbeck COP	12,651			
4104 2014 COP Consolidation	228,736	233,300	236,125	232,456
4108 Energy Improvement	986,499	1,245,888	1,509,560	1,540,179
4109 2015 Refunding COP 2005 A & B	7,933,395	696,567	698,872	699,021
Total	16,211,318	9,404,615	10,682,282	8,237,216

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

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	211,278	208,414		
64 - Other Charges	154	282	210,000	210,000
Total	211,432	208,696	210,000	210,000
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	211,432	208,696	210,000	210,000
Total	211,432	208,696	210,000	210,000

Purpose

Conduct all municipal elections.

Division Operations

1. Conduct municipal elections.

Major Budget Changes

None

NON-DEPARTMENTAL
8002 Elections Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
63 - Outside Services	3,076	590,707		500,000
Total	3,076	590,707		500,000
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	3,076	590,707		500,000
Total	3,076	590,707		500,000

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

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
62 - Supplies & Materials	1,663	4,021	8,500	10,000
63 - Outside Services	54,605	28,722	37,800	66,200
Total	56,268	32,743	46,300	76,200
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	56,268	32,743	46,300	76,200
Total	56,268	32,743	46,300	76,200

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

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
63 - Outside Services	12,651			
65 - Debt Service	9,776,820	2,175,755	2,444,557	2,471,656
Total	9,789,470	2,175,755	2,444,557	2,471,656
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
4101 1997 COPs	628,190			
4103 Steinbeck COP	12,651			
4104 2014 COP Consolidation	228,736	233,300	236,125	232,456
4108 Energy Improvement	986,499	1,245,888	1,509,560	1,540,179
4109 2015 Refunding COP 2005 A & B	7,933,395	696,567	698,872	699,021
Total	9,789,470	2,175,755	2,444,557	2,471,656

**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

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	511,485	857,774	560,500	546,000
62 - Supplies & Materials	37	8,082		
63 - Outside Services	1,105,567	1,228,760	1,471,956	1,079,900
64 - Other Charges	4,186,695	3,872,557	5,524,410	2,924,800
66 - Capital Outlays	57,074	135,032	254,389	230,500
69 - Financial Assistance	198,487	185,505	37,510	35,000
Total	6,059,343	6,287,711	7,848,765	4,816,200
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	5,741,211	5,877,438	7,291,175	4,460,700
1100 Measure E	191,300	191,300	191,300	
1200 Measure G			10,000	
2506 PEG Cable Franchise	126,832	218,973	356,290	355,500
Total	6,059,343	6,287,711	7,848,765	4,816,200

NON-DEPARTMENTAL Intermodal Transportation Center

8010

Purpose

The Intermodal Transportation Center ("ITC") was owned and operated by the former redevelopment agency. The City retained the property in 2012, and the operational expenses have been born by the general fund parking lease revenue. The City has a plan to maintain the ITC as a cost center, using the lease revenues to offset the cost of operations.

Lease payments will be received from Greyhound and Amtrak. The City also leases the parking lot to the County for juror parking, in exchange for security services.

Division Operations

1. Provide centralized site for Intermodal Transportation in the City

Major Budget Changes

None

NON-DEPARTMENTAL

8010 Intermodal Transp Center Division

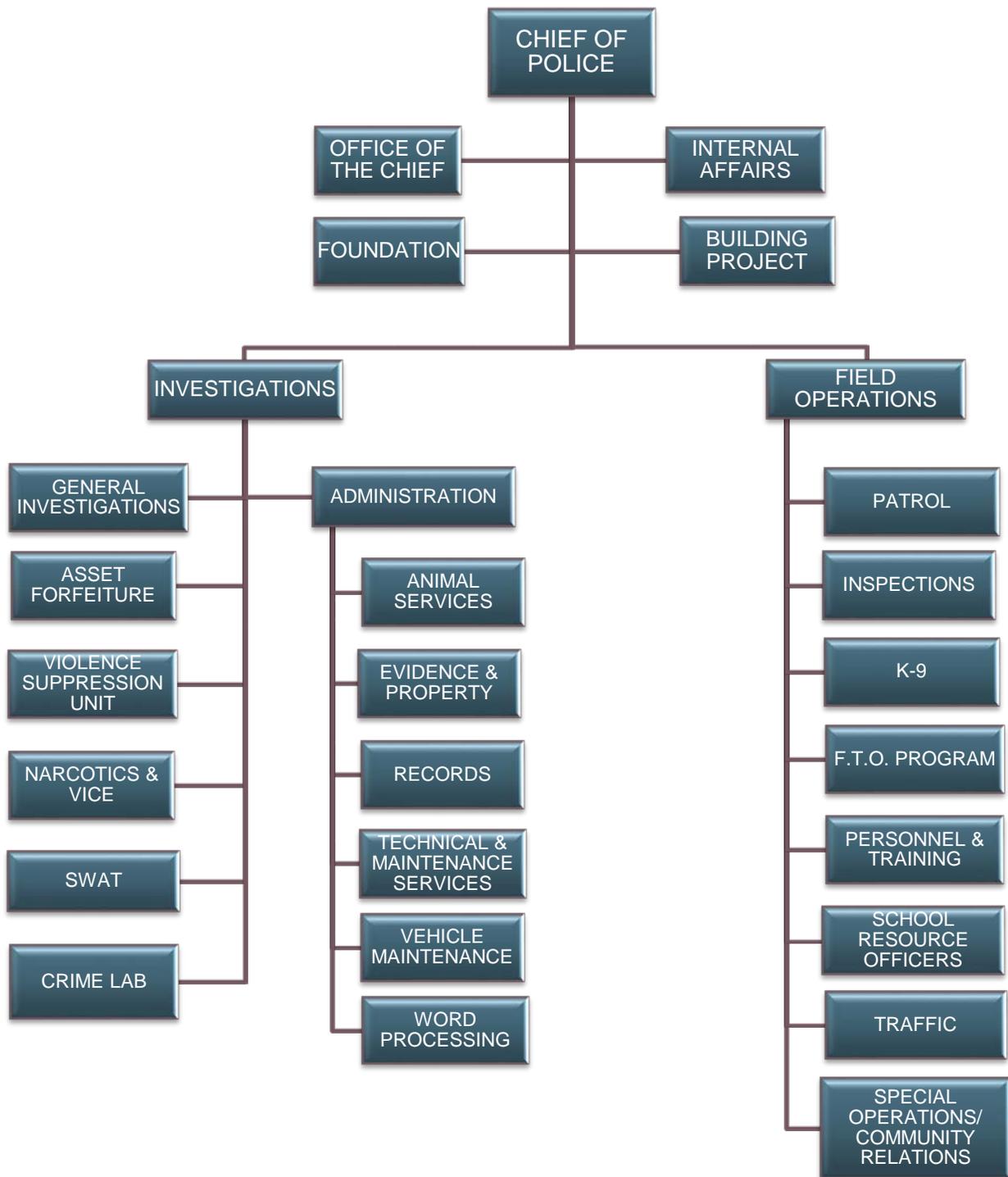
Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
62 - Supplies & Materials		1,926	3,408	1,200
63 - Outside Services	90,768	90,918	113,064	145,460
64 - Other Charges	960	16,157	16,188	16,500
Total	91,728	109,002	132,660	163,160

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	91,728	109,002	132,660	163,160
Total	91,728	109,002	132,660	163,160

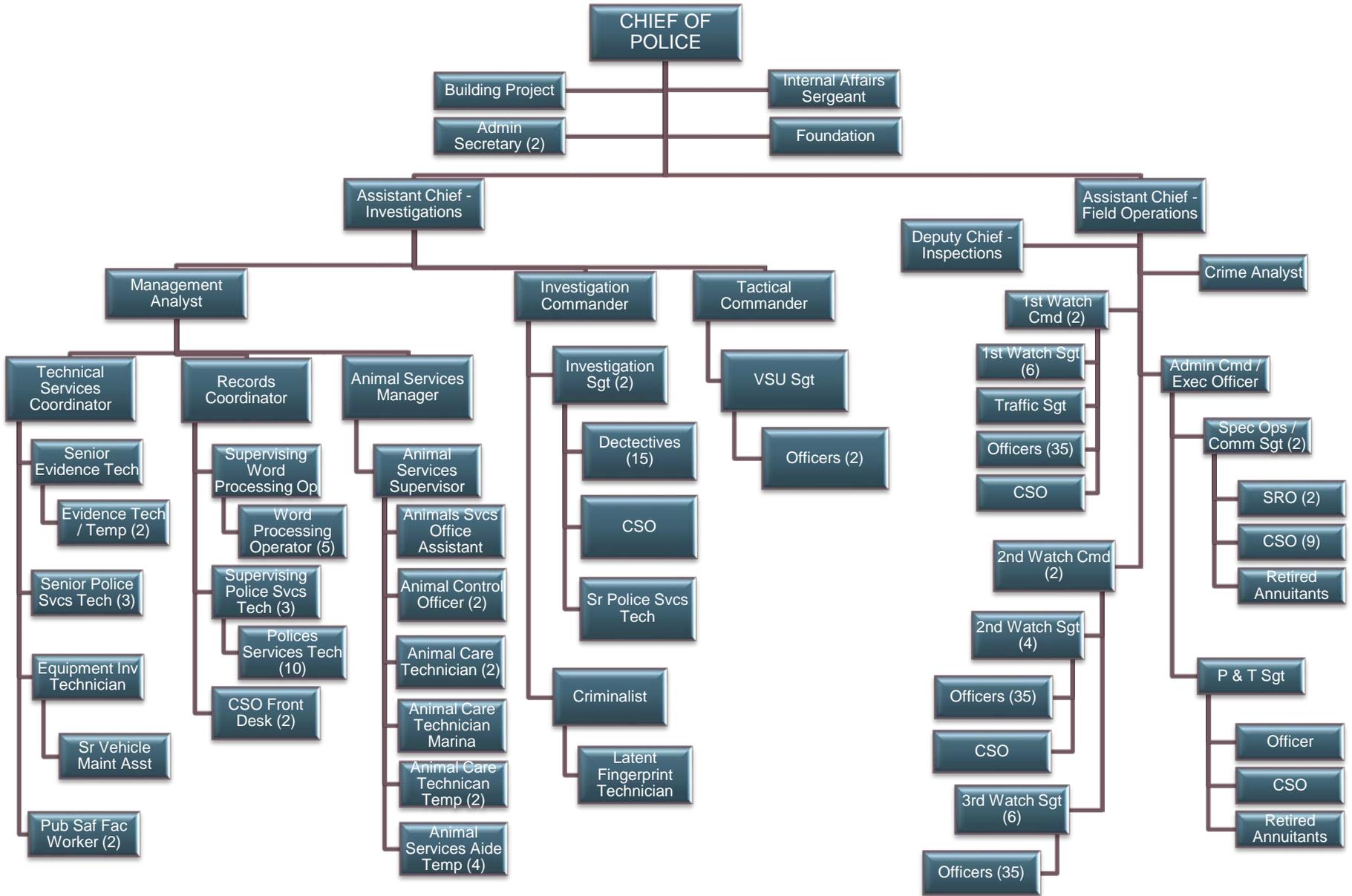


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POLICE DEPARTMENT Organizational Chart



POLICE DEPARTMENT Organizational Chart



POLICE DEPARTMENT

Summary

Purpose

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

Top Accomplishments for FY 2017-2018

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 2018-19

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.).

POLICE DEPARTMENT Summary (Continued)

Effective, Sustainable Government

1. Evaluate and implement Department of Justice's Collaborative Reform Initiative recommendations as appropriate.
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 FY17-18. 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

Expenditures by Program	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
4110 Police Administration	1,092,999	1,161,293	1,255,204	1,167,447
4111 Community Relations	388,373	270,355	269,462	
4112 Personnel & Training	887,720	860,971	1,201,534	1,216,620
4116 Special Operations	653,434	613,260	703,188	666,070
4130 Support Services	4,365,975	4,295,256	5,000,923	5,131,906
4131 Technical Services	405,573	433,243	530,970	518,893
4132 Word Processing	509,488	580,091	654,460	655,350
4133 Evidence & Property	247,527	262,139	321,700	297,320
4134 Records	1,147,816	1,260,264	1,438,440	1,387,110
4137 Maintenance Services		1,128	210,070	220,360
4170 Animal Control Services	796,088	833,218	1,007,620	935,280
4171 Animal Control Svc -Agencies	97,765	100,056	94,170	102,420
4220 Field Operations	25,435,319	28,472,362	31,447,665	32,067,050
4221 Traffic	230,512	318,893	376,449	401,780
4250 Retired Annuitants	59,682	55,950	57,000	74,500
4340 Investigations	4,703,160	4,600,980	4,788,579	5,564,810
4341 Narcotics	65,649	22,388	149,407	169,700
4342 School Resource Officers			237,370	537,000
4343 Violence Suppression	944,447	1,350,894	1,373,494	1,486,170
4380 Asset Seizure	20,000	22,111	20,000	20,000
4390 Joint Gang Task Force	112,018	62,216		
Total	42,163,546	45,577,067	51,137,704	52,619,786
Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	37,086,034	40,728,113	45,213,982	46,709,620
62 - Supplies & Materials	672,098	688,200	868,696	868,266
63 - Outside Services	3,730,985	3,769,796	4,345,103	4,332,373
64 - Other Charges	250,937	291,684	607,722	640,260
66 - Capital Outlays	423,491	99,275	102,200	69,267
Total	42,163,546	45,577,067	51,137,704	52,619,786

POLICE DEPARTMENT

Summary

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	35,172,960	36,059,797	38,918,641	39,294,690
1100 Measure E	3,578,115	3,406,966	3,831,151	3,931,940
1200 Measure G	2,397,648	5,199,160	6,886,486	7,940,790
2201 Sales Tax-SB172	400,000	400,000	600,000	600,000
2202 Supplemental Law Enf - AB3229	200,000	200,000	600,000	
2502 Asset Seizure	20,000	22,111	20,000	20,000
2504 Vehicle Abatement	115,779	183,297	166,490	200,650
3104 COPS Hiring 2011	184,591			
3163 2014 COPS Hiring SRO				513,930
3302 Cal ID / RAN Grant	94,452	105,736	114,936	117,786
Total	42,163,546	45,577,067	51,137,704	52,619,786

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
4110 Police Administration	5.000	5.000	5.000	5.000
4111 Community Relations	6.000	3.000	1.000	
4112 Personnel & Training	1.000	1.000	3.000	3.000
4116 Special Operations	5.500	5.500	5.500	4.000
4130 Support Services	7.000	7.000	7.000	7.000
4131 Technical Services	3.000	4.000	3.000	3.000
4132 Word Processing	6.000	6.000	6.000	6.000
4133 Evidence & Property	2.000	2.000	2.000	2.000
4134 Records	14.000	13.000	14.000	14.000
4137 Maintenance Services			2.000	2.000
4170 Animal Control Services	7.000	7.000	7.000	6.000
4171 Animal Control Svc -Agencies	1.000	1.000	1.000	1.000
4220 Field Operations	114.000	129.000	140.000	148.000
4221 Traffic	3.000	1.000	1.000	1.000
4340 Investigations	21.000	24.000	21.000	21.000
4341 Narcotics	5.000			
4342 School Resource Officers	9.000	9.000	9.000	3.000
4343 Violence Suppression	11.000	8.000	4.000	4.000
4390 Joint Gang Task Force	5.000	2.000		
Total	225.500	227.500	231.500	230.000



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Purpose

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

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Customer Referrals NOT MEASURED	n/a		n/a	n/a	n/a
Billings/Purchase Order Completions DONE WITHIN UNITS - REMOVE	n/a		n/a	n/a	n/a
Travel Authorizations (For Chief Only)	n/a	5	5	5	5

Major Budget Changes

None

POLICE DEPARTMENT

4110 Police Administration Unit

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	1,018,069	1,114,698	1,190,178	1,111,580
62 - Supplies & Materials	44,275	5,518	10,100	5,800
63 - Outside Services	7,839	300	16,175	10,000
64 - Other Charges	14,378	16,966	21,800	20,800
66 - Capital Outlays	8,439	23,811	16,951	19,267
Total	1,092,999	1,161,293	1,255,204	1,167,447

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	934,643	879,422	947,264	907,287
1200 Measure G	158,356	281,871	307,940	260,160
Total	1,092,999	1,161,293	1,255,204	1,167,447

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
4110 Police Administration	5.000	5.000	5.000	5.000
Total	5.000	5.000	5.000	5.000

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 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 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

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	577,299	454,580	680,334	723,420
62 - Supplies & Materials	21,423	30,355	48,882	56,500
63 - Outside Services	51,771	103,466	192,800	123,800
64 - Other Charges	232,777	271,795	278,917	312,900
66 - Capital Outlays	4,451	775	601	
Total	887,720	860,971	1,201,534	1,216,620

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	726,493	741,089	702,384	677,820
1100 Measure E			324,150	363,800
1200 Measure G	161,227	119,882	175,000	175,000
Total	887,720	860,971	1,201,534	1,216,620

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
4112 Personnel & Training	1.000	1.000	3.000	3.000
Total	1.000	1.000	3.000	3.000

POLICE DEPARTMENT

Special Operations Unit

4116

Purpose

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

Division Operations

1. Make recommendations and appropriately staff public events to ensure public order and safety needs, as well as traffic issues are mitigated.
2. Work closely with City Departments on the Special Event Committee to provide excellent communication and customer service to those planning special events.
3. Review and approve, with appropriate recommendations, one-day alcohol licenses and staff supplemental police deployments as requested and approved.
4. 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.
9. Present crime prevention programs through Neighborhood Watch and public presentations/community events.
10. Through the PAL and Explorer program, support, coordinate, and facilitate youth activities and programs.
11. Strengthen communication with Salinas's residents through a variety of traditional and non-traditional public outreach initiatives, including conducting community academies.
12. Continue the COPS philosophy within the organization and community through programs such as the Police Activities League, Police Explorers, and other programs providing linkages between the Department and community.
13. Continue to support the Police/Community Advisory Committee in their efforts to build a safe and peaceful community.
14. Continue to reach out to the community through a variety of recruitment activities.

Performance Measures

Performance Measure / Goal	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Special Events Planned and Managed	65		65		
Special Events Staffed and Supervised with Police Officers	29		31		
Alcohol Permit Review	109		100		
Neighborhood Watch Presentations	15		50	5	10
Community Presentations	30		100	10	20

Major Budget Changes

Community Relations Unit was merged with Special Operations Unit.

POLICE DEPARTMENT

4116 Special Operations Unit

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	644,934	590,080	670,088	615,070
62 - Supplies & Materials	8,500	23,150	26,400	24,300
63 - Outside Services		30	3,800	10,000
64 - Other Charges			2,900	16,700
Total	653,434	613,260	703,188	666,070

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	271,176	297,190	320,512	374,580
1100 Measure E	266,479	132,773	146,026	90,730
1200 Measure G			70,160	110
2504 Vehicle Abatement	115,779	183,297	166,490	200,650
Total	653,434	613,260	703,188	666,070

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
4116 Special Operations	5.500	5.500	5.500	4.000
Total	5.500	5.500	5.500	4.000

POLICE DEPARTMENT

Support Services Unit

4130

Purpose

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

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Investigate/reconstruct major crime scenes	41		45	40	40
Latent Print Investigations	418		420	380	400
Firearms Processed	219		220	240	240

Major Budget Changes

None

POLICE DEPARTMENT

4130 Support Services Unit

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	853,700	1,039,429	1,199,683	1,255,180
62 - Supplies & Materials	74,880	75,391	78,200	78,466
63 - Outside Services	3,269,735	3,170,286	3,697,145	3,762,400
64 - Other Charges	1,952	1,477	10,995	10,860
66 - Capital Outlays	165,708	8,674	14,900	25,000
Total	4,365,975	4,295,256	5,000,923	5,131,906
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	4,048,360	3,921,788	4,530,622	4,629,320
1100 Measure E	87,452	134,195	196,695	203,230
1200 Measure G	135,711	133,537	158,670	181,570
3302 Cal ID / RAN Grant	94,452	105,736	114,936	117,786
Total	4,365,975	4,295,256	5,000,923	5,131,906
Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
4130 Support Services	7.000	7.000	7.000	7.000
Total	7.000	7.000	7.000	7.000

Purpose

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

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Complete Uniform Crime Reports	12	12	12	12	12
Process Citations for Court	5,225	3,627	8,000	4,500	5,000

Major Budget Changes

None

POLICE DEPARTMENT

4131 Technical Services Unit

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	370,843	386,960	468,597	447,020
62 - Supplies & Materials	15,593	27,265	33,900	41,700
63 - Outside Services	19,137	19,018	27,173	29,273
64 - Other Charges			900	900
66 - Capital Outlays			400	
Total	405,573	433,243	530,970	518,893
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	404,972	422,312	510,970	507,893
1200 Measure G	601	10,931	20,000	11,000
Total	405,573	433,243	530,970	518,893
Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
4131 Technical Services	3.000	4.000	3.000	3.000
Total	3.000	4.000	3.000	3.000

POLICE DEPARTMENT

Word Processing Division

4132

Purpose

Provide accurate and timely data entry and word processing services for the Field Operations, Investigations, and Support Services Divisions. This includes the Universe databases such as the Crime Reporting System (CRS), the Master Person File (PRS), the Arrest File (ARS), and the Traffic Accident Reporting System (TARS).

Division Operations

1. Process juvenile reports within 24 hours and adult arrest reports within 48 hours, in support of building a safe and peaceful community.
2. Enter TARS data in a timely manner.
3. Respond immediately to emergency typing requests.
4. Provide feedback regarding errors and corrections in the most mission-supportive and positive manner possible.
5. Conduct all functions with the best possible customer service.
6. Complete the transition to department wide use of digital recorders for report transcription.

Performance Measures

Performance Measure / Goal	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Police Reports completed	18,100	18,948	20,000	20,000	22,000

Major Budget Changes

None

POLICE DEPARTMENT

4132 Word Processing Unit

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	404,218	448,626	518,860	540,250
62 - Supplies & Materials	6,226	7,684	13,500	11,000
63 - Outside Services	99,043	123,781	121,000	103,000
64 - Other Charges			1,100	1,100
Total	509,488	580,091	654,460	655,350

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	509,488	579,288	575,380	586,080
1200 Measure G		803	79,080	69,270
Total	509,488	580,091	654,460	655,350

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
4132 Word Processing	6.000	6.000	6.000	6.000
Total	6.000	6.000	6.000	6.000

POLICE DEPARTMENT

Evidence & Property Division

4133

Purpose

Support the process of successful prosecution by providing security, integrity and control of property. Facilitate the timely return of property to rightful owners. Ensure internal policies and procedures regarding the safekeeping of evidence are in compliance with all legal requirements.

Division Operations

1. Continue to support the process of successful prosecution by providing security, control and maintenance of evidence.
2. Return property to legal owners in a timely manner to ensure trust and good public relations.
3. Obtain additional storage space and containers, adhere to preservation techniques, prepare and transport evidence and seek alternative disposal sites.
4. Document, transport, and supervise the destruction of narcotics and weapons.
5. Continue training for evidence personnel and sworn personnel; Purge evidence and property; update manuals; update and improve the computer system.
6. Complete the move of all evidence and office systems to an off-site facility.

Performance Measures

Performance Measure / Goal	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Process evidence into storage	12,395	11,739	16,000	10,311	9,660
Purge evidence	14,905	10,553	18,000	4,997	10,320

Major Budget Changes

Requested to upgrade part time position to full time to allow for the purging of evidence and property in anticipation of new Police Facility.

POLICE DEPARTMENT

4133 Evidence & Property Unit

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	241,478	253,148	313,900	289,520
62 - Supplies & Materials	5,959	4,281	5,940	6,000
64 - Other Charges	90	90	1,860	1,800
66 - Capital Outlays		4,619		
Total	247,527	262,139	321,700	297,320
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	247,527	254,519	311,700	287,320
1200 Measure G		7,619	10,000	10,000
Total	247,527	262,139	321,700	297,320
Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
4133 Evidence & Property	2.000	2.000	2.000	2.000
Total	2.000	2.000	2.000	2.000

Purpose

Maintain a current and efficient information storage/retrieval system of arrest and incident reports to provide accurate Public Records Act services to the public and other governmental agencies. Provide information to the Investigation Division and Field Operations to accomplish their law enforcement missions.

Division Operations

1. Provide twenty-four hour immediate response to field officer requests.
2. Prepare court prosecution packets daily.
3. Enter critical information related to missing persons, warrants, stolen vehicles, property, firearms, stolen license plates and criminal protective orders into related databases.
4. Provide excellent customer service to the public, Department personnel, and other agencies.
5. Maintain an efficient information storage/retrieval system by processing police reports and scanning them, and other information, daily onto an optical storage system.
6. Receive and process records subpoenas as received
7. Purge selected police records on an on-going basis.
8. Continually improve and streamline the efficiency and effectiveness of the Records Unit.

Performance Measures

Performance Measure / Goal	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Arrest Packets Completed for Court	5,100	5,300	5,600	5,132	5,300
Reports Processed	19,941		20,000	20,000	22,000

Major Budget Changes

None

POLICE DEPARTMENT

4134 Records Unit

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	1,134,413	1,234,028	1,412,540	1,362,410
62 - Supplies & Materials	13,128	16,191	20,600	21,800
64 - Other Charges	275	200	2,900	2,900
66 - Capital Outlays		9,845	2,400	
Total	1,147,816	1,260,264	1,438,440	1,387,110
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	978,419	1,022,831	1,214,360	1,155,120
1100 Measure E	802	2,474	2,500	2,500
1200 Measure G	168,595	234,958	221,580	229,490
Total	1,147,816	1,260,264	1,438,440	1,387,110
Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
4134 Records	14.000	13.000	14.000	14.000
Total	14.000	13.000	14.000	14.000

POLICE DEPARTMENT

Maintenance Services Unit

4137

Purpose

Maintain and provide vehicle maintenance for the Salinas Police Department. Maintain specialized vehicle equipment such as: sirens, lights, radar and communications, as well as all related safety equipment and supplies. Continue data entry for preventive maintenance and vehicle repair history database. Maintain department offices in police department building, City Hall and two rented locations.

Division Operations

1. Perform vehicle repairs in a timely manner.
2. Submit timely government fleet smog compliance reports to State Bureau of Automotive Repair.
3. Manage and maintain radio communications equipment.
4. Maintain positive relations with internal and external customers in promoting community-oriented philosophy.
5. Assist in the maintenance of mobile computer terminals.
6. Maintain police department portion of new city-wide vehicle management software

Performance Measures

Performance Measure / Goal	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Building Deficiencies Rectified	40	35	35	40	30

Major Budget Changes

Increased budget request to allow for increased costs due to repair and maintenance of aging fleet.

POLICE DEPARTMENT

4137 Maintenance Services Unit

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits		685	195,570	205,360
62 - Supplies & Materials		423	14,500	15,000
63 - Outside Services		1		
64 - Other Charges		18		
Total		1,128	210,070	220,360
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund		1,128	210,070	220,360
Total		1,128	210,070	220,360
Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
4137 Maintenance Services			2.000	2.000
Total			2.000	2.000

POLICE DEPARTMENT

Animal Services Division

4170

Purpose

Provide effective animal control, licensing, lost/found and adoption programs for all stray and unwanted animals within the city.

Division Operations

1. Protect Salinas residents from the negative community impacts of unwanted pets, strays, and dangerous animals
2. Provide humane care of animals housed at the shelter.
3. Promote adoption of animals and their placement in caring and responsible homes.
4. Maintain licensing program to provide effective identification of pets in the community through the use of technology.
5. Develop active volunteer programs to assist the shelter in providing effective lost/found, adoption, public education and spay/neuter programs.
6. Research and prioritize programs that will reduce the number of stray and unwanted pets in the City.
7. Ensure clean and healthy conditions in the kennels and other areas of the shelter.

Performance Measures

Performance Measure / Goal	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Animals Licensed	6,850	7,000	7,500	9,000	9,500
Animals Returned to Owner	518	609	575	600	650

Major Budget Changes

Requested the increase of one part time clerical position to one full time clerical position.

POLICE DEPARTMENT

4170 Animal Control Services Unit

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	623,847	662,671	813,653	732,780
62 - Supplies & Materials	39,432	49,538	55,216	53,300
63 - Outside Services	132,810	104,152	113,750	120,400
64 - Other Charges		350	4,000	3,800
66 - Capital Outlays		16,507	21,000	25,000
Total	796,088	833,218	1,007,620	935,280

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	671,005	707,172	880,880	806,550
1100 Measure E	118,717	119,329	113,240	115,230
1200 Measure G	6,366	6,717	13,500	13,500
Total	796,088	833,218	1,007,620	935,280

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
4170 Animal Control Services	7.000	7.000	7.000	6.000
Total	7.000	7.000	7.000	6.000

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 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Animals Received (City of Marina only)	160	196	170	160	185

Major Budget Changes

None

POLICE DEPARTMENT

4171 Animal Control Svc -Agencies Unit

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	97,765	100,056	93,470	101,720
64 - Other Charges			700	700
Total	97,765	100,056	94,170	102,420

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	97,765	100,056	94,170	102,420
Total	97,765	100,056	94,170	102,420

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
4171 Animal Control Svc -Agencies	1.000	1.000	1.000	1.000
Total	1.000	1.000	1.000	1.000

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 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Community Oriented Policing Activities (per patrol officer per year)**	n/a	n/a	100	100	100

Major Budget Changes

Multiple positions remain vacant for 17-18. Fleet replacement needs funds.

POLICE DEPARTMENT

4220 Field Operations Unit

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	24,790,815	27,982,942	30,633,352	31,288,450
62 - Supplies & Materials	407,905	423,184	501,209	507,300
63 - Outside Services	52,278	66,236	89,500	92,500
64 - Other Charges			178,800	178,800
66 - Capital Outlays	184,322		44,804	
Total	25,435,319	28,472,362	31,447,665	32,067,050
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	20,516,383	21,351,059	22,321,549	22,197,350
1100 Measure E	2,369,732	2,120,836	2,509,910	2,305,080
1200 Measure G	1,764,612	4,400,468	5,416,206	6,964,620
2201 Sales Tax-SB172	400,000	400,000	600,000	600,000
2202 Supplemental Law Enf - AB3229	200,000	200,000	600,000	
3104 COPS Hiring 2011	184,591			
Total	25,435,319	28,472,362	31,447,665	32,067,050
Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
4220 Field Operations	114.000	129.000	140.000	148.000
Total	114.000	129.000	140.000	148.000

Purpose

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

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Percent reduction in collisions at five most accident-prone locations	-3.8%	8.1%	-13.0%	7.5%	100.0%
Percent Reduction in Fatal Accidents	83%	9%	0.0%	0.0%	100.0%

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

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	219,306	314,179	357,049	385,880
62 - Supplies & Materials	11,206	4,714	10,166	7,100
63 - Outside Services			434	
64 - Other Charges			8,800	8,800
Total	230,512	318,893	376,449	401,780
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	230,512	318,893	376,449	401,780
Total	230,512	318,893	376,449	401,780
Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
4221 Traffic	3.000	1.000	1.000	1.000
Total	3.000	1.000	1.000	1.000

POLICE DEPARTMENT

Retired Annuitants Division

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

Performance Measures

Performance Measure / Goal	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Patrol hours per Retired Annt. Officer per Year	0	5	15	10	50
Special Event hours per Retired Annt Officer per Year	6	5	50	8	8
Truancy Abatement hours worked	900	900	900	100	900
City Council Security Hours per Year	104	240	150	24	100

Major Budget Changes

None

POLICE DEPARTMENT
4250 Retired Annuitants Unit

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	59,012	54,595	55,000	72,500
62 - Supplies & Materials	670	1,355	2,000	2,000
Total	59,682	55,950	57,000	74,500
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	59,682	55,950	57,000	74,500
Total	59,682	55,950	57,000	74,500

POLICE DEPARTMENT

Investigation Unit

4340

Purpose

Conduct investigations in order to identify and apprehend suspects for prosecution purposes. This includes the identification of crime trends through crime analysis for proactive and focused investigation attention. In addition to providing investigative personnel for criminal investigations, the Investigation Division will work closely with the Field Operations and Administration Division to promote strategies which build a safe and peaceful community.

Division Operations

1. Aggressively investigate criminal activity.
2. Increase the Investigation Division efforts to proactively target criminals that commit gang related, violent and property crimes; such as murder, assault with a deadly weapon, robbery, burglary, and other thefts.
3. Continue to provide a timely on-call response on a 24 hour basis for major criminal investigations or other crimes that require in-depth investigative support.
4. Increase efforts to provide informal and formal training to investigators.
5. Continue to assign personnel to monitor and arrest sex registrants who have been found to violate any provisions of Section 290 of the Penal Code in the City of Salinas.
6. Continue to work closely with other agencies to develop and promote collaborative, positive relationships.

Performance Measures

Performance Measure / Goal	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Investigations Completed	320	N/A	341	326	350
Average Clearance Rate/All Cases	76%	N/A	84%	95%	95%

Major Budget Changes

Several positions are vacant in this unit.

POLICE DEPARTMENT

4340 Investigations Unit

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	4,671,429	4,512,152	4,728,960	5,513,210
62 - Supplies & Materials	10,466	8,674	14,224	7,500
63 - Outside Services	17,215	79,366	100	
64 - Other Charges	1,465	788	44,150	44,100
66 - Capital Outlays	2,586		1,145	
Total	4,703,160	4,600,980	4,788,579	5,564,810
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	4,391,407	4,275,096	4,285,249	4,958,810
1100 Measure E	309,572	323,510	326,350	603,000
1200 Measure G	2,181	2,374	176,980	3,000
Total	4,703,160	4,600,980	4,788,579	5,564,810
Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
4340 Investigations	21.000	24.000	21.000	21.000
Total	21.000	24.000	21.000	21.000

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 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Investigations Completed	0		0	0	0
Made into STING Task Force REMOVE	0		0	0	0

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

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	37,110		108,000	108,000
62 - Supplies & Materials	1,477	2,109	1,481	20,500
63 - Outside Services	27,063	20,279	28,726	30,000
64 - Other Charges			11,200	11,200
Total	65,649	22,388	149,407	169,700
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	65,649	22,388	149,407	169,700
Total	65,649	22,388	149,407	169,700
Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
4341 Narcotics	5.000			
Total	5.000			

POLICE DEPARTMENT

School Resource Officers Unit

4342

Purpose

Work with the schools and surrounding neighborhood to impact negative student activities, such as violence, gang recruitment, vandalism, and truancy.

Division Operations

1. Build and maintain relationships with the school community, by working with the administrators, faculty, students, and other staff.
2. Help promote a safe learning environment by maintaining a presence at the assigned middle or high schools.
3. Enhance transparency by communicating regularly with school students, faculty, administrators, other school staff, and parents about issues of concern to the schools as well as ongoing approaches to resolving them.

Performance Measure

Performance Measure / Goal	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Assigned Cases	N/a	N/a	1	1	1
Presentations/Meetings	N/a	N/a	58	58	58
Counseling Session	N/a	N/a	5	5	5

Major Budget Changes

SRO's were initially funded from COPS Hiring Program (CHP) which is from the Office of Community Oriented Policing Services. After 2020, these positions will be absorbed into Measure G.

POLICE DEPARTMENT
4342 School Resource Officers Unit

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits			237,370	537,000
Total			237,370	537,000
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1200 Measure G			237,370	23,070
3163 2014 COPS Hiring SRO				513,930
Total			237,370	537,000
Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
4342 School Resource Officers	9.000	9.000	9.000	3.000
Total	9.000	9.000	9.000	3.000

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 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Gang Certifications/Registrations	n/a	n/a	n/a	16	16
Court Presentations/Expert Testimony	n/a	n/a	n/a	7	7
Weapons Seized	n/a	n/a	n/a	33	20
Gang related investigations	n/a		n/a	20	20
Gang related arrests	n/a		n/a	60	60
Weapons seized	n/a		n/a	33	20

Major Budget Changes

Re-established in October 2016 with one Sergeant and two officers.

POLICE DEPARTMENT

4343 Violence Suppression Unit

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	918,469	1,310,156	1,286,094	1,420,270
62 - Supplies & Materials	2,070	3,014	28,000	10,000
63 - Outside Services	23,907	18,021	34,500	31,000
64 - Other Charges			24,900	24,900
66 - Capital Outlays		19,704		
Total	944,447	1,350,894	1,373,494	1,486,170
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	631,104	839,261	1,161,214	1,237,800
1100 Measure E	313,343	511,633	212,280	248,370
Total	944,447	1,350,894	1,373,494	1,486,170
Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
4343 Violence Suppression	11.000	8.000	4.000	4.000
Total	11.000	8.000	4.000	4.000

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 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Cases adjudicated	n/a	n/a	0	1	0

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

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
63 - Outside Services	20,000	22,111	20,000	20,000
Total	20,000	22,111	20,000	20,000

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
2502 Asset Seizure	20,000	22,111	20,000	20,000
Total	20,000	22,111	20,000	20,000

POLICE DEPARTMENT

Joint Gang Task Force

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 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Gang related investigations	n/a		n/a		
Gang related arrests	n/a		n/a		
Weapons seized	n/a		n/a		

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

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	37,630			
62 - Supplies & Materials	6,215	4,126		
63 - Outside Services	10,188	42,748		
66 - Capital Outlays	57,986	15,342		
Total	112,018	62,216		
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1100 Measure E	112,018	62,216		
Total	112,018	62,216		
Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
4390 Joint Gang Task Force	5.000	2.000		
Total	5.000	2.000		

POLICE DEPARTMENT

Work Force

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
4110 Police Administration				
Administrative Secretary	2.000	2.000	2.000	2.000
Chief of Police	1.000	1.000	1.000	1.000
Police Commander	1.000	1.000	1.000	1.000
Police Services Admin Management Analyst	1.000	1.000	1.000	1.000
4110 Police Administration Total	5.000	5.000	5.000	5.000
4111 Community Relations				
Police Officer	4.000	1.000	1.000	
Police Officer - New Hire		1.000		
Police Sergeant	2.000	1.000		
4111 Community Relations Total	6.000	3.000	1.000	
4112 Personnel & Training				
Community Service Officer			1.000	1.000
Police Officer			1.000	1.000
Police Sergeant	1.000	1.000	1.000	1.000
4112 Personnel & Training Total	1.000	1.000	3.000	3.000
4116 Special Operations				
Community Service Officer	4.500	4.500	4.500	3.000
Police Sergeant	1.000	1.000	1.000	1.000
4116 Special Operations Total	5.500	5.500	5.500	4.000
4130 Support Services				
Community Service Officer	2.000	2.000	2.000	2.000
Crime Analyst	1.000	1.000	1.000	1.000
Criminalist	1.000	1.000	1.000	1.000
Latent Fingerprint Tech	1.000	1.000	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
4130 Support Services Total	7.000	7.000	7.000	7.000
4131 Technical Services				
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
4131 Technical Services Total	3.000	4.000	3.000	3.000

POLICE DEPARTMENT

Work Force

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
4132 Word Processing				
Supvsg Wrđ Proc Operator	1.000	1.000	1.000	1.000
Word Processing Operator	5.000	5.000	5.000	5.000
4132 Word Processing Total	6.000	6.000	6.000	6.000
4133 Evidence & Property				
Evidence Technician	1.000	1.000	1.000	1.000
Sr Evidence Technician	1.000	1.000	1.000	1.000
4133 Evidence & Property Total	2.000	2.000	2.000	2.000
4134 Records				
Police Record Coord	1.000	1.000	1.000	1.000
Police Services Tech	10.000	9.000	10.000	10.000
Supvsg Police Serv Tech	3.000	3.000	3.000	3.000
4134 Records Total	14.000	13.000	14.000	14.000
4137 Maintenance Services				
Pub Safety Facilities Wkr			2.000	2.000
4137 Maintenance Services Total			2.000	2.000
4170 Animal Control Services				
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	
Animal Services Supv	1.000	1.000	1.000	1.000
Animal Servs Office Asst	1.000	1.000	1.000	1.000
4170 Animal Control Services Total	7.000	7.000	7.000	6.000
4171 Animal Control Svc -Agencies				
Animal Care Tech	1.000	1.000	1.000	1.000
4171 Animal Control Svc -Agencies Total	1.000	1.000	1.000	1.000
4220 Field Operations				
Community Service Officer	8.000	8.000	7.000	8.000
Deputy Chief of Police	1.000		1.000	1.000
Police Commander	4.000	4.000	4.000	4.000
Police Officer	58.000	62.000	58.000	49.000
Police Officer - New Hire	31.000	34.000	39.000	56.000

POLICE DEPARTMENT

Work Force

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
Police Recruit		7.000	15.000	13.000
Police Sergeant	12.000	14.000	16.000	16.000
Assistant Chief of Police				1.000
4220 Field Operations Total	114.000	129.000	140.000	148.000
4221 Traffic				
Police Officer	2.000			
Police Sergeant	1.000	1.000	1.000	1.000
4221 Traffic Total	3.000	1.000	1.000	1.000
4340 Investigations				
Community Service Officer	1.000	1.000	1.000	1.000
Deputy Chief of Police	1.000	2.000	1.000	
Police Commander	1.000	1.000	1.000	1.000
Police Officer	12.000	15.000	14.000	15.000
Police Officer - New Hire	3.000	2.000	1.000	
Police Sergeant	2.000	2.000	2.000	2.000
Senior Police Svc Tech	1.000	1.000	1.000	1.000
Assistant Chief of Police				1.000
4340 Investigations Total	21.000	24.000	21.000	21.000
4341 Narcotics				
Police Officer	4.000			
Police Sergeant	1.000			
4341 Narcotics Total	5.000			
4342 School Resource Officers				
Police Officer				1.000
Police Officer - New Hire	8.000	8.000	8.000	1.000
Police Sergeant	1.000	1.000	1.000	1.000
4342 School Resource Officers Total	9.000	9.000	9.000	3.000
4343 Violence Suppression				
Police Commander	1.000	1.000	1.000	1.000
Police Officer	9.000	5.000	1.000	1.000
Police Officer - New Hire		1.000	1.000	1.000
Police Sergeant	1.000	1.000	1.000	1.000
4343 Violence Suppression Total	11.000	8.000	4.000	4.000

POLICE DEPARTMENT

Work Force

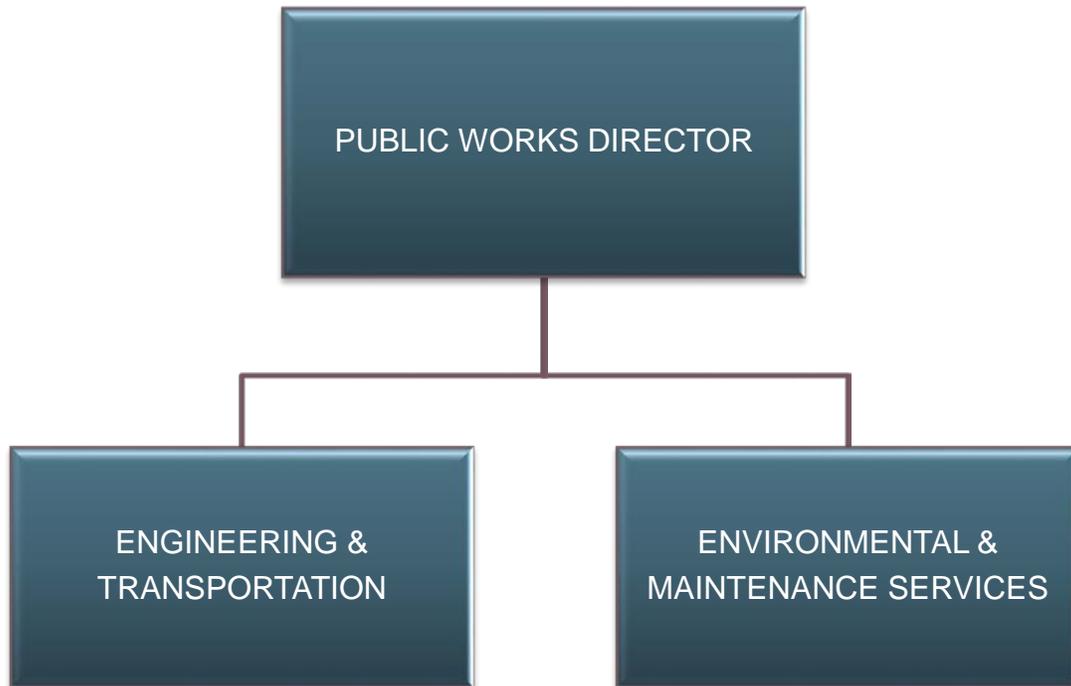
Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
4390 Joint Gang Task Force				
Police Officer	4.000			
Police Officer - New Hire		1.000		
Police Sergeant	1.000	1.000		
4390 Joint Gang Task Force Total	5.000	2.000		
Total	225.500	227.500	231.500	230.000



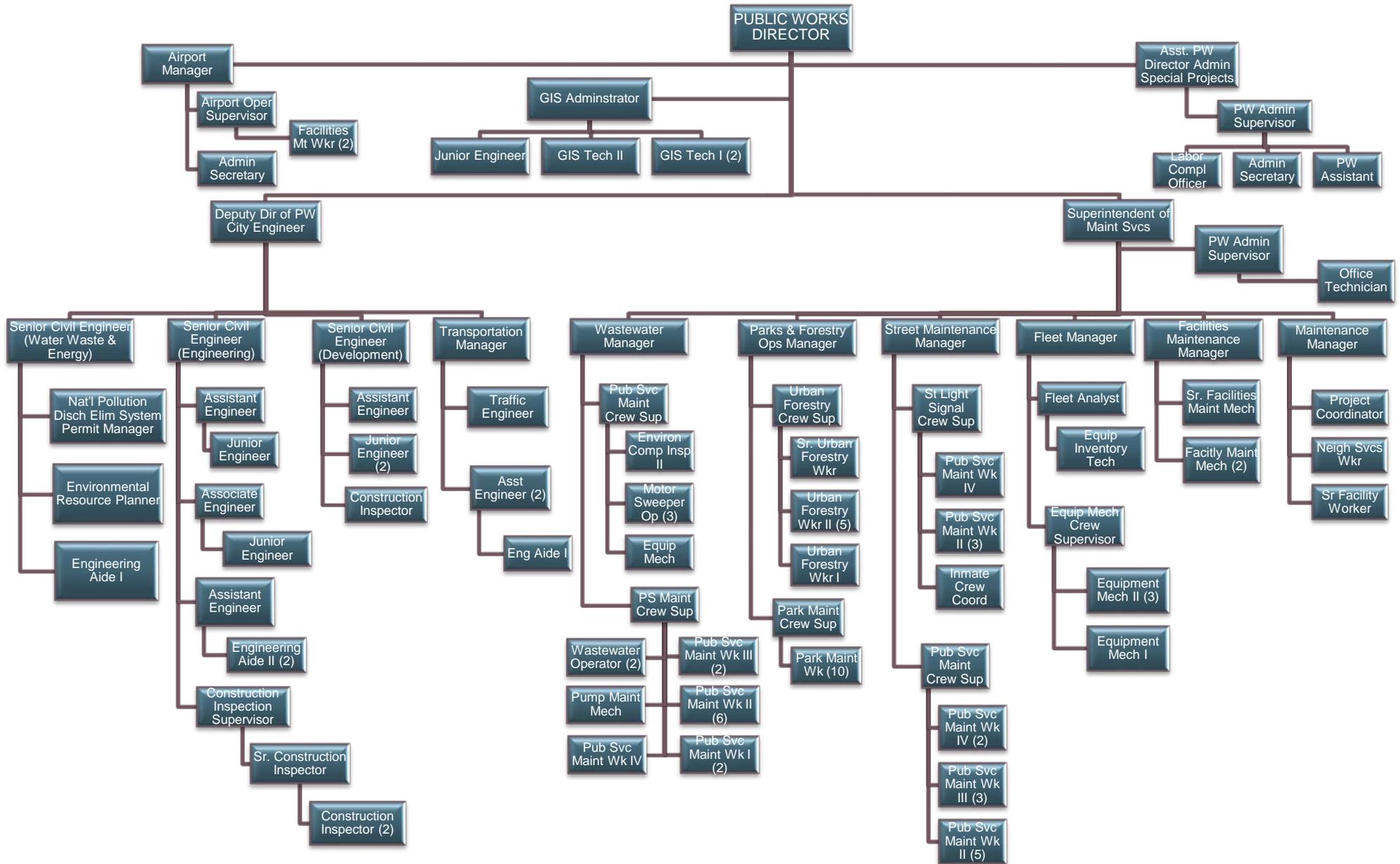
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PUBLIC WORKS DEPARTMENT

Organizational Chart



PUBLIC WORKS DEPARTMENT Organizational Chart



PUBLIC WORKS DEPARTMENT

Summary

Purpose

The Public Works Department consists of the Engineering; Traffic/Transportation; Water, Waste and Energy; Geographical Information Systems; 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. The Engineering Division also manages the use and development of City properties and special projects associated with them. Water, Waste and Energy serves special projects that have a strong environmental component and broader issues such as Greenhouse Gas Emissions, Urban Forestry and Greening, and Neighborhood Vibrancy. The Division oversees the City's Solid Waste and Recycling, NPDES Permit compliance and solar energy and efficiency programs while protecting the City's interests on a local and regional level. The Environmental and Maintenance Services Division protects the health of Salinas by providing maintenance services for all City infrastructure, vehicles and equipment, and also ensures NPDES compliance in the field.

Top Accomplishments for FY 2017-2018

Economic Diversity and Prosperity

1. Downtown Vibrancy Plan Implementation
 - a. Completion of Main Street Master Plan and preparation of construction documents
 - b. Completion of Downtown Complete Streets Design by Summer 2018
2. Started East Alisal Street Transportation Planning Process
3. Support development of Salinas Gateway project
4. Support modifications to Northridge Mall
5. Provide engineering and street maintenance support for various City special events

Safe, Livable Community

1. Continued work with Monterey County Health Department to develop Traffic Safety education programs.
2. Continued homeless encampment cleanups, and responded to health concerns related to the spread of Hepatitis A.
3. Initiated a re-forestation program following the storms of 2017

Effective, Sustainable Government

1. Developing Sustainable Citywide Parking Management Program
 - a. Strategic Implementation of Parking Enforcement to continue covering costs while supporting the City's economic and safety objectives.
2. Utilized Geographic Information Systems (GIS) for spatial analysis. Spatial analysis lets staff evaluate suitability and capability, estimate, predict, interpret and understand data. This capability is delivered to all City Departments to provide new perspectives to data driven decision-making.
3. Implemented innovative and emerging technology solutions to increase efficiency and effectiveness of City services

Excellent Infrastructure

1. Completed the Pavement Management System analysis
2. Bonded Measure X funds for street improvements
3. Completed East Market Street Safe Routes to School Improvements
4. Completed Design of North Sanborn Road Safety Improvements (Awarded Fall 2017)
5. Completed the St Edwards Traffic Signal
6. Designing Boronda Road Improvements which provides increase capacity to four lanes and 5 new roundabouts at key intersections.

PUBLIC WORKS DEPARTMENT

Summary (Continued)

Quality of Life

1. Completed the pre-development work for both the Salinas Public Safety Services Headquarters and new El Gabilan Library
2. Traffic Calming Improvements at Tyler/Iris and Laurel Heights neighborhoods. Currently constructing traffic calming projects at Ambrose Drive and Riker Street neighborhoods.

City Council Goals, Strategies, and Objectives for FY 2018-19

Economic Diversity and Prosperity

1. Develop and implement downtown parking strategy
2. Traffic Improvement Program and Fee Update

Safe, Livable Community

1. Implementing ADA Transition Plan and Street Sign Management Plan
2. Embark on the most extensive Street repair effort in the City's history with more than \$35 million bonded and budgeted
3. Continue to develop the City's reforestation program
4. Complete four neighborhood traffic calming projects

Effective, Sustainable Government

1. Complete a City wide GIS Needs Assessment, Develop and Deploy an Open Data Portal, and complete a Performance Management Program evaluation.
2. Utilize Geographic Information Systems (GIS) for spatial analysis. Spatial analysis lets staff evaluate suitability and capability, estimate, predict, interpret and understand data. This capability is delivered to all City Departments to provide new perspectives to data driven decision-making.
3. Continue to Implement innovative and emerging technology solutions to increase efficiency and effectiveness of City services
4. Use of Salinas Connect as a tool for better response to public inquires and prioritization of maintenance work
5. Expand the use of solar energy at Hitchcock Road
6. Assume responsibility for the Solid Waste Franchise Agreement
7. Recommend efficiencies to be born in the delivery of maintenance and repairs following the recommendation of an organizational study
8. Continue work on developing a Sustainable Citywide Parking Management Program
 - a. Propose initiatives to finance parking needs in downtown Salinas to meet parking demands, support economic vitality, and provide parking amenities.
 - b. Seek funding for assessment of parking needs for the Alisal area.
 - c. Develop parking programs to address parking demand in neighborhoods.

Excellent Infrastructure

1. Break ground on the Public Safety Services Headquarters and new El Gabilan Library projects (\$70 million)
2. Initiate Main Street Streetscape project
3. Break-ground with traffic calming and safety projects on West Alisal beginning at Main Street
4. Re-pave Circle Drive
5. Complete Construction of Elvee Drive Improvements
6. Complete design and funding of Laurel Avenue extension improvements.
7. Initiate the extension of Lincoln Avenue into the Intermodal Transportation Center
8. Complete the East Alisal Corridor Transportation Plan
Complete North Sanborn Corridor Traffic Signal Operations Improvement

PUBLIC WORKS DEPARTMENT

Summary (Continued)

Quality of Life

1. Upgrade Cesar Chavez Library courtyard

Major Budget Changes

None

PUBLIC WORKS DEPARTMENT

Summary

Expenditures by Program	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
Engineering and Transportation	3,115,613	3,845,420	4,447,692	4,117,850
Environmental and Maintenance Services	7,770,356	7,914,660	8,260,505	7,452,870
Total	10,885,969	11,760,080	12,708,197	11,570,720
Workforce by Program	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
Engineering and Transportation	32.625	32.125	35.200	34.150
Environmental and Maintenance Services	47.625	47.625	48.700	44.500
Total	80.250	79.750	83.900	78.650

PUBLIC WORKS DEPARTMENT

Summary

Expenditures by Program	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
5110 Engineering Administration	893,730	1,001,505	1,107,383	980,560
5115 Development Engineering	694,203	731,822	849,940	892,420
5120 Engineering Services	811,935	735,294	656,940	558,500
5122 Dev, Traffic & Transportation	465,200	578,671	667,940	682,140
5125 Eng Water & Solid Waste Division	127,309	367,437	631,479	517,320
5128 GIS Division	123,235	430,693	534,010	486,910
5230 Maintenance Administration	462,950	443,067	590,510	159,950
5231 Graffiti Abatement	111,123	127,370	186,920	184,090
5232 Facilities Maintenance	1,016,730	886,386	1,082,490	986,520
5234 Street Maintenance	1,631,499	1,987,154	1,937,240	2,010,630
5235 Street Lights	515,397	409,542	577,850	598,080
5236 Traffic Signals	240,005	236,539	235,400	323,400
5237 Environmental Compliance	38,182	20,872	118,760	112,580
5238 Parks and Community Services	2,445,010	2,526,736	2,686,845	2,302,040
5239 Urban Forestry	1,309,459	1,276,993	844,490	775,580
Total	10,885,969	11,760,080	12,708,197	11,570,720

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	7,731,910	8,320,960	8,671,550	7,631,850
62 - Supplies & Materials	432,814	417,090	516,191	579,170
63 - Outside Services	2,686,462	2,889,179	3,249,017	3,200,250
64 - Other Charges	21,906	40,457	185,395	146,850
66 - Capital Outlays	12,877	92,394	86,044	12,600
Total	10,885,969	11,760,080	12,708,197	11,570,720

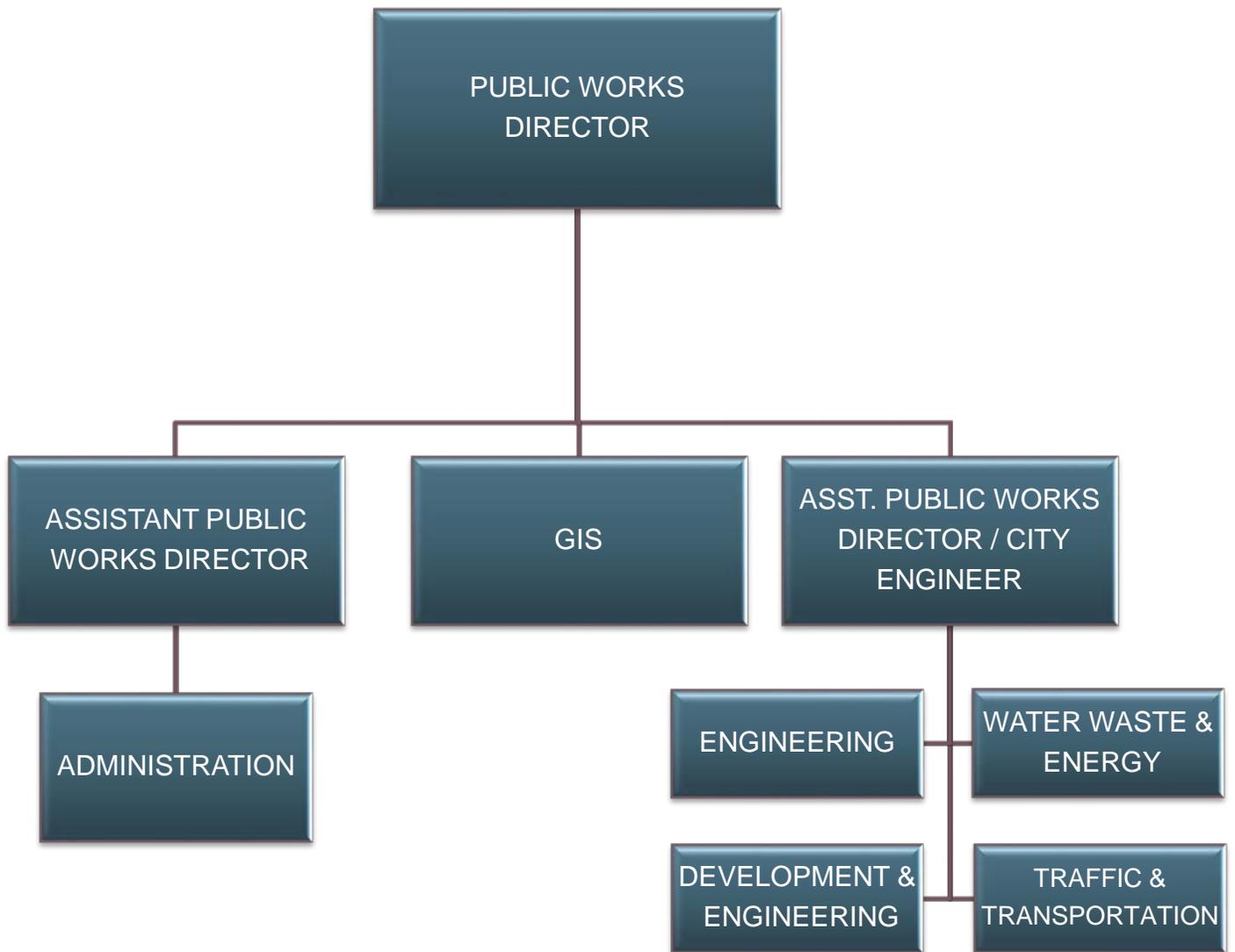
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	8,657,685	9,284,095	10,250,432	9,479,510
1100 Measure E	1,046,449	1,082,100	1,137,230	729,700
1200 Measure G	1,181,835	1,393,886	1,320,535	1,361,510
Total	10,885,969	11,760,080	12,708,197	11,570,720

PUBLIC WORKS DEPARTMENT

Summary

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
5110 Engineering Administration	5.125	6.125	6.200	5.900
5115 Development Engineering	5.250	4.750	4.750	4.850
5120 Engineering Services	13.500	12.500	12.500	12.850
5122 Dev, Traffic & Transportation	4.000	4.000	6.000	5.000
5125 Eng Water & Solid Waste Division	1.750	0.750	0.750	1.550
5128 GIS Division	3.000	4.000	5.000	4.000
5230 Maintenance Administration	2.375	2.375	2.450	1.250
5231 Graffiti Abatement	1.000	1.000	1.000	1.000
5232 Facilities Maintenance	5.250	5.250	5.250	4.250
5234 Street Maintenance	17.000	17.000	18.000	17.000
5235 Street Lights	1.000	1.000	1.000	1.000
5237 Environmental Compliance	1.000	1.000	1.000	1.000
5238 Parks and Community Services	12.000	12.000	12.000	12.000
5239 Urban Forestry	8.000	8.000	8.000	7.000
Total	80.250	79.750	83.900	78.650

ENGINEERING AND TRANSPORTATION Organizational Chart



DEPARTMENT OF PUBLIC WORKS

Administration and Assessment Districts Division 5110

Purpose

Provide administrative support to the Department of Public Works, supervise and control the Department's operating and project budgets, implement and manage the Capital Improvements Program, 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 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Percentage of lease payments received on time	100%	100%	100%	100%	
Percentage of maintenance district resident service complaints satisfactorily resolved within 24 hours	100%	100%	100%	100%	100%
Percentage of resident and others (realtors, title companies) assessment/maintenance district inquiries responded to satisfactorily within 24 hours	100%	100%	100%	100%	100%
Council Reports Processed (annually)		90	95	119	90
Personnel Actions Processed (annually)		75	65	83	70
Purchase Orders Processed (annually)		708	500	437	500
Quarterly Grant Claims Processed (annually)	New	14	15	18	20
Construction Contracts Awarded (in dollars)	\$2.5 million	\$4.3 million	\$4 million	\$4 million	\$3 million

Major Budget Changes

None

ENGINEERING AND TRANSPORTATION

5110 Engineering Administration Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	790,142	809,415	835,750	745,860
62 - Supplies & Materials	26,699	24,044	29,400	33,900
63 - Outside Services	66,123	133,919	225,533	181,500
64 - Other Charges	9,566	7,654	14,700	17,300
66 - Capital Outlays	1,200	26,472	2,000	2,000
Total	893,730	1,001,505	1,107,383	980,560

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	870,510	944,421	988,383	861,560
1200 Measure G	23,220	57,083	119,000	119,000
Total	893,730	1,001,505	1,107,383	980,560

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
5110 Engineering Administration	5.125	6.125	6.200	5.900
Total	5.125	6.125	6.200	5.900

ENGINEERING AND TRANSPORTATION

Development Engineering Division

5115

Purpose

Perform plan review and inspections to verify that site work, grading and drainage and LID facilities are built in compliance with applicable codes and laws; rendering them safe upon completion of construction. This includes coordination with the City Engineer and other City Departments/Divisions and governmental agencies. Verify that public improvements, part of private development, are constructed in compliance with City standards and are safe to use upon completion of construction. 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. Review of planning site improvement applications and building permit applicants for development related engineering and Public Works requirements.
2. Plan review and inspection of private development projects for compliance with City codes and standards and NPDES stormwater permit.
3. Coordinate implementation of NPDES requirements related development in conformance with the Permit.
4. Review and inspection of private improvements within the City right of way.
5. Provide technical support to planning applications in accordance with the Subdivision Map Act.
6. Calculate 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 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Private Development Compliance with NPDES Stormwater Permit (Design, Construction & Post-Construction)	70%	80%	95%	85%	95%
Encroachment Permits Issued	558	621	700	650	700
Vendor Permits Issued	103	105	125	102	125
Total On-Time Permit Reviews (Building, Grading, FEMA, Encroachments)	94%	75%	95%	80%	100%
Total On-Time Development Reviews (Use Permits, Site Reviews, Map Checks)	84%	68%	95%	75%	100%

Major Budget Changes

None

ENGINEERING AND TRANSPORTATION

5115 Development Engineering Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	640,754	648,204	703,340	747,070
62 - Supplies & Materials	4,202	4,038	5,050	4,800
63 - Outside Services	47,803	75,377	130,750	130,750
64 - Other Charges	1,445	1,217	9,800	9,300
66 - Capital Outlays		2,985	1,000	500
Total	694,203	731,822	849,940	892,420

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	694,203	731,822	849,940	892,420
Total	694,203	731,822	849,940	892,420

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
5115 Development Engineering	5.250	4.750	4.750	4.850
Total	5.250	4.750	4.750	4.850

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 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Grant applications submitted. Dollars secured vs. dollars applied for			4@10 M		
City C.I.P. projects designed. (annually)	10		30		
City projects constructed on time and within budget (annually)			25		
Number of projects inspected			25		

Major Budget Changes

None

ENGINEERING AND TRANSPORTATION

5120 Engineering Services Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	762,896	600,863	535,140	439,300
62 - Supplies & Materials	5,627	7,016	6,021	5,500
63 - Outside Services	40,152	70,940	85,829	89,600
64 - Other Charges	3,259	6,666	24,000	24,100
66 - Capital Outlays		49,809	5,950	
Total	811,935	735,294	656,940	558,500
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	811,935	735,294	656,940	558,500
Total	811,935	735,294	656,940	558,500
Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
5120 Engineering Services	13.500	12.500	12.500	12.850
Total	13.500	12.500	12.500	12.850

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. Provide Responsible Review of Development Plans to ensure commensurate growth in transportation network capacity.
4. Oversee operations of traffic signals and improve efficiency. Provide signal interconnection in an effort to improve corridor travel and limit congestion.
5. Evaluate the City's transportation systems as appropriate to meet needs of all street users in accordance with Complete Streets and sustainable transportation principles.
6. Secure funding for transportation related projects.
7. Implement traffic fee Ordinance and collaborate with other departments and agencies to fund future transportation infrastructure needs.
8. 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.
9. Work with TAMC, Caltrans and other agencies to improve capacity on US 101 through Salinas.
10. Review and update traffic signal timing systems to improve circulation
11. Develop and consolidate City's Parking Programs.
12. Implement City's Traffic Calming Program

Performance Measures

Performance Measure / Goal	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Transportation Permits issued (annually)	138	150	150	150	150
Grant applications submitted, Dollars secured (\$ million)	3, \$7.4	5, \$4.3M	5, \$5M	2,\$3 M	4, \$5 M
Traffic Requests addressed (annually)	81	75	80	120	80

Major Budget Changes

Request purchase of two traffic monitoring vans to replace existing 1970's models that are hazardous to operate (\$54,000). Include \$25,000 in Engineering Services for anticipated assistance in development traffic impact review and other traffic operations assistance.

ENGINEERING AND TRANSPORTATION

5122 Dev, Traffic & Transportation Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	435,648	533,174	633,640	615,640
62 - Supplies & Materials	9,756	15,932	6,236	20,800
63 - Outside Services	18,798	28,996	11,680	33,000
64 - Other Charges	999	569	11,551	11,100
66 - Capital Outlays			4,833	1,600
Total	465,200	578,671	667,940	682,140

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	447,285	561,640	667,940	682,140
1200 Measure G	17,916	17,031		
Total	465,200	578,671	667,940	682,140

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
5122 Dev, Traffic & Transportation	4.000	4.000	6.000	5.000
Total	4.000	4.000	6.000	5.000

ENGINEERING AND TRANSPORTATION

Energy, Water & Solid Waste Division

5125

Purpose

Protect and manage the City's interests in the areas of Water, Solid Waste and Energy (WWE) on a local and regional level. The Division's purpose also broadly comprises environmental compliance and issues such as Greenhouse Gas Emissions, Urban Forestry and Greening, and Neighborhood Vibrancy. The Division is responsible for special projects that have a strong environmental component, are ongoing or intermediate to long term in duration, and are complex in nature requiring specialized expertise.

Division Operations

1. Manage and provide technical support for water projects. Work with City partners such as Monterey One Water (M1W), Pure Water Monterey and Monterey County Water Resources Agency towards regional water solutions such as the increased capture and reuse of stormwater and countywide mitigation of saltwater intrusion. Exercise care that local water interests are considered for City residents and industries.
2. Manage and provide technical support for the City's Solid Waste and Recycling programs to provide effective and economical service.
3. Oversee and manage the City's NPDES stormwater Permit compliance program and its integration with other City activities. (While the costs for the NPDES compliance program have been removed from 5125, WWE remains the overall management umbrella for stormwater.) Please see narrative for 5126.
4. Track Solar Photovoltaic systems' performance and savings while managing their operations and maintenance. Monitor the City energy efficiency projects' cost savings and performance. Seek and assess new energy related opportunities. Assist other departments and divisions in energy related activities such as implementation of Electric Vehicle charging. Maintain awareness and understand implications of regional energy issues for the City such as the evolution of Monterey Bay Community Power.
5. Management and oversight of City sustainability goals and programs including Urban Greening Program.

Performance Measures

Performance Measure / Goal	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Seek opportunities to fiscally strengthen water programs through increased revenue generation					
Refine mechanisms for tracking ROI from solar and energy retrofit projects					
Continue to seek Energy related opportunities and forge partnerships (ie: Monterey Bay Community Power, PACE/HERO programs, etc)					
Increase City's responsibility and effectiveness of the Solid Waste program					Conduct rate study, review Franchise performance, assume administration of Franchise Agreement, address regional issues and strengthen partnerships
Develop comprehensive plan to significantly increase tree canopy percentage within the City					

Major Budget Changes

Separate accounting of stormwater costs.

Outside engineering and technical services to assist with regional water and solid waste issues.

In FY 2017-18, WWE assumed responsibility for management of the Industrial Wastewater Treatment Facility to convey both agricultural wastewater and captured stormwater to the M1W Regional Treatment Plant. This is conjunction with a \$10M grant award and has significant regional implications. With FY 2018-19 WWE anticipates increased obligations to help the City coordinate and address regional solid waste issues and partnerships, review and analyze refuse customer rates, and take direct charge of managing the Franchise Agreement. Both will require outside expertise to ensure City interests are protected.

New staffing for 2017-18 included an Engineering Aide I and a temporary engineering technician. The Division was formed in FY 2015-16 with a minimal budget until needs were better determined. WWE continues to absorb projects for which it is more suited and increase its role and responsibility given the changing regional landscape.

ENGINEERING AND TRANSPORTATION

5125 Eng Water & Solid Waste Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	126,205	122,864	173,150	290,170
62 - Supplies & Materials	92	2,505	8,500	10,900
63 - Outside Services		232,294	394,329	206,000
64 - Other Charges	520	9,774	54,500	9,250
66 - Capital Outlays	491		1,000	1,000
Total	127,309	367,437	631,479	517,320
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	127,309	367,437	631,479	517,320
Total	127,309	367,437	631,479	517,320
Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
5125 Eng Water & Solid Waste Division	1.750	0.750	0.750	1.550
Total	1.750	0.750	0.750	1.550

Purpose

The Geographic Information System (GIS) Division's primary function is to provide mapping and spatial analyses support to city departments. The GIS Division's goal is to make information easily accessible and assist other city departments make informed decisions on city operational and planning activities.

Secondary goals of the Division is to offer GIS services to other public and private entities at a reasonable cost, provide a platform for Open Data to the public and implement innovative and emerging technologies that will enhance city services.

Division Operations

1. Develop databases necessary to achieve compliance with City 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 2016-17 Actual	FY 2016-17 Actual	FY 2017-18 Projected	FY 2018-19 Goal
Number of Service Requests completed on time	NEW	90%	90%	90%
Total Number of Salinas Souce 2.0 hits	NEW	NEW	100	100
Update Internal GIS Database	1	20	20	20
Prepare GIS Portal for Public Use	1	90%	100%	Completed
Maintain Online Availability of GIS Services	N/A	N/A	N/a	NEW

Major Budget Changes

In FY 2018-19, minor budget changes are anticipated. Staff is still attempting to fill the open GIS Technician position. Staff are now participating in the Open Data, Innovation Team, and Smart City Initiatives. In the interim, four temporary part time GIS Technicians will provide supplemental assistance. Additionally, staff are providing support to the Alisal Vibrancy Plan, China Town Revitalization, Library, Parks and Recreation Master Plan, Pavement Management Plan, Sanitary Sewer GIS, Facilities Asset management, Airport GIS, Residential Fee and Billing and PD Property Info mobile apps. A continuing task of the new division for the fiscal year is to develop meaningful performance measures for the City and continue support for Salinas Source 2.0 and development of Salinas Source Public.

ENGINEERING AND TRANSPORTATION

5128 GIS Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	123,235	414,482	491,760	439,010
62 - Supplies & Materials		231	370	1,700
63 - Outside Services		7,538	17,150	26,000
64 - Other Charges		7,018	7,669	13,200
66 - Capital Outlays		1,423	17,061	7,000
Total	123,235	430,693	534,010	486,910

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	123,235	430,693	534,010	486,910
Total	123,235	430,693	534,010	486,910

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
5128 GIS Division	3.000	4.000	5.000	4.000
Total	3.000	4.000	5.000	4.000

ENGINEERING AND TRANSPORTATION

Work Force

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
5110 Engineering Administration				
Administrative Secretary	1.000	1.000	1.000	1.000
Assistant PW Dir/City Engr			0.250	0.250
Asst Public Works Director	0.500	0.500	0.500	0.500
Asst Redevelopment Project Mgr		1.000		
Deputy PW Dir/City Engr	0.250	0.250		
Labor Compliance Officer I		1.000	1.000	1.000
Project Coordinator			1.000	1.000
Public Works Admin Supervisor	1.000	1.000	1.000	0.750
Public Works Assistant	2.000	1.000	1.000	1.000
Public Works Director	0.375	0.375	0.450	0.400
5110 Engineering Administration Total	5.125	6.125	6.200	5.900
5115 Development Engineering				
Assistant Engineer			1.000	1.000
Assistant PW Dir/City Engr			0.250	0.250
Construction Inspector	1.000	1.000	1.000	1.000
Deputy PW Dir/City Engr	0.250	0.250		
Junior Engineer	3.000	3.000	2.000	2.000
Public Works Director				0.100
Senior Civil Engineer	1.000	0.500	0.500	0.500
5115 Development Engineering Total	5.250	4.750	4.750	4.850
5120 Engineering Services				
Assistant Engineer	3.000	2.000	2.000	2.000
Assistant PW Dir/City Engr			0.500	0.100
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	2.000
Deputy PW Dir/City Engr	0.500	0.500		
Engineering Aide I	1.000	2.000	2.000	1.000
Engineering Aide II	1.000	1.000	1.000	2.000
Engineering Tech	1.000	1.000		
Junior Engineer	2.000	1.000	2.000	2.000
Senior Civil Engineer	1.000	1.000	1.000	0.750
Sr Construction Inspector	1.000	1.000	1.000	1.000
5120 Engineering Services Total	13.500	12.500	12.500	12.850

ENGINEERING AND TRANSPORTATION

Work Force

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
5122 Dev, Traffic & Transportation				
Assistant Engineer	1.000		2.000	2.000
Construction Inspector	1.000	1.000	1.000	
Engineering Aide I			1.000	1.000
Junior Engineer	1.000	2.000		
Sr Transportation Planner	1.000			
Traffic Engineer			1.000	1.000
Transportation Manager		1.000	1.000	1.000
5122 Dev, Traffic & Transportation Total	4.000	4.000	6.000	5.000
5125 Eng Water & Solid Waste Division				
Assistant PW Dir/City Engr				0.100
Engineering Aide I	1.000			
Environ Resource Planner	0.250	0.250	0.250	1.000
Public Works Director				0.050
Senior Civil Engineer	0.500	0.500	0.500	0.400
5125 Eng Water & Solid Waste Division Total	1.750	0.750	0.750	1.550
5128 GIS Division				
GIS Administrator	1.000	1.000	1.000	1.000
GIS Technician	2.000	2.000	3.000	2.000
Junior Engineer		1.000	1.000	1.000
5128 GIS Division Total	3.000	4.000	5.000	4.000
Total	32.625	32.125	35.200	34.150



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ENVIRONMENTAL AND MAINTENANCE SERVICES Organizational Chart



ENVIRONMENTAL AND MAINTENANCE SERVICES

Administration Division

5230

Purpose

The mission of Maintenance Services Administration is to provide administrative direction and support services to the diverse maintenance functions, their operating budgets, and Capital Improvement Projects.

Division Operations

1. To provide administrative and clerical support to the department.
2. To provide effective supervision and control of maintenance services and resources.
3. To provide overall budget, project and program management.
4. To provide central administrative management to maximize economies of scale and efficiency.
5. To provide excellent customer service.

Performance Measures

Performance Measure / Goal	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Number of purchase orders issued	3,583	1,435	4,000	1,010	1,200
Process Biweekly Payroll Personnel Actions	75	94	75	144	100

Major Budget Changes

None

ENVIRONMENTAL AND MAINTENANCE SERVICES

5230 Maintenance Administration Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	361,784	380,286	464,010	11,650
62 - Supplies & Materials	6,724	5,908	10,800	11,000
63 - Outside Services	91,013	50,571	104,650	127,100
64 - Other Charges	1,105	1,429	11,050	9,700
66 - Capital Outlays	2,325	4,873		500
Total	462,950	443,067	590,510	159,950
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	462,950	443,067	590,510	159,950
Total	462,950	443,067	590,510	159,950
Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
5230 Maintenance Administration	2.375	2.375	2.450	1.250
Total	2.375	2.375	2.450	1.250

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 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Square Feet of Graffiti Removed Annually	166,710	166,710	150,000	165,000	175,000
Sites Addressed	5,438	5,438	5,000	4,900	5,000

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

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	101,792	121,635	128,170	123,310
62 - Supplies & Materials	8,352	4,986	27,050	32,580
63 - Outside Services	980		28,500	25,000
64 - Other Charges		750	3,200	3,200
Total	111,123	127,370	186,920	184,090
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	111,123	127,370	186,920	184,090
Total	111,123	127,370	186,920	184,090
Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
5231 Graffiti Abatement	1.000	1.000	1.000	1.000
Total	1.000	1.000	1.000	1.000

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 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Square feet of buildings to maintain per employee	350,000	400,000	400,000	400,000	400,000
Electrical and Plumbing Repairs Performed Annually	845	900	1,100	1,200	1,200
Painting and Carpentry Maintenance Requests	1,054	1,200	2,200	2,300	2,500

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

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	610,199	557,135	675,690	578,570
62 - Supplies & Materials	15,413	15,908	30,700	34,050
63 - Outside Services	389,635	312,593	366,900	364,700
64 - Other Charges	140	750	9,200	9,200
66 - Capital Outlays	1,344			
Total	1,016,730	886,386	1,082,490	986,520
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	1,016,730	886,386	1,082,490	986,520
Total	1,016,730	886,386	1,082,490	986,520
Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
5232 Facilities Maintenance	5.250	5.250	5.250	4.250
Total	5.250	5.250	5.250	4.250

ENVIRONMENTAL AND MAINTENANCE SERVICES

Street Maintenance Division

5234

Purpose

Salinas's 270 miles of streets provide an intricate mechanism for moving people and products smoothly through our City. This mechanism requires continues upkeep to stay in top-notch working order.

The mission of the Street Maintenance Division to maintain the 56 million square feet of asphalt and concrete City street infrastructure and assure they are safe within the City by providing periodic inspection, maintenance, and repair on streets, sidewalks, signs, and traffic control.

Division Operations

1. Assist engineering in establishing work priorities.
2. Maintain sidewalks, curbs and gutters by repair or replacement as resources allow.
3. Devote resources to support the City's 50/50 Sidewalk Repair Program
4. Maintain traffic signs and pavement markings in good repair.
5. Maintain streets through deep plug asphalt patching, crack sealing and pothole patching.

Performance Measures

Performance Measure / Goal	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Tons of Asphalt Applied Annually	3720	4673	5000	5950	5000
Yards of Concrete Poured		309	300	326	300
Street Sign Installation/Repair/Replacement	948	805	850	1093	850
Work Alternative Crew Cleanup -Tons		154	100	62	100

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

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	1,498,782	1,835,027	1,756,790	1,822,760
62 - Supplies & Materials	115,069	146,964	151,950	154,370
63 - Outside Services	16,118	2,853	7,300	12,500
64 - Other Charges	1,529	2,310	21,000	21,000
66 - Capital Outlays			200	
Total	1,631,499	1,987,154	1,937,240	2,010,630
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	1,106,657	1,286,872	1,174,560	1,215,780
1200 Measure G	524,842	700,283	762,680	794,850
Total	1,631,499	1,987,154	1,937,240	2,010,630
Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
5234 Street Maintenance	17.000	17.000	18.000	17.000
Total	17.000	17.000	18.000	17.000

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 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Street Lights Repaired/Replaced	215	135	128	146	128
			4% 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

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	138,416	141,881	144,450	150,680
62 - Supplies & Materials	21,868	12,879	36,000	50,000
63 - Outside Services	355,113	252,284	395,800	395,800
64 - Other Charges			1,600	1,600
66 - Capital Outlays		2,499		
Total	515,397	409,542	577,850	598,080
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	515,397	409,542	577,850	598,080
Total	515,397	409,542	577,850	598,080
Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
5235 Street Lights	1.000	1.000	1.000	1.000
Total	1.000	1.000	1.000	1.000

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.
5. Develop Traffic Operations Center to allow communication and improved signal management functions.

Performance Measures

Performance Measure / Goal	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Number of signalized intersections to maintain per employee	106	106	106	109	116

Major Budget Changes

The division loses its in-house signal maintenance technician due to a transfer. A new hire could not be recommended this year due to City budget issues. Staff will contract routine signal maintenance services, which includes monthly checks of cabinets, equipment, cleaning of signal lamps and response to traffic signal issues. Replacement of technician function will be pursued in the future.

However, the City signal inventory is increasing. At the end of FY 17-18, three new signals have been added. For next fiscal year, transportation staff anticipates the inventory will increase by seven (7) from 109 to 116. The costs to maintain the City signal system is approximately \$2,200 per year, which includes electrical use, routine maintenance and knockdowns. For FY 19-20 staff anticipates maintenance costs to increase by \$22,000.

ENVIRONMENTAL AND MAINTENANCE SERVICES

5236 Traffic Signals Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
63 - Outside Services	232,488	232,206	195,400	323,400
66 - Capital Outlays	7,517	4,333	40,000	
Total	240,005	236,539	235,400	323,400
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	240,005	236,539	235,400	323,400
Total	240,005	236,539	235,400	323,400

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 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Number of businesses inspected	355	295	300	330	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

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	38,182	20,872	116,860	110,680
64 - Other Charges			1,900	1,900
Total	38,182	20,872	118,760	112,580
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	38,182	20,872	118,760	112,580
Total	38,182	20,872	118,760	112,580
Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
5237 Environmental Compliance	1.000	1.000	1.000	1.000
Total	1.000	1.000	1.000	1.000

ENVIRONMENTAL AND MAINTENANCE SERVICES

Parks and Community Services Division

5238

Purpose

It is the mission of the Parks and Grounds Division to provide quality maintenance service to preserve safety, aesthetics, health and utility for Salinas' inventory of parks, green belts, open spaces, medians, planters, facility landscapes, and landscape maintenance districts.

The City's parks encompass over 450 acres in 47 sites. With an additional 90 acres of median islands and greenbelt areas throughout 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 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Cost per Salinas resident to support parks	\$ 16.32	\$ 16.32	\$ 16.32	\$ 16.32	\$ 16.32
Number of Park Acres Maintained per FTE Daily Average	92	92	77	92	102
Percentage Above Municipal Benchmark (11 Acres/FTE)	919%	919%	700%	919%	11022%
Acres of Parks Maintained	460	460	460	460	460
Percentage of Parks Request For Service Responded to Within 48 Hours	100%	100%	100%	100%	90%
Average Number of FTE per Workday (7 Days per Week)	5	5	7	5.0	5

Major Budget Changes

Three Park Maintenance Positions have retired and positions have not been filled. Increases in contract services and funding will be needed.

ENVIRONMENTAL AND MAINTENANCE SERVICES

5238 Parks and Community Services Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	1,223,850	1,284,638	1,377,310	991,230
62 - Supplies & Materials	191,417	142,912	164,250	169,110
63 - Outside Services	1,028,012	1,097,371	1,137,585	1,133,400
64 - Other Charges	1,731	1,815	7,700	8,300
Total	2,445,010	2,526,736	2,686,845	2,302,040

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	1,430,629	1,473,300	1,522,120	1,421,800
1100 Measure E	699,378	730,193	781,870	488,580
1200 Measure G	315,004	323,242	382,855	391,660
Total	2,445,010	2,526,736	2,686,845	2,302,040

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
5238 Parks and Community Services	12.000	12.000	12.000	12.000
Total	12.000	12.000	12.000	12.000

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 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Cost per Salinas resident to support Street Trees	\$ 6.80	\$ 6.80	\$ 6.88	\$ 6.88	\$ 6.88
Number of Tree Service Requests	1,800	6,000	10,000	10,000	10,000
Number of Storm and Emergency Call Outs	300	1800	300	300	300
Number of Street Trees to maintain EService Requests	4,571	4,600	4,600	5,000	5,000

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

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	880,025	850,484	635,490	565,920
62 - Supplies & Materials	27,595	33,766	39,864	50,460
63 - Outside Services	400,228	392,238	147,611	151,500
64 - Other Charges	1,612	505	7,525	7,700
66 - Capital Outlays			14,000	
Total	1,309,459	1,276,993	844,490	775,580

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	661,534	628,840	433,130	478,460
1100 Measure E	347,071	351,906	355,360	241,120
1200 Measure G	300,853	296,247	56,000	56,000
Total	1,309,459	1,276,993	844,490	775,580

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
5239 Urban Forestry	8.000	8.000	8.000	7.000
Total	8.000	8.000	8.000	7.000

ENVIRONMENTAL AND MAINTENANCE SERVICES

Work Force

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
5230 Maintenance Administration				
Office Technician	1.000	1.000	1.000	0.200
Public Works Director	0.375	0.375	0.450	0.050
Superintendent of Maintenance Sv	1.000	1.000	1.000	1.000
5230 Maintenance Administration Total	2.375	2.375	2.450	1.250
5231 Graffiti Abatement				
Neighborhood Svcs Worker	1.000	1.000	1.000	1.000
5231 Graffiti Abatement Total	1.000	1.000	1.000	1.000
5232 Facilities Maintenance				
Comm Facilities Svc Wkr	1.000	2.000		
Facilities Maintenance Manager			1.000	1.000
Facility Maint Mech Crew Sup	1.250	1.250		
Facility Maint Worker	1.000			
Facility Maintenance Mechanic			2.000	1.000
Maintenance Manager			0.250	0.250
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
5232 Facilities Maintenance Total	5.250	5.250	5.250	4.250
5234 Street Maintenance				
Inmate Crew Coordinator	1.000	1.000	1.000	1.000
P.S. Maint Crew Supervisor	1.000	1.000	1.000	1.000
Public Service Maint Wkr I		3.000	2.000	1.000
Public Svc Maint Wkr II	8.000	5.000	7.000	7.000
Public Svc Maint Wkr III	3.000	3.000	3.000	3.000
Public Svc Maint Wkr IV	3.000	3.000	3.000	3.000
Street Maintenance Manager	1.000	1.000	1.000	1.000
5234 Street Maintenance Total	17.000	17.000	18.000	17.000
5235 Street Lights				
S/L Traffic Signal Crew Sup	1.000	1.000	1.000	1.000
5235 Street Lights Total	1.000	1.000	1.000	1.000
5237 Environmental Compliance				
Env Compliance Insp II	1.000	1.000	1.000	1.000
5237 Environmental Compliance Total	1.000	1.000	1.000	1.000

ENVIRONMENTAL AND MAINTENANCE SERVICES

Work Force

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
5238 Parks and Community Services				
Park Grnds Frstry Ops Mgr	1.000	1.000	1.000	1.000
Park Maint Worker	10.000	10.000	10.000	10.000
Park Maintenance Crew Sup	1.000	1.000	1.000	1.000
5238 Parks and Community Services Total	12.000	12.000	12.000	12.000
5239 Urban Forestry				
Sr Urban Forestry Worker			1.000	1.000
Urban Forestry Crew Supervisor	1.000	1.000	1.000	1.000
Urban Forestry Worker I		1.000	1.000	1.000
Urban Forestry Worker II	7.000	6.000	5.000	4.000
5239 Urban Forestry Total	8.000	8.000	8.000	7.000
Total	47.625	47.625	48.700	44.500



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ASSESSMENT AND MAINTENANCE DISTRICTS

Organizational Chart





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ASSESSMENT & MAINTENANCE DISTRICTS

Summary

Purpose

Collect, account for, and distribute principal and interest payments to assessment district bondholders and maintain an accurate accounting system for maintenance districts. Utilize maintenance district funds to provide services to residents living within each District for the purpose established therefore.

Top Accomplishments for FY 2017-2018

Economic Diversity and Prosperity

1. Met with various district groups through-out the year to address common concerns
2. Responded to citizen inquires and attended property owner meetings
3. Kept expenses within budget and below the anticipated revenues to insure adequate reserves

Safe, Livable Community

1. Removed graffiti within 24-hours; removed homeless encampments monthly
2. Removed overgrowth from creek beds reducing impacts from potential flooding and wild fires
3. Responded to concerns related to traffic and security as soon as possible

Effective, Sustainable Government

1. Managed district budgets with positive fund balances at year-end and build reserves
2. Implemented water conservation techniques in compliance with State water reduction mandates

Excellent Infrastructure

1. Implemented traffic calming for Monte Bella
2. Painted curbs and replaced signs as needed

City Council Goals, Strategies, and Objectives for FY 2018-19

Economic Diversity and Prosperity

1. Maintain clear communication channels
2. Proactively identify service delivery problems

Safe, Livable Community

1. Remove graffiti and respond to vandalism concerns quickly
2. Continue to implement drought tolerant practices where ever possible

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

None

ASSESSMENT AND MAINTENANCE DISTRICTS

Summary

Expenditures by Program	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
2140 Assessment Dist Administration	132,929	157,471	157,421	161,530
2141 Assessment District Debt Service	1,370,865	6,428,113	1,144,600	897,993
5560 Woodside Park	23,828	25,558	38,000	38,400
5561 Downtown Mall	1,675	1,826	2,400	3,200
5562 Airport Business Park	16,797	21,259	20,060	20,210
5563 North East	675,266	657,602	720,760	694,840
5564 Harden Ranch	149,694	153,752	198,870	154,200
5565 Vista Nueva	14,098	12,498	26,800	26,800
5566 Mira Monte	95,385	110,388	121,320	140,380
5567 Monte Bella	106,464	156,137	208,860	238,690
Total	2,587,000	7,724,604	2,639,091	2,376,243

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	251,582	290,848	318,141	332,350
62 - Supplies & Materials	1,123	10	14,221	18,000
63 - Outside Services	824,493	847,974	1,009,729	905,600
64 - Other Charges	138,938	157,664	150,400	220,300
65 - Debt Service	1,370,865	6,428,108	1,144,600	897,993
66 - Capital Outlays			2,000	2,000
Total	2,587,000	7,724,604	2,639,091	2,376,243

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	99,366	113,872	116,390	119,270
2101 Maintenance Dist Administration	36,300	43,599	41,031	42,260
2102 Woodside Park Maint District	23,828	25,558	38,000	38,400
2103 Downtown Mall Maint District	1,675	1,826	2,400	3,200
2104 Airport Bus Park Maint District	16,797	21,259	20,060	20,210
2105 N E Salinas Landscape Dist	675,266	657,602	720,760	694,840
2106 Harden Ranch Landscape Dist	149,694	153,752	198,870	154,200
2107 Vista Nueva Maint District	14,098	12,498	26,800	26,800
2108 Mira Monte Maint District	95,385	110,388	121,320	140,380
2109 Monte Bella Maint District	106,464	156,137	208,860	238,690
4201 Assessment District Admin	(2,737)			
4202 Assessment Districts-Debt Svc	1,370,865	6,428,113	1,144,600	897,993
Total	2,587,000	7,724,604	2,639,091	2,376,243

ASSESSMENT AND MAINTENANCE DISTRICTS

Summary

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
2140 Assessment Dist Administration	1.000	1.000	1.000	1.000
5560 Woodside Park	0.030	0.030	0.030	0.030
5562 Airport Business Park	0.010	0.010	0.010	0.010
5563 North East	0.430	0.430	0.430	0.290
5564 Harden Ranch	0.110	0.110	0.110	0.010
5566 Mira Monte	0.070	0.070	0.070	0.150
5567 Monte Bella	0.100	0.100	0.100	0.260
Total	1.750	1.750	1.750	1.750

Purpose

Collect, account for, and distribute principal and interest payments to assessment district bondholders and maintain an accurate accounting system for maintenance districts.

Division Operations

1. Assist customers in a timely and professional manner.
2. Provide administrative support for Public Works Department and property management functions.

Major Budget Changes

None

ASSESSMENT AND MAINTENANCE DISTRICTS

2140 Assessment Dist Administration Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	130,924	151,802	154,321	158,430
62 - Supplies & Materials	10	5		
64 - Other Charges	1,996	5,664	3,100	3,100
Total	132,929	157,471	157,421	161,530

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	99,366	113,872	116,390	119,270
2101 Maintenance Dist Administration	36,300	43,599	41,031	42,260
4201 Assessment District Admin	(2,737)			
Total	132,929	157,471	157,421	161,530

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
2140 Assessment Dist Administration	1.000	1.000	1.000	1.000
Total	1.000	1.000	1.000	1.000

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	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
62 - Supplies & Materials		5		
65 - Debt Service	1,370,865	6,428,108	1,144,600	897,993
Total	1,370,865	6,428,113	1,144,600	897,993
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
4202 Assessment Districts-Debt Svc	1,370,865	6,428,113	1,144,600	897,993
Total	1,370,865	6,428,113	1,144,600	897,993

Purpose

Provide quality maintenance of the greenbelts through the use of contract services.

Division Operations

1. Provide cost effective, quality, landscape maintenance.
2. Provide excellent customer service to the District residents by resolving customer concerns in a timely manner.

Major Budget Changes

None

ASSESSMENT AND MAINTENANCE DISTRICTS

5560 Woodside Park Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	3,935	5,428	6,500	6,900
63 - Outside Services	16,800	16,800	20,000	20,000
64 - Other Charges	3,093	3,330	11,500	11,500
Total	23,828	25,558	38,000	38,400

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
2102 Woodside Park Maint District	23,828	25,558	38,000	38,400
Total	23,828	25,558	38,000	38,400

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
5560 Woodside Park	0.030	0.030	0.030	0.030
Total	0.030	0.030	0.030	0.030

Purpose

The City provides limited maintenance support for this District.

Division Operations

1. Budget provides irrigation for this district.

Major Budget Changes

None

ASSESSMENT AND MAINTENANCE DISTRICTS

5561 Downtown Mall Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
63 - Outside Services	1,457	1,591	2,100	3,000
64 - Other Charges	218	235	300	200
Total	1,675	1,826	2,400	3,200

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
2103 Downtown Mall Maint District	1,675	1,826	2,400	3,200
Total	1,675	1,826	2,400	3,200

ASSESSMENT & MAINTENANCE DISTRICTS

Airport Business Park Division

5562

Purpose

The purpose of the district is to provide the Airport Business Park with limited basic maintenance to include mowing and irrigation. This district is comprised of 64.7 acres, not including 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. 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. Maintenance, servicing and operation is in accordance with NPDES Requirements of the City of Salinas storm water permit.

Division Operations

1. Based on limited resources, to provide mowing services on Moffett Street.

Major Budget Changes

None

ASSESSMENT AND MAINTENANCE DISTRICTS

5562 Airport Business Park Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	835	1,809	2,160	2,310
63 - Outside Services	13,786	16,681	16,100	16,100
64 - Other Charges	2,175	2,769	1,800	1,800
Total	16,797	21,259	20,060	20,210
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
2104 Airport Bus Park Maint District	16,797	21,259	20,060	20,210
Total	16,797	21,259	20,060	20,210
Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
5562 Airport Business Park	0.010	0.010	0.010	0.010
Total	0.010	0.010	0.010	0.010

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

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	74,147	77,811	93,260	67,340
62 - Supplies & Materials	993		1,500	500
63 - Outside Services	515,202	491,180	546,000	527,000
64 - Other Charges	84,924	88,611	80,000	100,000
Total	675,266	657,602	720,760	694,840
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
2105 N E Salinas Landscape Dist	675,266	657,602	720,760	694,840
Total	675,266	657,602	720,760	694,840
Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
5563 North East	0.430	0.430	0.430	0.290
Total	0.430	0.430	0.430	0.290

ASSESSMENT & MAINTENANCE DISTRICTS

Harden Ranch Division

5564

Purpose

This district encompasses street landscape improvements along North Main Street from Cherokee Drive to San Juan Grade Road, El Dorado Drive, McKinnon Drive, Harden Parkway, and storm water detention basins that are also used as parks. The purpose of the district is to provide 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	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	14,892	19,903	23,870	2,700
62 - Supplies & Materials			500	500
63 - Outside Services	116,147	113,047	159,500	136,000
64 - Other Charges	18,655	20,802	15,000	15,000
Total	149,694	153,752	198,870	154,200
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
2106 Harden Ranch Landscape Dist	149,694	153,752	198,870	154,200
Total	149,694	153,752	198,870	154,200
Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
5564 Harden Ranch	0.110	0.110	0.110	0.010
Total	0.110	0.110	0.110	0.010

Purpose

This district encompasses 49 parcels most of which are residential between Garner Avenue and Gee Street, uphill from Natividad Creek. The purpose of the district is to provide maintenance 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

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	3,526	3,336		
63 - Outside Services	8,753	7,525	18,100	18,100
64 - Other Charges	1,820	1,638	6,700	6,700
66 - Capital Outlays			2,000	2,000
Total	14,098	12,498	26,800	26,800

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
2107 Vista Nueva Maint District	14,098	12,498	26,800	26,800
Total	14,098	12,498	26,800	26,800

Purpose

This district is within the North/East Maintenance District located northwest of Hemingway Drive, and it encompasses the development known as the Cottages of Mira Monte. This development includes approximately 203 medium density family homes, open space, and tot lots within the development. The purpose of the district is to provide maintenance, servicing, and operation of street and open space landscape improvements, tot lot improvements, routine street maintenance, maintenance of the clustered driveways, maintenance of public lighting fixtures on all streets and clustered driveways, and associated appurtenances located within the public 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

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	9,268	12,666	16,320	35,380
62 - Supplies & Materials	120		2,221	2,000
63 - Outside Services	73,587	83,460	87,779	88,000
64 - Other Charges	12,410	14,262	15,000	15,000
Total	95,385	110,388	121,320	140,380
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
2108 Mira Monte Maint District	95,385	110,388	121,320	140,380
Total	95,385	110,388	121,320	140,380
Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
5566 Mira Monte	0.070	0.070	0.070	0.150
Total	0.070	0.070	0.070	0.150

ASSESSMENT & MAINTENANCE DISTRICTS

Monte Bella Division

5567

Purpose

This district encompasses approximately 200 acres of planned development known as Monte Bella, which at build-out will ultimately include approximately 853 single family homes, open space, a community park and an elementary school site. The purpose of the district is to provide maintenance, servicing, and operation of street landscape improvements, park landscaping improvements, open space and retention basin landscaping improvements, agricultural run-off ditch, and de-silting basins, local street lighting, routine local street maintenance and associated appurtenances located within the public 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.
5. Provide a street sweeping program.

Major Budget Changes

None

ASSESSMENT AND MAINTENANCE DISTRICTS

5567 Monte Bella Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	14,056	18,093	21,710	59,290
62 - Supplies & Materials			10,000	15,000
63 - Outside Services	78,762	117,691	160,150	97,400
64 - Other Charges	13,646	20,353	17,000	67,000
Total	106,464	156,137	208,860	238,690
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
2109 Monte Bella Maint District	106,464	156,137	208,860	238,690
Total	106,464	156,137	208,860	238,690
Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
5567 Monte Bella	0.100	0.100	0.100	0.260
Total	0.100	0.100	0.100	0.260

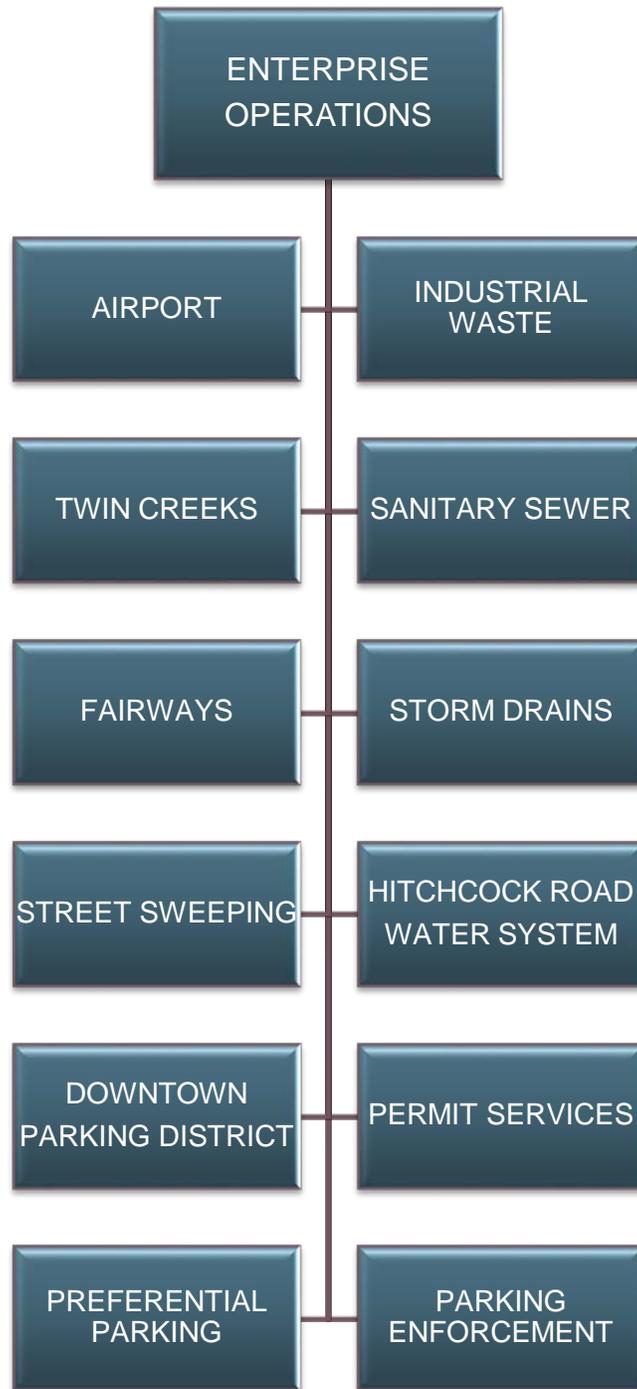
ASSESSMENT AND MAINTENANCE DISTRICTS

Work Force

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
2140 Assessment Dist Administration				
Sr Accounting Technician	1.000	1.000	1.000	1.000
2140 Assessment Dist Administration Total	1.000	1.000	1.000	1.000
5560 Woodside Park				
Facility Maint Mech Crew Sup	0.030	0.030		
Maintenance Manager			0.030	0.030
5560 Woodside Park Total	0.030	0.030	0.030	0.030
5562 Airport Business Park				
Facility Maint Mech Crew Sup	0.010	0.010		
Maintenance Manager			0.010	0.010
5562 Airport Business Park Total	0.010	0.010	0.010	0.010
5563 North East				
Facility Maint Mech Crew Sup	0.430	0.430		
Maintenance Manager			0.430	0.290
5563 North East Total	0.430	0.430	0.430	0.290
5564 Harden Ranch				
Facility Maint Mech Crew Sup	0.110	0.110		
Maintenance Manager			0.110	0.010
5564 Harden Ranch Total	0.110	0.110	0.110	0.010
5566 Mira Monte				
Facility Maint Mech Crew Sup	0.070	0.070		
Maintenance Manager			0.070	0.150
5566 Mira Monte Total	0.070	0.070	0.070	0.150
5567 Monte Bella				
Facility Maint Mech Crew Sup	0.100	0.100		
Maintenance Manager			0.100	0.260
5567 Monte Bella Total	0.100	0.100	0.100	0.260
Total	1.750	1.750	1.750	1.750

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 2017-18

Economic Diversity and Prosperity

1. Provided economic role and benefit of the airport for the Salinas Economic Development Element.
2. Provide parking services in support of the Downtown Vibrancy Plan.
3. Provide parking support for other commercial areas in Salinas.
4. Develop parking strategies in support of encouraging housing development in downtown.

Safe, Livable Community

1. Hosted 2017 California International Airshow
2. Opened new Airport Restaurant – the Flying Artichoke
3. Provide Parking enforcement support for Code enforcement activities.
4. Provide Parking enforcement support for traffic safety at school locations.

Effective, Sustainable Government

1. Continued support of the Airport Commission
2. Updated Airport Rates and Fees Schedule
3. Continued development of sustainable City Parking programs.
4. Creation of the Parking Enterprise.

Excellent Infrastructure

1. Completed Airport Layout Plan and Narrative Report
2. Completed preventative maintenance inspection on all City owned Aircraft Hangars.
3. Completed Airport Pavement Maintenance and Management Program

City Council Goals, Strategies, and Objectives for FY 2018-19

Safe, Livable Community

1. Host 2018 California International Airshow
2. Expanding Parking Enforcement to weekends and evenings.

Effective, Sustainable Government

1. Continued support of the Airport Commission
2. Apply for and secure Federal Funding for large capital expenditures.
3. Continue developing sustainable parking programs.

Excellent Infrastructure

1. Complete Airport Runway Rehabilitation

Major Budget Changes

Budget changes in the Parking Enterprise.

ENTERPRISE OPERATIONS

Summary

Expenditures by Program	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
3350 Permit Services			2,277,742	2,549,190
5126 NPDES Storm Water				860,200
5340 Airport	1,311,052	1,276,031	1,336,870	1,354,180
5441 Industrial Waste	1,419,461	1,413,394	1,573,090	1,816,141
5442 Sanitary Sewer	2,323,852	2,567,294	2,818,557	2,766,337
5443 NPDES Storm Drain Sewer	620,449	738,983	1,143,119	964,689
5444 NPDES Street Sweeping	925,378	952,335	1,339,886	1,162,072
5445 Hitchcock Road Water	6,899	8,829	20,000	20,000
5446 Downtown Parking	1,565,456	1,613,200	1,564,184	1,646,212
5447 Preferential Parking	13,785	8,582	26,913	24,500
5448 Parking Enforcement			269,400	380,400
8006 Twin Creeks Golf Course	566,149	107,033	464,411	459,677
8007 Fairways Golf Course	131,801	166,390	168,000	230,000
Total	8,884,282	8,852,069	13,002,172	14,233,598

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	3,146,534	3,394,038	5,607,900	5,537,050
62 - Supplies & Materials	292,206	365,358	599,695	606,409
63 - Outside Services	1,598,414	1,261,597	2,465,895	3,484,999
64 - Other Charges	1,003,378	1,009,767	1,007,571	1,256,410
65 - Debt Service	2,749,914	2,702,783	3,257,111	3,291,735
66 - Capital Outlays	93,836	118,525	64,000	56,995
Total	8,884,282	8,852,069	13,002,172	14,233,598

ENTERPRISE OPERATIONS

Summary

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
6100 Municipal Airport	1,311,052	1,276,031	1,336,870	1,354,180
6200 Industrial Waste	1,419,461	1,413,394	1,573,090	1,816,141
6301 Fairways Golf Course	131,801	166,390	168,000	230,000
6302 Twin Creek Golf Course	566,149	107,033	464,411	459,677
6400 Sewer	2,323,852	2,567,294	2,818,557	2,766,337
6500 Storm Sewer (NPDES)	1,545,827	1,691,318	2,483,005	2,986,961
6700 Water Utility	6,899	8,829	20,000	20,000
6801 Downtown Parking District	1,565,456	1,613,200	1,564,184	1,646,212
6802 Preferential Parking	13,785	8,582	26,913	24,500
6803 Parking Enforcement			269,400	380,400
6900 Permit Services			2,277,742	2,549,190
Total	8,884,282	8,852,069	13,002,172	14,233,598

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
3350 Permit Services			11.750	11.750
5340 Airport	4.250	5.250	5.100	5.100
5441 Industrial Waste	7.500	5.500	2.500	3.800
5442 Sanitary Sewer	8.250	10.500	11.500	10.850
5443 NPDES Storm Drain Sewer	5.000	5.500	6.500	5.400
5444 NPDES Street Sweeping	5.000	5.750	5.750	4.700
5446 Downtown Parking	1.000	1.000	1.000	1.050
Total	31.000	33.500	44.100	42.650

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 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Average wait time at Permit Center counter	8,870 Interactions @ 5.6 Minutes	15,721 Interactions @ 6.17 Minutes	10,000 Interactions @ 5 Minutes	16,000 Interactions @ 6.23 Minutes	See new measures below
Number of over the counter plan reviews	400	661	600	595	See new measures below
Percent of permit reviews conducted within established timeframes (Goal 90%)	2,500 @ 90% - 5 Days	1,890 @ 89% - 4 Days	2,500 @ 90% - 3 Days	2,043 @ 80% - 5 Days	See new measures below
Percent of inspections scheduled within 24 hours of request	98%	99.8%	98%	99.8%	See new measures below
Number of electronic permit submittals	1,000	525	1,250	280	See new measures below
Number of Permits Approved OTC					600
Percent of On-Time Completeness Reviews (Goal of 72 Hours)					97%
Percent of Permits Approved at 2nd Review (Goal of 95%)					95%
Number of Days from Applied to Approved (Goal of 40 Days)					40
Number of Inspections Completed on Requested Day / Not Completed					12,000

Major Budget Changes

The Permit Services Division has been supported by fees generated from the newly created Enterprise Fund and will continue to be fully supported by fees for service. This year's budget includes a 15% administrative charge for City overhead costs to be based upon actual expenses. It is anticipated that this charge would be approximately \$330,000. Since this is based upon actual expenses, the final amount charged may be less than that budgeted. As part of the implementation of the Kaizen Action Plan, Permit Services also anticipates creating a new classification between the Permit Clerk and Building Permit Specialist. This may result in a small increase in salaries as part of the mid-year budget.

ENTERPRISE OPERATIONS

3350 Permit Services Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	1,131,845	1,138,570	1,543,360	1,589,490
62 - Supplies & Materials	12,265	29,345	54,900	56,900
63 - Outside Services	379,163	354,434	524,400	546,000
64 - Other Charges	31,698	12,846	155,082	356,800
Total	1,554,972	1,535,195	2,277,742	2,549,190
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	1,476,052	1,535,195		
1200 Measure G	78,920			
6900 Permit Services			2,277,742	2,549,190
Total	1,554,972	1,535,195	2,277,742	2,549,190
Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
3350 Permit Services	10.925	11.750	11.750	11.750
Total	10.925	11.750	11.750	11.750

ENGINEERING AND TRANSPORTATION

NPDES Stormwater Division

5126

Purpose

This Division's purpose is to provide technical support in the management and implementation of the City's NPDES Stormwater Permit. This area has been identified as a focus area for regulatory compliance that affects many City departments and other outside agencies. The Division is currently comprised of an NPDES Permit Program Manager who reports to the Division Manager for Water, Waste, and Energy (5125).

Division Operations

1. 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 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. Reduce the number of Permit violations from EPA and Regional Water Board audits of the City's Stormwater Permit compliance efforts to zero.
3. Collaborate with other public agencies to achieve permit program cost savings and compliance
4. Obtain grant funding for water conservation/reuse and green streets projects.
5. Increase the amount of curb miles swept through implementation of city-wide "No Parking During Street Sweeping Hours" signage program
6. Negotiate new NPDES stormwater permit requirements for the City's next 5-year permit cycle (once re-opened by the Regional Board)

Performance Measures

Performance Measure / Goal	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Compliance with NPDES Stormwater Permit			100%	70%	100%
Achieve program cost savings over previous year			\$25k	\$50k	\$25k
Offer stormwater training and community workshops to increase stormwater awareness			3 workshops	6 training sessions; 4 workshops	3 workshops or training sessions
Develop a stormwater utility/funding source			-	-	Fund 25% of program
Reduction in litter throughout the City			-	-	10%
Green streets projects implemented in the City			-	-	1 project
Pilot projects in place for street sweeping "No Parking" signage program			-	-	1 - 2

Major Budget Changes

- This is the first year of existence for the NPDES Stormwater Division in the Public Works Department. The Division was formed to allow consolidation of NPDES permit program funding to prepare for obtaining a new stormwater funding utility.

ENTERPRISE OPERATIONS

5126 NPDES Storm Water Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits				25,000
63 - Outside Services				782,000
64 - Other Charges				53,200
Total				860,200
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
6500 Storm Sewer (NPDES)				860,200
Total				860,200

ENTERPRISE OPERATIONS

Airport Division

5340

Purpose

The Airport serves the City as an element of the national transportation system. It is an economic development asset and serves as an employment center with over 20 businesses providing high-skilled high paying jobs. The Airport Division of Engineering and Transportation Department oversees the safe day-to-day operation of the facility and the long-term capital development.

Division Operations

1. Focus on quality customer service.
2. Provide staff support to the Airport Commission.
3. Ensure the continued economic viability of the Airport Enterprise Fund.
4. Support the California International Air show.
5. Acquire funding to complete plans and projects that provide for appropriate airport development.

Performance Measures

Performance Measure / Goal	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Percentage of Work Order Requests received that are completed within 48 hours	97%	90%	95%	90%	90%
Percentage of Hangar Preventative Maintenance Inspections Completed	0%	100%	100%	100%	100%
Percentage of hangar rental and lease accounts paid in full within 30 days	90%	95%	95%	95%	95%

Major Budget Changes

None

ENTERPRISE OPERATIONS

5340 Airport Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	637,643	680,721	694,520	700,830
62 - Supplies & Materials	71,702	76,069	71,875	77,800
63 - Outside Services	308,916	244,183	289,475	275,700
64 - Other Charges	255,306	251,262	224,500	218,500
65 - Debt Service				30,850
66 - Capital Outlays	37,486	23,795	56,500	50,500
Total	1,311,052	1,276,031	1,336,870	1,354,180

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
6100 Municipal Airport	1,311,052	1,276,031	1,336,870	1,354,180
Total	1,311,052	1,276,031	1,336,870	1,354,180

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
5340 Airport	4.250	5.250	5.100	5.100
Total	4.250	5.250	5.100	5.100

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 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Millions of Gallons of Industrial Process Water Receiving Treatment & Disposal	800	850	800	850	900

Major Budget Changes

None

ENTERPRISE OPERATIONS

5441 Industrial Waste Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	382,021	298,143	340,280	565,260
62 - Supplies & Materials	12,223	26,606	59,800	52,419
63 - Outside Services	742,172	461,728	534,500	549,000
64 - Other Charges	226,428	168,532	167,800	167,800
65 - Debt Service	56,617	457,605	470,710	481,662
66 - Capital Outlays		781		
Total	1,419,461	1,413,394	1,573,090	1,816,141
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
6200 Industrial Waste	1,419,461	1,413,394	1,573,090	1,816,141
Total	1,419,461	1,413,394	1,573,090	1,816,141
Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
5441 Industrial Waste	7.500	5.500	2.500	3.800
Total	7.500	5.500	2.500	3.800

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 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Miles of Pipeline Cleaned	148	98	150	150	150
Number of Sanitary Sewer Overflows	3	3	<5	<5	<5
Linear Feet of Pipeline Televised	10,350	4,000	10,000	10,000	10,000

Major Budget Changes

None

ENTERPRISE OPERATIONS

5442 Sanitary Sewer Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	873,831	1,079,957	1,332,120	1,204,320
62 - Supplies & Materials	82,659	94,087	141,580	141,110
63 - Outside Services	125,437	120,329	139,700	221,200
64 - Other Charges	216,698	252,107	178,900	178,900
65 - Debt Service	1,025,226	1,020,813	1,026,257	1,020,807
Total	2,323,852	2,567,294	2,818,557	2,766,337
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
6400 Sewer	2,323,852	2,567,294	2,818,557	2,766,337
Total	2,323,852	2,567,294	2,818,557	2,766,337
Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
5442 Sanitary Sewer	8.250	10.500	11.500	10.850
Total	8.250	10.500	11.500	10.850

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 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Number of Storm Drains Inspected and cleaned as needed	1,598	1,349	1,500	1,500	1,500
Number of Storm Drain Stencils Installed with "No Dumping Flows to Bay" Logo	1,243	68	100	50	50
Number of Commercial/Industrial Businesses Inspected.	355	295	300	330	250

Major Budget Changes

None

ENTERPRISE OPERATIONS

5443 NPDES Storm Drain Sewer Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	470,414	548,998	810,730	668,520
62 - Supplies & Materials	13,977	13,471	37,390	33,370
63 - Outside Services	37,086	61,471	175,519	143,399
64 - Other Charges	96,864	114,048	119,480	119,400
66 - Capital Outlays	2,108	994		
Total	620,449	738,983	1,143,119	964,689

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
6500 Storm Sewer (NPDES)	620,449	738,983	1,143,119	964,689
Total	620,449	738,983	1,143,119	964,689

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
5443 NPDES Storm Drain Sewer	5.000	5.500	6.500	5.400
Total	5.000	5.500	6.500	5.400

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 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Number of Curb Miles Swept Monthly (FY 12/13 Curb Miles Due to Minor Adjustment to Sweeping Schedules)	1,360	1,645	1,350	1,420	1,420
Cubic Yard of Debris Removed Annually	6,860	6,232	3,500	6,200	6,200

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

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	650,952	662,621	731,270	608,280
62 - Supplies & Materials	103,152	136,159	203,350	204,860
63 - Outside Services	30,409	13,862	133,300	133,300
64 - Other Charges	132,643	139,693	95,800	95,800
65 - Debt Service			176,166	118,332
66 - Capital Outlays	8,221			1,500
Total	925,378	952,335	1,339,886	1,162,072
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
6500 Storm Sewer (NPDES)	925,378	952,335	1,339,886	1,162,072
Total	925,378	952,335	1,339,886	1,162,072
Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
5444 NPDES Street Sweeping	5.000	5.750	5.750	4.700
Total	5.000	5.750	5.750	4.700

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 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Percentage of Compliance with Health Department Water Quality Objectives	100%	100%	100%	100%	100%

Major Budget Changes

None

ENTERPRISE OPERATIONS

5445 Hitchcock Road Water Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
63 - Outside Services	5,942	7,840	18,000	18,000
64 - Other Charges	956	988	2,000	2,000
Total	6,899	8,829	20,000	20,000

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
6700 Water Utility	6,899	8,829	20,000	20,000
Total	6,899	8,829	20,000	20,000

ENTERPRISE OPERATIONS

Downtown Parking District

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 develop a sustainable downtown parking program that is able to meet current downtown needs as well as plan for viable parking solutions in the future.
2. To support the vision of the Downtown Vibrancy Plan and help make downtown a destination.
3. To provide effective supervision and control of parking services and resources.
4. To provide overall budget, project and parking program management.
5. To provide centralized parking management to maximize economies of scale and efficiency.
6. To provide effective communication with the downtown merchants and property owners.
7. To provide excellent customer service.

Performance Measures

Performance Measure / Goal	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Downtown Parking Cash Collections	200,782	213,333	300,000	320,000	380,000
Mean Parking Lot Occupancy Rate	68%	65%	70%	72%	75%
Monterey Street Garage Occupancy Rate	61%	66%	70%	72%	75%

Major Budget Changes

For FY 18-19, the parking fees for the Parking Garages and parking lots in the downtown district will be raised. This is anticipated to increase revenues by \$250,000. In addition, 40% of staff costs will be distributed to the parking enforcement program to better reflect operations. The Downtown Parking District is part of the new Parking Enterprise as the Public Works Department continues to manage citywide parking operations.

ENTERPRISE OPERATIONS

5446 Downtown Parking Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	125,547	123,499	150,120	169,850
62 - Supplies & Materials	8,494	17,296	27,900	39,950
63 - Outside Services	342,608	347,310	366,088	420,000
64 - Other Charges	72,667	82,109	61,009	61,010
65 - Debt Service	970,120	950,943	951,567	950,407
66 - Capital Outlays	46,021	92,043	7,500	4,995
Total	1,565,456	1,613,200	1,564,184	1,646,212
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
6801 Downtown Parking District	1,565,456	1,613,200	1,564,184	1,646,212
Total	1,565,456	1,613,200	1,564,184	1,646,212
Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
5446 Downtown Parking	1.000	1.000	1.000	1.050
Total	1.000	1.000	1.000	1.050

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. Currently, there is only one preferential permit parking area, District 3A, for the area surrounding the Salinas Valley Memorial Hospital. This preferential permit parking program is managed by the Public Works Parking Division is to meet the need of the residents, visitors and businesses located within the boundaries of the Preferential Parking Program.

Division Operations

1. Provide effective control of parking services and resources in a residential parking district.
2. Provide parking management to maximize economies of scale and efficiency.
3. Provide effective communications with residents of the parking zone/areas in a parking district.
4. Sustain parking enforcement in designated streets.
5. Provide excellent customer service.
6. Provide effective control of parking services and resources in a residential parking district.
7. Provide parking management to maximize economies of scale and efficiency.
8. Provide effective communications with residents of the parking zone/areas in a parking district.
9. Develop a sustainable program to address permit district needs.
10. Provide excellent customer service.

Performance Measures

Performance Measure/Goal	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Permit Sales	\$ 15,000.00	\$ 16,000.00	\$ 17,000.00	\$ 17,000.00	\$ 17,000.00
Cost per Home	\$ 16.00	\$ 16.00	\$ 16.00	\$ 16.00	\$ 16.00
District 3A Citations Issued (Monitoring)	991	1,150	3,500	2,600	2,600

Major Budget Changes

None.

ENTERPRISE OPERATIONS

5447 Preferential Parking Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	6,126	100	5,500	5,500
62 - Supplies & Materials		1,669	2,900	
63 - Outside Services	5,844	4,874	15,513	16,000
64 - Other Charges	1,815	1,027	3,000	3,000
66 - Capital Outlays		912		
Total	13,785	8,582	26,913	24,500

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
6802 Preferential Parking	13,785	8,582	26,913	24,500
Total	13,785	8,582	26,913	24,500

ENTERPRISE OPERATIONS

Parking Enforcement Program-Citywide

5448

Purpose

The Citywide Parking Enforcement Program supports other programs of the Parking Enterprise. It is also responsive to Salinas' residents' need for parking enforcement.

Division Operations

1. Provide parking management to maximize economies of scale and efficiency.
2. Provide a sustainable parking enforcement program that supports all parking programs.
3. Respond to residents and business request for parking enforcement.
4. Support traffic safety needs at school locations.
5. Pursue expansion of parking enforcement program expansion to cover evenings and weekends.
6. Provide excellent customer service.

Performance Measures

Performance Measure / Goal	FY 2015-16 Actual	FY 2016-17 Actual*	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Citations Written		14,791	20,000	16,993	20,000
Annual Cost		\$ 170,162	\$ 270,000	\$ 270,000	\$ 360,000
Revenue		\$ 188,216	\$ 270,000	\$ 350,000	\$ 360,000
%Cost Recovery (NEW)			100	100	100
*Annual Rev includes PD partial year Enforcement					

Major Budget Changes

The Parking Enforcement Program is a program under the new Parking enterprise. FY 18-19 includes a requested increase of \$90,000 to cover expansion of services to evenings and weekends. Revenue increases will follow increased enforcement activities. A portion of the Public Works Administrative Supervisor's (~\$40,000) will be allocated to this program.

ENTERPRISE OPERATIONS
5448 Parking Enforcement Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
63 - Outside Services			269,400	380,400
Total			269,400	380,400
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
6803 Parking Enforcement			269,400	380,400
Total			269,400	380,400

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	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
65 - Debt Service	566,149	107,033	464,411	459,677
Total	566,149	107,033	464,411	459,677
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
6302 Twin Creek Golf Course	566,149	107,033	464,411	459,677
Total	566,149	107,033	464,411	459,677

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

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
65 - Debt Service	131,801	166,390	168,000	230,000
Total	131,801	166,390	168,000	230,000
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
6301 Fairways Golf Course	131,801	166,390	168,000	230,000
Total	131,801	166,390	168,000	230,000

ENTERPRISE OPERATIONS

Work Force

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
3350 Permit Services				
Bldg Permit Spec			1.000	1.000
Com Dev Admin Supervisor			1.000	
Comb Bldg Insp I			2.000	2.000
Junior Engineer			1.000	1.000
Permit Center Clerk			3.000	3.000
Permit Ctr Mgr/Bldg Off			1.000	1.000
Revenue Officer			0.750	0.750
Senior Plan Check Engineer			1.000	1.000
Sr Combo Bldg Insp			1.000	1.000
Permit Center Coordinator				1.000
3350 Permit Services Total			11.750	11.750
5340 Airport				
Administrative Secretary	1.000	1.000	1.000	1.000
Airport Manager	1.000	1.000	1.000	1.000
Airport Operations Supv	1.000	1.000	1.000	1.000
Facility Maint Worker	1.000	2.000	2.000	2.000
Public Works Director	0.250	0.250	0.100	0.100
5340 Airport Total	4.250	5.250	5.100	5.100
5441 Industrial Waste				
Assistant PW Dir/City Engr				0.150
Environ Resource Planner	0.250	0.250	0.250	
Office Technician				0.200
P.S. Maint Crew Supervisor	1.000	1.000		0.500
Public Svc Maint Wkr II	4.000	2.000		
Public Works Admin Supervisor				0.100
Public Works Director				0.100
Senior Civil Engineer				0.500
Wastewater Manager	0.250	0.250	0.250	0.250
Wastewater Operator	2.000	2.000	2.000	2.000
5441 Industrial Waste Total	7.500	5.500	2.500	3.800

ENTERPRISE OPERATIONS

Work Force

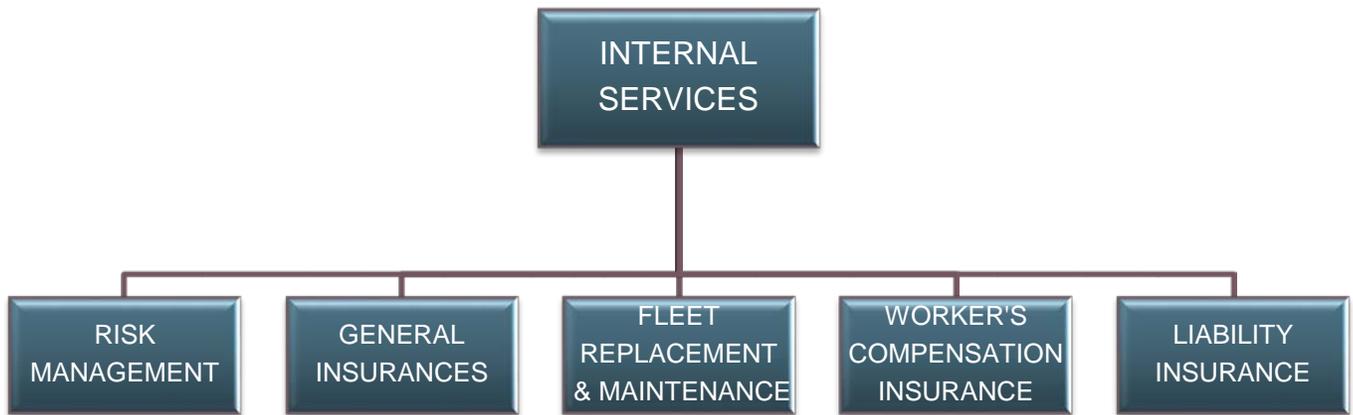
Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
5442 Sanitary Sewer				
Assistant PW Dir/City Engr				0.100
Environ Resource Planner	0.500	0.500	0.500	
Office Technician				0.200
P.S. Maint Crew Supervisor	0.250		1.000	1.000
Public Service Maint Wkr I		3.000	3.750	0.750
Public Svc Maint Wkr II	3.750	2.750	2.000	4.000
Public Svc Maint Wkr III	1.750	1.750	1.750	1.750
Public Svc Maint Wkr IV	0.500	0.500	0.500	0.500
Public Works Admin Supervisor				0.100
Public Works Director				0.100
Pump Maint Mechanic	0.500	0.500	0.500	1.000
Senior Civil Engineer	0.500	1.000	1.000	0.850
Wastewater Manager	0.500	0.500	0.500	0.500
5442 Sanitary Sewer Total	8.250	10.500	11.500	10.850
5443 NPDES Storm Drain Sewer				
Assistant PW Dir/City Engr				0.050
NPDES Permit Manager		1.000	1.000	1.000
P.S. Maint Crew Supervisor	0.500			0.250
Public Service Maint Wkr I		1.000	1.250	0.250
Public Svc Maint Wkr II	3.250	2.250	3.000	3.000
Public Svc Maint Wkr III	0.250	0.250	0.250	0.250
Public Svc Maint Wkr IV	0.250	0.250	0.250	0.250
Public Works Admin Supervisor				0.050
Public Works Director				0.050
Pump Maint Mechanic	0.500	0.500	0.500	
Wastewater Manager	0.250	0.250	0.250	0.250
5443 NPDES Storm Drain Sewer Total	5.000	5.500	6.500	5.400
5444 NPDES Street Sweeping				
Community Service Officer	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
Office Technician				0.200
P.S. Maint Crew Supervisor	0.250	1.000	1.000	0.250
Public Svc Maint Wkr IV	0.250	0.250	0.250	0.250
5444 NPDES Street Sweeping Total	5.000	5.750	5.750	4.700

ENTERPRISE OPERATIONS

Work Force

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
5446 Downtown Parking				
Parking Operation Officer	1.000	1.000		
Public Works Admin Supervisor			1.000	1.000
Public Works Director				0.050
5446 Downtown Parking Total	1.000	1.000	1.000	1.050
Total	31.000	33.500	44.100	42.650

INTERNAL SERVICES Organizational Chart



INTERNAL SERVICES

Summary

Purpose

Internal Services supports the provision of employee benefits to include health and welfare benefits, workers compensation, City-wide safety programs, and employee assistance programs. Comprehensive protection of the City's assets through a liability program of risk avoidance, risk reduction and risk transfer is also accomplished through Internal Services.

Top Accomplishments for FY 2017-2018

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 2018-19

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.
6. Continue implementing the cost-recovery and board-up protocols.

Major Budget Changes

None

INTERNAL SERVICES

Summary

Expenditures by Program	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1245 Risk Management	41,092	20	47,010	47,010
1246 General Insurances	395,979	448,957	610,100	525,100
1247 Workers' Compensation Insurance	4,078,182	3,906,378	4,424,600	4,434,190
1248 Liability Insurance	1,824,516	2,023,798	2,050,870	2,100,430
5233 Vehicle/Equipment Maintenance	1,672,721	1,608,170	1,756,090	1,622,210
Total	8,012,490	7,987,322	8,888,670	8,728,940
Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	1,207,135	1,370,698	1,418,070	1,290,740
62 - Supplies & Materials	390,635	387,272	536,475	576,700
63 - Outside Services	280,418	260,261	328,579	311,100
64 - Other Charges	6,079,583	5,969,091	6,589,700	6,550,400
66 - Capital Outlays	54,718		15,847	
Total	8,012,490	7,987,322	8,888,670	8,728,940
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	1,652,363	(3,022)		
3103 Bureau of Justice Assist - JAG11	(9)			
3107 Bureau of Justice Assist - JAG12	20,367			
7101 Internal Services Administration	41,092	20	47,010	47,010
7102 Internal Services Insurances	395,979	448,957	610,100	525,100
7103 Worker's Comp Self-Insurance	4,078,182	3,906,378	4,424,600	4,434,190
7104 General Liability Self-Insurance	1,824,516	2,023,798	2,050,870	2,100,430
7120 Fleet Maintenance		1,611,192	1,756,090	1,622,210
Total	8,012,490	7,987,322	8,888,670	8,728,940
Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
1245 Risk Management	1.000	1.000		
1247 Workers' Compensation Insurance	1.000	1.000	1.000	1.000
1248 Liability Insurance	1.000	1.000	2.000	2.000
5233 Fleet/Equipment Maintenance	9.000	9.000	10.000	7.200
Total	12.000	12.000	13.000	10.200

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	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	32,529		44,210	44,210
62 - Supplies & Materials	140	79	1,300	1,600
63 - Outside Services	151		1,000	1,000
64 - Other Charges	3,687	(59)	500	200
66 - Capital Outlays	4,585			
Total	41,092	20	47,010	47,010
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
7101 Internal Services Administration	41,092	20	47,010	47,010
Total	41,092	20	47,010	47,010
Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
1245 Risk Management	1.000	1.000		
Total	1.000	1.000		

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

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
63 - Outside Services	8,832	9,978	10,000	10,000
64 - Other Charges	387,148	438,979	600,100	515,100
Total	395,979	448,957	610,100	525,100

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
7102 Internal Services Insurances	395,979	448,957	610,100	525,100
Total	395,979	448,957	610,100	525,100

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

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	80,215	97,771	99,600	109,190
63 - Outside Services		4,750	15,000	15,000
64 - Other Charges	3,997,968	3,803,857	4,310,000	4,310,000
Total	4,078,182	3,906,378	4,424,600	4,434,190

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
7103 Worker's Comp Self-Insurance	4,078,182	3,906,378	4,424,600	4,434,190
Total	4,078,182	3,906,378	4,424,600	4,434,190

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
1247 Workers' Compensation Insurance	1.000	1.000	1.000	1.000
Total	1.000	1.000	1.000	1.000

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

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	140,494	300,735	385,870	390,430
64 - Other Charges	1,684,022	1,723,064	1,665,000	1,710,000
Total	1,824,516	2,023,798	2,050,870	2,100,430
Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
7104 General Liability Self-Insurance	1,824,516	2,023,798	2,050,870	2,100,430
Total	1,824,516	2,023,798	2,050,870	2,100,430
Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
1248 Liability Insurance	1.000	1.000	2.000	2.000
Total	1.000	1.000	2.000	2.000

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 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Goal	FY 2017-18 Projected	FY 2018-19 Goal
Number of vehicles to maintain per employee	134	134	134	134	134
Preventive Maintenance Inspections on Police Vehicles	192	225	250	250	500
Preventive Maintenance Inspections on Fleet Vehicles	1,005	1,235	1,500	1,400	1,500

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 2018-2019

INTERNAL SERVICES

5233 Vehicle/Equipment Maintenance Division

Expenditures by Character	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
61 - Salaries & Benefits	953,897	972,193	888,390	746,910
62 - Supplies & Materials	390,495	387,194	535,175	575,100
63 - Outside Services	271,436	245,532	302,579	285,100
64 - Other Charges	6,759	3,251	14,100	15,100
66 - Capital Outlays	50,133		15,847	
Total	1,672,721	1,608,170	1,756,090	1,622,210

Expenditures by Fund	15-16 Actual	16-17 Actual	17-18 Amended	18-19 Proposed
1000 General Fund	1,652,363	(3,022)		
3103 Bureau of Justice Assist - JAG11	(9)			
3107 Bureau of Justice Assist - JAG12	20,367			
7120 Fleet Maintenance		1,611,192	1,756,090	1,622,210
Total	1,672,721	1,608,170	1,756,090	1,622,210

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
5233 Fleet/Equipment Maintenance	9.000	9.000	10.000	7.200
Total	9.000	9.000	10.000	7.200

INTERNAL SERVICES

Work Force

Workforce by Program	15-16 Authorized	16-17 Authorized	17-18 Authorized	18-19 Proposed
1245 Risk Management				
Assistant City Attorney	1.000	1.000		
1245 Risk Management Total	1.000	1.000		
1247 Workers' Compensation Insurance				
Legal Secretary	1.000	1.000	1.000	1.000
1247 Workers' Compensation Insurance Total	1.000	1.000	1.000	1.000
1248 Liability Insurance				
Assistant City Attorney			1.000	2.000
Sr Deputy City Attorney	1.000	1.000	1.000	
1248 Liability Insurance Total	1.000	1.000	2.000	2.000
5233 Fleet/Equipment Maintenance				
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
Fleet Analyst			1.000	
Fleet Maintenance Manager			1.000	
Inventory Technician			1.000	
Office Technician				0.200
Pub Safety Facilities Wkr	2.000	2.000		
Sr Vehicle Maint Asst	1.000	1.000	1.000	1.000
5233 Fleet/Equipment Maintenance Total	9.000	9.000	10.000	7.200
Total	12.000	12.000	13.000	10.200

CHART OF ACCOUNTS

FUND

<u>Fund</u>	<u>Description</u>
	General Fund
1000	General Fund
1100	Measure E
1200	Measure G
	Lighting Landscape & Maint Dist
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
	Local Public Safety
2201	Sales Tax-SB172
2202	Supplemental Law Enf - AB3229
	Development Impact Fees
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
	Gas Tax
2401	Gas Tax - 2107
2402	Gas Tax - 2106
2403	Gas Tax - 2105
2404	Gas Tax - Motor Vehicle Fuel Tax
2405	Gas Tax - SB1 Loan Repayment
	Other Special Revenue
2501	Emergency Medical Service Fund
2502	Asset Seizure
2503	Traffic Safety
2504	Vehicle Abatement
2505	Recreation Parks
2506	PEG Cable Franchise
2510	MX-Transport Safety & Inv Plan
2511	SB1 Road Maintenance & Rehab
2601	SRA Public Improvements

CHART OF ACCOUNTS

FUND

Fund	Description
2602	HSA - Affordable Housing
	Housing & Urban Development
2910	Community Development
2920	Rental Rehab
2930	Home Investment Partnership
2935	ADDI American Dream Downpayment
2940	Emergency Solutions Grant-HUD
2941	Emergency Solutions Grant-COC
2950	Begin State Home Funds
2955	Neighborhood Stabilization Prog
2957	Inclusionary Housing Trust Fund
	Grants
3103	Bureau of Justice Assist - JAG11
3104	COPS Hiring 2011
3106	Homeland Security
3107	Bureau of Justice Assist - JAG12
3108	Local JAG 2013
3109	Police Reimbursable Costs
3111	SAFER
3112	BJA-Nat'l Forum on Youth
3113	Project Safety Neighborhood
3114	Community Interlink (OVW)
3115	Assistance to Firefighters
3116	NGEN Public Safety Radio System
3157	Selective Traffic Enforcement
3158	DUI Avoid Campaign 2015
3159	Selective Traffic Enforcement
3160	Avoid DUI Campaign
3161	Local JAG
3163	2014 COPS Hiring SRO
3181	STRYVE Grant
3205	CalGRIP 6
3216	Public Works Awards & Contrib-St
3251	CA Beverage Container Recycling
3252	CLLS -Adult Literacy
3254	State of California Library
3255	California Endowment
3256	First Five Monterey County
3281	CalGrip 821-14 & 15
3282	BSCC-Board of St&Comm Correction
3283	Violence Prevention Effort
3302	Cal ID / RAN Grant
3310	Animal Shelter Grants
3315	Public Works Awards & Contrib
3401	Community Foundation Grant
3453	Comm Foundation - D & L Packard

CHART OF ACCOUNTS

FUND

Fund	Description
3454	Library Awards and Contributions
3455	Project GROWTH
3462	Police Body Cameras
3480	Library - Other Contributions
3681	Community Safety Grants
Debt Service	
4101	1997 COPs
4102	1999 COPs
4103	Steinbeck COP
4104	2014 COP Consolidation
4105	Long Term Debt
4106	Police Station
4108	Energy Improvement
4107	Measure X Bonds
4109	2015 Refunding COP 2005 A & B
Special Assessments	
4201	Assessment District Admin
4202	Assessment Districts-Debt Svc
4203	Assessment District Reserve
5300	Assessment District - Projects
Special Aviation	
5101	Special Aviation Fund - State
5102	Special Aviation Fund - Federal
Special Construction Assistance	
5201	Special Const Assist - Fed & St
5202	Special Const Assist-Bonds
5203	Special Const Assist - Others
5204	Special Const Assist - TDA
Capital Projects	
5800	Capital Projects
Enterprise	
6100	Municipal Airport
6200	Industrial Waste
6300	Municipal Golf Courses
6301	Fairways Golf Course
6302	Twin Creek Golf Course
6400	Sewer
6500	Storm Sewer (NPDES)
6600	Crazy Horse Landfill
6700	Water Utility
6801	Downtown Parking District

CHART OF ACCOUNTS FUND

<u>Fund</u>	<u>Description</u>
6802	Preferential Parking
6803	Parking Enforcement
6900	Permit Services
Internal Service	
7101	Internal Services Administration
7102	Internal Services Insurances
7103	Worker's Comp Self-Insurance
7104	General Liability Self-Insurance
7120	Internal Services-Fleet Maint
Agency	
8102	SUBA Business Improvement Dist
8104	Economic Development
8105	Salinas Valley Enterprise Zone
8106	Flexible Spending
8107	Cafeteria Benefit
8108	Downtown Comm Benefit District
Pension Trust	
8701	Deferred Compensation-Trust Deed
8702	Deferred Comp - Separations
8703	Deferred Compensation Admin
8704	Deferred Compensation-CCFCU
Trust	
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
RORF-RedevObligationRetirement	
8914	RORF-Redev Obligation Retirement
8915	Successor Agency Administration
Transaction	
9999	Pooled Cash and Investment Fund

CHART OF ACCOUNTS DEPARTMENT

<u>Department</u>	<u>Description</u>
00	General Revenues
10	City Council
12	Administration
14	Legal
20	Finance
30	Community Development
40	Police
45	Fire
50	Public Works
55	Recreation
60	Library
70	Grant
80	Non Departmental
81	Trust Accounts

CHART OF ACCOUNTS DIVISION

<u>Division</u>	<u>Description</u>
0000	Non-Departmental
1000	City Council
1111	City Manager's Office
1113	Community Safety
1120	City Clerk
1140	Human Resources
1245	Risk Management
1246	General Insurances
1247	Workers' Compensation Insurance
1248	Liability Insurance
1355	Economic Development
1356	Salinas Valley Enterprise Zone
1400	City Attorney's Office
2030	Finance Administration
2031	Accounting
2032	Purchasing
2033	Information Technology
2034	Revenue & Licensing
2140	Assessment Dist Administration
2141	Assessment District Debt Service
2502	RORF
2505	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
3353	Code Enforcement
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
4134	Records
4137	Maintenance Services
4170	Animal Control Services
4171	Animal Control Svc -Agencies

CHART OF ACCOUNTS DIVISION

<u>Division</u>	<u>Description</u>
4220	Field Operations
4221	Traffic
4250	Retired Annuitants
4340	Investigations
4341	Narcotics
4342	School Resource Officers
4343	Violence Suppression
4380	Asset Seizure
4390	Joint Gang Task Force
4505	Fire Administration
4510	Suppression
4511	Youth Explorer Program
4520	Emergency Medical Services
4530	Prevention
4540	Training
4560	Vehicle Maintenance
4570	Hazardous Material Control
4571	Hazardous Material-County
5110	Engineering Administration
5115	Development Engineering
5120	Engineering Services
5122	Dev, Traffic & Transportation
5125	Eng Water & Solid Waste Division
5126	NPDES Storm Water
5128	GIS Division
5230	Maintenance Administration
5231	Graffiti Abatement
5232	Facilities Maintenance
5233	Fleet/Equipment Maintenance
5234	Street Maintenance
5235	Street Lights
5236	Traffic Signals
5237	Environmental Compliance
5238	Parks and Community Services
5239	Urban Forestry
5340	Airport
5441	Industrial Waste
5442	Sanitary Sewer
5443	NPDES Storm Drain Sewer
5444	NPDES Street Sweeping
5445	Hitchcock Road Water
5446	Downtown Parking
5447	Preferential Parking
5448	Parking Enforcement
5560	Woodside Park
5561	Downtown Mall
5562	Airport Business Park

CHART OF ACCOUNTS DIVISION

<u>Division</u>	<u>Description</u>
5563	North East
5564	Harden Ranch
5565	Vista Nueva
5566	Mira Monte
5567	Monte Bella
6005	Library Administration
6009	Technical Services
6010	Support Services
6011	Steinbeck Library
6012	Cesar Chavez Library
6013	El Gabilan Library
6015	Community Education
6231	Recreation Admin
6232	Neighborhood Services
6233	Closter Park
6234	El Dorado Park
6235	Central Park
6236	Facility Services
6237	Reimbursable Rec Activities
6238	Youth Sports
6239	Recreation Center
6240	Firehouse Rec Center
6241	Hebbron Heights Rec Center
6242	Afterschool Programs
6243	Community Center
6244	Breadbox Rec Center
6245	Firehouse After School
6246	Hebbron Family Center
6247	Sherwood Rec Center
6248	Youth Services & Comm Engagement
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 Program
7120	Avoid DUI Campaign 2016
7221	Homeland Security-Planning
7222	Homeland Security-Equipment
7330	Learning Center
7331	Summer Reading Program
7332	Tanimura Family Foundation
7333	Raising A Reader Program
7334	Innovation & Technology
7335	CA Endowment-Youth Leadership
7336	F5MC-Packard Playgroup Expansion

CHART OF ACCOUNTS DIVISION

<u>Division</u>	<u>Description</u>
7337	Nat'l Center For Family Literacy
7338	Listos Para Empezar? Digital Lit
7339	Women`s Fund of Monterey County
7340	Library Literacy
7341	Cesar Chavez Park: Planning
7342	Pacific Library Partnership
7343	Library Donations
7344	Library Literacy- Contributions
7345	F5MC-Read, Grow, Play Program
7346	Project GROWTH SPL
7347	Paletero Program
7348	Integrated Service Collaborative
7399	Library Awards and Contributions
7401	Electric Vehicle Replacement
7402	BJA-SSP 2015 (Smart Supervision)
7406	STRYVE
7407	PW Awards & Contributions
7408	Law Enforcement Trust Building
7409	BSCC
8001	Community Programs
8002	Elections
8003	65 West Alisal
8004	Debt Service
8005	Other Services
8006	Twin Creeks Golf Course
8007	Fairways Golf Course
8009	Salinas United Business Assoc
8010	Intermodal Transp Center
8011	Downtown Comm Benefit District
8120	Building-Seismic Fees
8121	Building Standards Admin Fund
8122	Love`s Stores Planning
8123	Weed Abatement
8124	Prepaid Building Fees
8125	Deposits-Permit Center
8126	Deposits-Planning
8127	Payroll Tax
8128	Icma/HL/Taxes W/H
8129	COBRA-Insurance Premium
8130	EDD Childcare Building Maint
8131	Misc Trust Deposits
8132	Sales Tax
8133	Beverage Container Recycling
8134	MAS Municipal Auditing Services
8135	KDF Pointe Apartments
8136	Deferred Compensation
8137	AFLAC Section 125

CHART OF ACCOUNTS DIVISION

<u>Division</u>	<u>Description</u>
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
8160	Deposits-Public Works
9001	Permanent Shelter Predevelopment
9002	Striping Improvements at City St
9003	Street Safety Education
9004	E Alisal Street Parking
9006	Lincoln Ave. Storm Drain Improve
9007	Lincoln Ave. Sanitary Sewer Imp
9009	Industrial Waste Liftstation
9010	CCTV Inspections
9011	LaGuardia Lift Station
9014	City Yard Gates Upgrade
9015	Tree Inventory (GIS) Data Col Sy
9017	Motorola Radios
9018	Permit Center Workspace Reorg
9022	Tennis Court Improvements
9024	Airport Vehicle Replacement
9025	Tatum`s Garden ADA Sidewalk
9026	Steaming Ahead Historic Railroad
9027	Natividad Creek Detention
9028	Urban Greening Plan
9029	GIS Tree Inventory
9031	45 Soledad St Demolition
9032	Tasers and Body Worn Cameras
9033	E Salinas Street Lights
9034	Alisal Airport Multi-Use Trail

CHART OF ACCOUNTS DIVISION

<u>Division</u>	<u>Description</u>
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
9043	Tree Planting - Forest Mgmt Plan
9044	Fencing Repairs at Various Parks
9045	CDD Vehicle Replacement
9046	Gabilan Play Lot
9047	TRAKIT Business License
9048	Restroom Replacement
9049	E Salinas Street Lights (Ph12)
9050	Core Area Development
9051	E Salinas Street Lights (Ph13)
9052	Women's Club Upgrade
9053	NE Maint Improvement District
9054	Downtown Parking Lighting
9055	NE Maintenance District Dog Park
9056	Vista Nueva Subdivision Impvts
9057	Corporate Hangar Develop - South
9058	NPDES Permit Prof Services
9059	Natividad Creek Dog Park
9060	Playground Improvements at Parks
9061	La Paz Park Stage Area Recon
9062	4 Bridge St Env Remediation
9063	Downtown Parking Mgmt Plan
9064	Monterey St Garage Improvements
9065	10 Soledad Street
9066	Salinas St Security Camera
9067	Sanborn/John Intersec Impvts
9068	City Cleanup Program
9069	Contamination Mitigation
9070	2010 Chinatown Rebound Update
9071	Williams Rd Street/Streetscape
9072	100 Block Main St Lights Repl
9073	Downtown Public Restrooms
9074	N Davis Rd Guard Rail Impvt
9075	S Salinas Dry Weather Storm
9076	Bardin/Alisal Street Island
9077	Reg Groundwater Sustainability
9078	FGA West Area - EIR
9079	FGA Central Area - EIR
9080	San Juan Grade Road Improvements
9081	Striping and Signing

CHART OF ACCOUNTS DIVISION

<u>Division</u>	<u>Description</u>
9083	Airport Electrical Impvt & Devel
9084	Traffic Impvts Skyway/Airport
9085	Utility Underground Districts
9086	Natividad Creek Silt Removal
9088	Mortensen, Mercer & Skyway Blvd
9089	N Sanborn Rd Impvts
9090	Downtown Complete Streets
9091	Main Street Railroad Crossing
9092	Park Nexus Study
9093	Permit Center Technology Upgrade
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 Maint Vehicle Replacement
9111	Tech & Business Process Innovat
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
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

CHART OF ACCOUNTS DIVISION

<u>Division</u>	<u>Description</u>
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 El Gabilan Library
9167	Lincoln Rec Center Bldg Impvts
9168	New John Steinbeck Library
9169	Rossi Rico Community Park
9170	Boronda & N Main Intersec Impvt
9171	E Bernal Drive Improvements
9172	Reconstruct Parking Lot #16
9173	Davis Rd Impvt E Laurel-Rossi
9174	Steinbeck Library Fire
9175	Santa Rita Storm Channel
9176	ITC Bicycle-Pedestrian Bridge
9177	Gabilan Creek Fish Ladder
9178	FGA W Area-Specific Plan Applic
9179	FGA Central-Specific Plan Appl
9182	Public Outreach/Ballot Polling
9184	Energy-Related Impvts City Facilities
9185	T/S Alvin & Linwood
9186	SVG Partners/Thrive Accelerator
9189	Cesar Chavez Park Playground
9190	Capital One-Eco Dev Incentive
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

CHART OF ACCOUNTS DIVISION

<u>Division</u>	<u>Description</u>
9208	Forbes Ag Tech Summit
9209	IT Strategic Plan and Assessment
9210	Fire Command/Staff Vehicles
9211	Social Media Communication
9212	CIP Charter Review
9213	Fire Radio Comm/Mobile Data
9214	PD Records Management System
9215	HUD Consolidated Plan
9216	9216 - ADA Pedestrian Ramp Inst
9217	Facilities ADA Transition Plan
9218	Bardin Rd Safe Route to School
9219	E Alvin/Linwood/Maryal Routes
9220	E Laurel Dr Sidewalk & Lights
9221	Sanitary Sewer Lines Evaluation
9222	E Lake St Pump Station Upgrade
9223	T/S Boronda & Sanborn Rd
9224	Chinatown Renewal Street
9225	Airport Electr Upgrades-Design
9226	Fleet Consolidation Replacement
9227	T/S Constitution & Las Casitas
9228	Sherwood Hall Upgrade
9229	Vibrancy Plan General Plan
9230	Vibrancy Plan Infrastructure
9231	Vibrancy Plan State Highways
9232	Vibrancy Plan Parking
9233	Land Acquisition-PD Station
9234	Chinatown Pedestrian Crossing
9235	Fire Station Renovations
9236	Division Street Plan
9237	Street Tree Trimming
9238	T/S Alisal & Murphy
9239	Rotunda & CM Conf Room Upgrade
9241	Carpet & Remodeling 2nd Floor CH
9242	Harden Ranch Playground
9243	Sewer Maintenance Equipment
9244	New Police Facility Debt Service
9245	ED Element GPA/EIR
9246	EDE Alisal Vibrancy Plan
9247	ED Element - Proj Mgmt EDE Imp
9248	Soledad St Brownfield Clean Up
9249	Parking Enforcement
9250	Police Body Worn Cameras
9251	Ag-Industrial Park EIFD
9252	Digital NEST
9253	ADA Traffic Signal Upgrades
9254	Culvert Rehab Gavilan/Natividad
9255	City Bridges Rehab

CHART OF ACCOUNTS DIVISION

<u>Division</u>	<u>Description</u>
9258	City Urbanization History
9259	Violence Prevention Effort
9260	Reimbursable Disaster Events
9261	Sanitary Sewer Pumps City Hall
9262	North Maint St Intersection
9263	Alisal Corridor Complete Sts Pln
9264	Salinas Valley Sector-Based Int
9265	Freight Building Renovation
9266	Bridge Maintenance Program
9267	Streetlight Installation
9268	T/S E Laurel and St Edwards
9269	Facilities Vehicle Replacement
9270	Parks Vehicle Replacement
9271	Urban Forestry Equip Replacement
9273	Fleet Vehicle Replacement
9274	Wastewater Equipment
9275	Runway 08/26 Rehab & Const
9276	Runway 8/26, 13/31 & Heliport Re
9277	Bardin Road & Sanitary Sewer Imp
9278	N Main St/Boronda Rd Impvts
9279	Homelessness Service Coordinate
9280	T/S Buckhorn and Sanborn
9281	T/S Boronda and Falcon
9283	Sanitary Sewer Mgmt System
9284	Underground Storage Tank
9287	Williams Road Widening
9304	Abbott St Safety Building
9337	E Market St Recon & Slurry Seal
9344	Safety Radio Sys- (NGEN)
9346	Natividad Creek Community Park
9347	Natividad Creek Pk Maint Bldg
9348	WDR-Grease Traps Inspection
9356	Asbestos/Mold Remediation
9357	Building Permit TechnologySystem
9358	T/S Williams Rd & Garner Av
9365	Street Sweepers Acquisition
9370	Development Impact Fee Study
9377	Fire EMS & Safety Equipment
9379	Sherwood Tennis Center Impvt
9380	Park & Open Space Master Plan
9382	Fire Mobile Data Up-grades
9383	City Facilities Doors & Exits
9384	Fire Hose & Nozzle Replacement
9385	Police Vehicles and Equipment-MV
9386	Library Planning & Impvt(MV)
9390	Constitution Soccer Exp & Lights
9391	School Safety Enhancements

CHART OF ACCOUNTS DIVISION

<u>Division</u>	<u>Description</u>
9394	Replace Carpet
9395	Monterey Garage Improvements
9397	Park Pathway Improvements
9399	Freight Terminal Rehab
9402	Airport Security System
9403	Monte Bella Park
9404	Fairways Tree Removal
9411	Fire Hydrant Repairs
9416	Azahel Cruz Pocket Park
9431	Traffic Signal Coordination
9436	Storm Water Monitoring NPDES
9438	Annual City Sts Rehab Program
9450	Economic Development
9451	Closter Park Improvements
9453	Fire Training
9454	Lower Natividad Creek Park
9460	West Wing Conference Room
9461	Congestion Mgmt Agency City %
9462	Northeast Library
9466	Emergency Generators
9480	Chavez Library Courtyard Resurface
9501	Hangar Painting
9503	Garner Ave Improvements
9507	Archer Street Improvements
9508	Rossi Alley Improvements
9509	La Paz Park Improvements
9510	E Boronda Rd Traffic Congestion
9511	E Boronda Rd T/S Coordination
9512	NPDES Public Education
9513	NPDES Storm System Mapping
9525	Fleet Replacement
9526	City Hall Fire Alarms
9527	Fire Safety Gear & Equipment
9533	Electric Locking System
9534	Electric Locking Sys Permit Ctr
9535	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

CHART OF ACCOUNTS DIVISION

<u>Division</u>	<u>Description</u>
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
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

CHART OF ACCOUNTS DIVISION

<u>Division</u>	<u>Description</u>
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
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

EXPENDITURE BY OBJECT

Account Number	Description
61	Salaries & Benefits
61.1100	Salaries & Benefits - Regular Pay
61.1104	Salaries & Benefits - Regular Pay - Cost Recovery
61.1140	Salaries & Benefits - Regular Pay-Special Events
61.1200	Salaries & Benefits - Annual Leave
61.1210	Salaries & Benefits - Annual Leave Accrued
61.1220	Salaries & Benefits - Annual Leave Buy Back
61.1300	Salaries & Benefits - Sick
61.1310	Salaries & Benefits - Workers Compensation
61.1400	Salaries & Benefits - Holiday
61.1410	Salaries & Benefits - Holiday-Floating
61.2000	Salaries & Benefits - Temporary Pay
61.2140	Salaries & Benefits - Temporary Pay - Special Events
61.3000	Salaries & Benefits - Overtime - Regular
61.3010	Salaries & Benefits - Overtime - Court
61.3020	Salaries & Benefits - Overtime -Call Back
61.3030	Salaries & Benefits - Overtime Payroll-Temp
61.3040	Salaries & Benefits - Overtime - Holiday
61.3050	Salaries & Benefits - Overtime - Mtg/Trng
61.3060	Salaries & Benefits - Overtime - Explorers
61.3070	Salaries & Benefits - Overtime-FLSA
61.3080	Salaries & Benefits - Overtime Payroll
61.3090	Salaries & Benefits - Overtime Payroll
61.3091	Salaries & Benefits - OT Motorcycle Safety - Sat
61.3092	Salaries & Benefits - OT Motorcycle Safety - Operating
61.3100	Salaries & Benefits - Overtime Payroll
61.3110	Salaries & Benefits - Overtime Payroll
61.3120	Salaries & Benefits - OT Spec Events - Other
61.3130	Salaries & Benefits - OT - Violence/Crime Response
61.3140	Salaries & Benefits - OT - Spec Events
61.3144	Salaries & Benefits - O/T - Cost Recovery
61.3150	Salaries & Benefits - Background Investigations
61.3160	Salaries & Benefits - Rangemaster
61.3190	Salaries & Benefits - Overtime Call Back CSI
61.3200	Salaries & Benefits - Overtime Call Back Lab
61.3220	Salaries & Benefits - Overtime-Hold Over
61.3230	Salaries & Benefits - Overtime - Traffic Enforcement
61.3240	Salaries & Benefits - Overtime - Distracted Driving
61.3250	Salaries & Benefits - Overtime - Other
61.3260	Salaries & Benefits - Overtime Tac/Med
61.3270	Salaries & Benefits - Overtime Tac/Med Training
61.3290	Salaries & Benefits - Fire Incident Ext Past 0800
61.3300	Salaries & Benefits - OES Training
61.3320	Salaries & Benefits - OT - Out of County
61.3330	Salaries & Benefits - OT - Minimum Staffing
61.3350	Salaries & Benefits - OT - Emergency Callback
61.3360	Salaries & Benefits - OT - HazMat

CHART OF ACCOUNTS

EXPENDITURE BY OBJECT

<u>Account Number</u>	<u>Description</u>
61.3370	Salaries & Benefits - OT - Fire
61.4000	Salaries & Benefits - Reimbursable Payroll Costs
61.4010	Salaries & Benefits - Health Club/Fitness Bonus
61.4020	Salaries & Benefits - Termination Payroll Costs
61.4030	Salaries & Benefits - Merit Bonus
61.4040	Salaries & Benefits - Termination-Vacation
61.4050	Salaries & Benefits - Termination-Other
61.4060	Salaries & Benefits - Other Payroll Costs
61.4061	Salaries & Benefits - Grant Match Payroll & Benefits
61.4062	Salaries & Benefits - Police Recruiting Incentive
61.4063	Salaries & Benefits - MOU Bonus
61.7000	Salaries & Benefits - Flexible Leave
61.7010	Salaries & Benefits - Administrative Leave
61.7020	Salaries & Benefits - Cafeteria Plan
61.7030	Salaries & Benefits - Management Leave
61.7040	Salaries & Benefits - Deferred Comp - Directors
61.7050	Salaries & Benefits - Residential/Conf Stipends
61.7060	Salaries & Benefits - Other Compensation
61.7070	Salaries & Benefits - Health Savings Acct-RHS
61.8010	Salaries & Benefits - Uniform Allowance
61.8020	Salaries & Benefits - Auto Allowance
61.8210	Salaries & Benefits - OASDI
61.8220	Salaries & Benefits - PERS
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 - PERS Retirees PEMHCA MinER Contr
61.8431	Salaries & Benefits - NonPERS Retirees PEMHCA Min Cont
61.8440	Salaries & Benefits - Health Ins- IAFF Concession
61.8500	Salaries & Benefits - Life Insurance
61.8510	Salaries & Benefits - Life Insurance-Firefighters
61.8600	Salaries & Benefits - Long-Term Disability
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

CHART OF ACCOUNTS

EXPENDITURE BY OBJECT

<u>Account Number</u>	<u>Description</u>
61.8700	Salaries & Benefits - Overtime Meals
61.8710	Salaries & Benefits - Unemployment
61.8720	Salaries & Benefits - Employee Concessions
61.8800	Salaries & Benefits - Deferred Comp - Withdrawals
61.9960	Salaries & Benefits - Vacancy Factor
61.9970	Salaries & Benefits - Frozen - Vacant
61.9980	Salaries & Benefits - Furlough Pay
61.9990	Salaries & Benefits - CIP/Program Reg Salary Deduct
61.9991	Salaries & Benefits - Deduct Recruiting Incentive
62	Supplies & Materials
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

CHART OF ACCOUNTS

EXPENDITURE BY OBJECT

<u>Account Number</u>	<u>Description</u>
62.7130	Supplies & Materials - Leased Books
62.7190	Supplies & Materials - Friends of the Library-Misc
62.7200	Supplies & Materials - Periodicals
62.7210	Supplies & Materials - Publications & Trade Journals
62.7220	Supplies & Materials - A - V Materials
62.8000	Supplies & Materials - Special Dept Supplies
62.8004	Supplies & Materials - Library Programming Supplies
62.8005	Supplies & Materials - Fireworks Surcharge
62.8010	Supplies & Materials - E-Resources
62.8350	Supplies & Materials - Crime Lab Spec Dept Supplies
62.8510	Supplies & Materials - IT Communications Hardware
62.8520	Supplies & Materials - Computer Supplies & Hardware
62.8530	Supplies & Materials - Computer Aided Design
62.8540	Supplies & Materials - Mobile Data
62.8550	Supplies & Materials - Mobile Data Software
62.8990	Supplies & Materials - Special Dept Supplies-Deduct
63	Outside Services
63.1000	Outside Services - Communications
63.1020	Outside Services - NGEN Operation & Maintenance
63.1030	Outside Services - 911 System
63.1040	Outside Services - ACJIS
63.1050	Outside Services - Internet/Cable
63.1060	Outside Services - False Alarm Outsource Charges
63.1070	Outside Services - Tel/Siemens ABN-AMRO
63.1080	Outside Services - 911/MDT Maintenance & Support
63.1081	Outside Services - MRWPCA Wash Water
63.1100	Outside Services - Telephone-Basic Rental
63.1110	Outside Services - City Wide Technology Maint
63.1120	Outside Services - IT Communications
63.1150	Outside Services - Leased Lines
63.1160	Outside Services - Cell Phones
63.1180	Outside Services - Pagers
63.1200	Outside Services - Telephone
63.1210	Outside Services - Mobile Data Connections
63.1300	Outside Services - Telegram-Telex-Teletype
63.1350	Outside Services - Communications
63.1400	Outside Services - Postage
63.2010	Outside Services - Water
63.2020	Outside Services - Gas
63.2030	Outside Services - Electricity
63.2060	Outside Services - Electricity -Street Lights
63.2070	Outside Services - Electricity - Traffic Signal
63.2100	Outside Services - Sewerage - MRWPCA
63.2110	Outside Services - Refuse
63.2200	Outside Services - Other Utilities
63.3010	Outside Services - Rents
63.3012	Outside Services - Facility Expense

CHART OF ACCOUNTS

EXPENDITURE BY OBJECT

<u>Account Number</u>	<u>Description</u>
63.3040	Outside Services - Capital Leases
63.3050	Outside Services - Leases
63.3100	Outside Services - Rent - Land
63.3200	Outside Services - Rent - Building
63.3220	Outside Services - Rent-Expo Site
63.3300	Outside Services - Rent - Equipment
63.3310	Outside Services - Rent - Copier
63.4010	Outside Services - Maint & Repairs Aquatic Center
63.4100	Outside Services - Maint & Repairs - Bldg & Grounds
63.4200	Outside Services - Maint & Repairs- Furn & Fixtures
63.4300	Outside Services - Maint & Repairs - Equipment
63.4400	Outside Services - Maint & Repairs - Auto & Truck
63.4500	Outside Services - Maintenance - Janitorial
63.4600	Outside Services - Maintenance - Radios
63.4700	Outside Services - Maint & Repairs - Traffic Signal
63.4900	Outside Services - Maintenance & Repairs- Others
63.4980	Outside Services - Maintenance - Software
63.5010	Outside Services - Professional Services
63.5030	Outside Services - Grant Writing/Service Fees
63.5040	Outside Services - Events
63.5050	Outside Services - PD/Q Prog-Business Attraction
63.5060	Outside Services - Custodian Fees on Investments
63.5100	Outside Services - Legal Services
63.5105	Outside Services - Legal Svcs Code Enforcement
63.5200	Outside Services - Audit Services
63.5210	Outside Services - Muni Services B/L & UUT Audits
63.5220	Outside Services - Cannabis Monitoring
63.5260	Outside Services - DCI
63.5270	Outside Services - Contract Out Senior Planner
63.5280	Outside Services - P-Bid Study and Formation
63.5300	Outside Services - Architectural Services
63.5380	Outside Services - Interpreting Services
63.5390	Outside Services - Labor Relations
63.5400	Outside Services - Engineering Services
63.5460	Outside Services - Inspection Services
63.5500	Outside Services - Appraisal Services
63.5540	Outside Services - Storm Water Monitoring Service
63.5600	Outside Services - Medical Exams
63.5650	Outside Services - Recruitment
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

CHART OF ACCOUNTS

EXPENDITURE BY OBJECT

<u>Account Number</u>	<u>Description</u>
63.5840	Outside Services - Prevention Programs
63.5900	Outside Services - Other Professional Services
63.5901	Outside Services - GASB Actuarial
63.5905	Outside Services - Boots Road
63.5906	Outside Services - Granicus
63.5910	Outside Services - E-Resources Services
63.6010	Outside Services - Other Outside Services
63.6020	Outside Services - Sponsorships
63.6060	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
64	Other Charges
64.1000	Other Charges - Administrative Overhead
64.1005	Other Charges - Public Art Charge
64.1010	Other Charges - Advertising
64.1020	Other Charges - Marketing
64.1030	Other Charges - Due to Monterey County
64.1100	Other Charges - Legal Publications
64.1200	Other Charges - Advertising - Recruitment
64.1900	Other Charges - Advertising - Other
64.2000	Other Charges - Travel, Conferences, Meetings
64.2010	Other Charges - Travel
64.2100	Other Charges - Travel-Mayor
64.2110	Other Charges - Travel-Council District 1
64.2120	Other Charges - Travel-Council District 2
64.2130	Other Charges - Travel-Council District 3
64.2140	Other Charges - Travel-Council District 4
64.2150	Other Charges - Travel-Council District 5
64.2160	Other Charges - Travel-Council District 6
64.2500	Other Charges - Training
64.2550	Other Charges - Tuition Reimbursement
64.2560	Other Charges - Kauffman Training Assistance
64.4040	Other Charges - New York Life Pension 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

CHART OF ACCOUNTS

EXPENDITURE BY OBJECT

<u>Account Number</u>	<u>Description</u>
64.4600	Other Charges - Workers Comp Claims
64.4610	Other Charges - Workers Comp Admin
64.4620	Other Charges - Excess Workers Comp Insurance
64.4630	Other Charges - Relocation-Moving Expenses
64.4640	Other Charges - CalPERS Ind Disability Advance
64.4650	Other Charges - Health Insurance Excess
64.4700	Other Charges - Unreimbursed Medical Expenses
64.4710	Other Charges - Dependent Care Expenses
64.5120	Other Charges - Tax Administration
64.5300	Other Charges - Contribution to SUBA
64.5310	Other Charges - Contribution to Oldtown
64.5320	Other Charges - Contributions to Other Agencies
64.5325	Other Charges - Deferred City Fees
64.5330	Other Charges - TOT Tax Sharing
64.5360	Other Charges - Sales Tax Incentive Program
64.5370	Other Charges - Contribution to Acosta Plaza
64.5400	Other Charges - Refunds & Reimbursements
64.5405	Other Charges - Employee Cost Reimbursements
64.5410	Other Charges - Agency Reimbursement
64.5500	Other Charges - Membership & Dues
64.5510	Other Charges - Waste Discharge Fee
64.5520	Other Charges - Permit Fees
64.5530	Other Charges - Licenses
64.5540	Other Charges - Taxes
64.5550	Other Charges - Sales Tax
64.5560	Other Charges - Field Trips/Other Activities
64.5800	Other Charges - Rounding
64.5810	Other Charges - Relocation & Contingency
64.5820	Other Charges - Contingencies
64.5830	Other Charges - Cost Recovery
64.6000	Other Charges - El Grito Festival
64.6010	Other Charges - Rodeo
64.6020	Other Charges - Carnival
64.6021	Other Charges - Fourth of July Fireworks
64.6030	Other Charges - Kiddie Kapers
64.6040	Other Charges - California Air Show
64.6050	Other Charges - Ciclovía
64.6060	Other Charges - Parade of Lights
64.7000	Other Charges - FORA
64.7001	Other Charges - Ground Water Sustainability JPA
64.7002	Other Charges - Monterey Bay Housing Trust
64.7010	Other Charges - National League of Cities
64.7020	Other Charges - Association Memberships
64.7030	Other Charges - League Of Calif Cities
64.7040	Other Charges - Chamber of Commerce
64.7045	Other Charges - Sister City Association
64.7050	Other Charges - Economic Development Corp.

CHART OF ACCOUNTS

EXPENDITURE BY OBJECT

Account Number	Description
64.7051	Other Charges - Other Econ Development Incentive
64.7060	Other Charges - Legislative Advocacy
64.7070	Other Charges - AMBAG
64.7080	Other Charges - LAFCO
64.7090	Other Charges - PERS Coalition
64.7100	Other Charges - Air District
64.7110	Other Charges - Cable TV Taping (MCOE)
64.7120	Other Charges - Convention & Visitors Bureau
64.7130	Other Charges - California Welcome Center
64.7140	Other Charges - Girls Inc of the Central Coast
64.7150	Other Charges - Mo. Co. Cities Association
64.7160	Other Charges - Special Comm Events-City Sponsor
64.7161	Other Charges - Food & Wine Festival
64.7162	Other Charges - Veterans Day Parade
64.7163	Other Charges - Founder's Day Event
64.7170	Other Charges - Neighborhoods
64.7180	Other Charges - Recognition
64.7190	Other Charges - Youth Commision
64.7200	Other Charges - Mayor`s Recognitions
64.7210	Other Charges - Community Circles
64.7220	Other Charges - Sun Street Center
65	Debt Service
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
66	Capital Outlays
66.1000	Capital Outlays - Land
66.2000	Capital Outlays - Buildings
66.3000	Capital Outlays - Building Improvements
66.3010	Capital Outlays - Remodeling & Alteration
66.3500	Capital Outlays - Acquisition/Predevelopment
66.4000	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

CHART OF ACCOUNTS

EXPENDITURE BY OBJECT

<u>Account Number</u>	<u>Description</u>
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
67	Stores Sales
67.0000	Stores Sales - Stores Sales
67.1000	Stores Sales - Stores Purchases
68	Deferred Comp
68.1010	Deferred Comp - Def Comp TD Costs/Losses On Inv
68.1020	Deferred Comp - Def Comp - Trust Deed Mgmt Fee
68.1030	Deferred Comp - Deferred Comp Refunds
68.1040	Deferred Comp - Def Comp Interagency Transfer
68.1050	Deferred Comp - T/D Separation
69	Financial Assistance
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
69.1221	Financial Assistance - Girls Inc of the Central Coast
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)
69.1262	Financial Assistance - Community Homeless Solutions
69.1270	Financial Assistance - Comm Human Services Project
69.1280	Financial Assistance - CSUMB
69.1290	Financial Assistance - First Mayor`s House
69.1300	Financial Assistance - Food Bank
69.1310	Financial Assistance - Franciscan Workers
69.1320	Financial Assistance - Gateway Apartments
69.1330	Financial Assistance - Girl Scouts of Monterey Bay
69.1340	Financial Assistance - Green Vehicles
69.1350	Financial Assistance - Grid Alternatives

CHART OF ACCOUNTS

EXPENDITURE BY OBJECT

<u>Account Number</u>	<u>Description</u>
69.1351	Financial Assistance - Multi Family Housing
69.1360	Financial Assistance - Grow Salinas
69.1361	Financial Assistance - Eden Council Hope & Opportunity
69.1370	Financial Assistance - Housing Resource Center
69.1380	Financial Assistance - Housing Resource Ctr of MoCo
69.1390	Financial Assistance - Interim-Mental Health Wellness
69.1400	Financial Assistance - Lagunas Haciendas
69.1402	Financial Assistance - Lagunas Haciendas Phase 3
69.1410	Financial Assistance - Legal Services for Seniors
69.1420	Financial Assistance - Meals on Wheels
69.1421	Financial Assistance - Methodist Church
69.1430	Financial Assistance - Monterey Co-Sheriff's Office
69.1440	Financial Assistance - Monterey County
69.1450	Financial Assistance - Monterey County Dist Atty
69.1460	Financial Assistance - Monterey County Probation Dept
69.1461	Financial Assistance - Monterey Co Office of Education
69.1470	Financial Assistance - NCCD
69.1480	Financial Assistance - Ombudsman (Alliance on Aging)
69.1490	Financial Assistance - Partners for Peace
69.1500	Financial Assistance - Peacock Acres Inc.
69.1510	Financial Assistance - Project Sentinel
69.1511	Financial Assistance - Rancho Cielo
69.1520	Financial Assistance - Rebuilding Together
69.1530	Financial Assistance - Salinas Police Activity League
69.1533	Financial Assistance - San Benito County
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
69.1582	Financial Assistance - Sun Street Center
69.1590	Financial Assistance - United Farm Workers Foundation
69.1600	Financial Assistance - Vista De La Terraza
69.1610	Financial Assistance - Vista de la Terraza (Carr Ave)
69.1620	Financial Assistance - Wesley Oaks Subdivision
69.1630	Financial Assistance - YWCA of Monterey County
69.1640	Financial Assistance - Monterey College of Law
69.7140	Financial Assistance - Girls Inc of Central Coast
95	Transfers Out
95.1000	Transfers Out - General Fund
95.1100	Transfers Out - Measure V
95.2404	Transfers Out - Gas Tax - Motor Vehicle Fuel Tax
95.2501	Transfers Out - Emergency Medical Service Fund
95.2503	Transfers Out - Traffic Safety
95.2504	Transfers Out - Vehicle Abatement
95.2602	Transfers Out - HSA - Affordable Housing

CHART OF ACCOUNTS

EXPENDITURE BY OBJECT

<u>Account Number</u>	<u>Description</u>
95.2930	Transfers Out - Home Investment Partnership
95.3256	Transfers Out - First Five Monterey County
95.3281	Transfers Out - CalGRIP 821-14 &15
95.4101	Transfers Out - 1997 COPs
95.4102	Transfers Out - 1999 COPs
95.4103	Transfers Out - Steinbeck Ctr Debt Service
95.4104	Transfers Out - 2014 COP Consolidation
95.4106	Transfers Out - Energy Efficient Debt Svc
95.4108	Transfers Out - Energy Efficient Debt Svc
95.4109	Transfers Out - 2015 Refunding COP 2005 A & B
95.5203	Transfers Out - Special Const Assist - Others
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
95.6803	Transfers Out - Parking Enforcement
95.6900	Transfers Out - Permit Services
95.7101	Transfers Out - Int Serv - Administration
95.7102	Transfers Out - Int Serv - Insurances
95.7103	Transfers Out - Int Serv - Workers Comp
95.7104	Transfers Out - Int Serv - General Liability
95.7120	Transfers Out - Int Serv - Fleet Maint
95.8702	Transfers Out - Deferred Comp Separations
95.8704	Transfers Out - Deferred Comp - CCFCU
95.8801	Transfers Out - Trust Deposits
95.8802	Transfers Out - Community Center Deposits
95.8914	Transfers Out - RORF-Redev Obligation Retirement
95.8915	Transfers Out - Successor Agency

CHART OF ACCOUNTS

REVENUE BY OBJECT

<u>Account Number</u>	<u>Description</u>
50	Taxes
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
50.2045	Taxes - Excise Tax - Cannabis
50.2050	Taxes - City of Salinas-SB 172
50.2060	Taxes - Utility Users
50.2070	Taxes - Transient Occupancy
50.2080	Taxes - Business License
50.2081	Taxes - Cannabis Business License
50.2090	Taxes - Business Lic Surcharge
51	Franchise Fees
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
52	Licenses & Permits
52.1205	Licenses & Permits - Cannabis Permit-New Application
52.1206	Licenses & Permits - Cannabis Permit-Amendment Major
52.1207	Licenses & Permits - Cannabis Permit-Amendment Minor
52.1208	Licenses & Permits - Cannabis Permit-Amendment Admin
52.1209	Licenses & Permits - Cannabis Permit-Renewal
52.1210	Licenses & Permits - Cannabis Permit-Appeal
52.3010	Licenses & Permits - Mechanical Permits
52.3020	Licenses & Permits - Building Permits
52.3030	Licenses & Permits - Plumbing Permits
52.3040	Licenses & Permits - Electrical Permits
52.3050	Licenses & Permits - Encroachment Permits
52.3060	Licenses & Permits - Re-Roofing Permits
52.3070	Licenses & Permits - Building Demolition Permit

CHART OF ACCOUNTS

REVENUE BY OBJECT

Account Number	Description
52.3080	Licenses & Permits - Building Permit Surcharge
52.4010	Licenses & Permits - Animal Licenses
52.4020	Licenses & Permits - Bicycle Licenses
52.4030	Licenses & Permits - Pawn Broker/False Alarm Renewal
52.5010	Licenses & Permits - Parking Lot Permits
52.5020	Licenses & Permits - Salinas St Garage Permits
52.5030	Licenses & Permits - Garage Sale Permits
52.5040	Licenses & Permits - Monterey St Garage Permits
52.5050	Licenses & Permits - Transportation Permits
52.5060	Licenses & Permits - Preferential Permits
52.5070	Licenses & Permits - Monterey St Garage - Hourly
52.5075	Licenses & Permits - Parking Validation
52.8010	Licenses & Permits - Other Licenses & Permits
52.8015	Licenses & Permits - Cannabis Business Admin Permit
53	Fines and Forfeits
53.3010	Fines and Forfeits - Code Enforcement Violations
53.3012	Fines and Forfeits - NPDES Citations
53.4010	Fines and Forfeits - Vehicle Code Fines
53.4020	Fines and Forfeits - Parking Fines
53.8010	Fines and Forfeits - General Code Fines
54	Use of money and property
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
55	Intergovernmental
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)

CHART OF ACCOUNTS

REVENUE BY OBJECT

Account Number	Description
55.4073	Intergovernmental - Measure X - TAMC
55.4083	Intergovernmental - Emergency Radio Mitigation Fee
55.4202	Intergovernmental - State Fire Reimbursement
55.4212	Intergovernmental - State Office of Emergency Svs
55.4222	Intergovernmental - Post Training Reimbursement
55.4232	Intergovernmental - State Seizure Reimbursement
55.4242	Intergovernmental - Abandoned Vehicle Abatement
55.4252	Intergovernmental - Supp Law Enforcement (AB 3229)
55.4292	Intergovernmental - SB1 Loan Repayment
55.4501	Intergovernmental - Federal Reimbursements
55.5013	Intergovernmental - Air District
55.5023	Intergovernmental - MRWPCA
55.5033	Intergovernmental - City Industrial Waste Facility
55.5043	Intergovernmental - Alisal Steinbeck Park Maint.
55.5053	Intergovernmental - Developers Contributions
55.5063	Intergovernmental - Construction Assistance Others
55.5073	Intergovernmental - Monterey County
55.5074	Intergovernmental - Other Agencies
55.5083	Intergovernmental - Developers-FGA West
55.5093	Intergovernmental - Developers-FGA Central
55.5103	Intergovernmental - Developers-FGA East
55.5104	Intergovernmental - Developers-Cloverfield
55.5202	Intergovernmental - State Gas Tax - 2106
55.5212	Intergovernmental - State Gas Tax - 2107
55.5222	Intergovernmental - State Gas Tax - 2107.5
55.5232	Intergovernmental - Other State Grant & Reimb
55.5242	Intergovernmental - Rebates/Refunds & Reimb
55.5252	Intergovernmental - State Gas Tax - 2105 (P-111)
55.5262	Intergovernmental - State Gas Tax - 2103 (TCR)
55.5272	Intergovernmental - Regional Surface Transp Program
55.5274	Intergovernmental - State Air Resources Board
55.5282	Intergovernmental - State Highway Maintenance
55.5292	Intergovernmental - SB1 Road Maintenance & Rehab
55.5501	Intergovernmental - Federal Aid - Airport
55.5511	Intergovernmental - Other Federal Grant
55.5521	Intergovernmental - Federal TEA
55.6202	Intergovernmental - CLSB Direct Loan Fund
55.6212	Intergovernmental - Public Library Fund
55.6222	Intergovernmental - State CLSA Literacy Grant
55.7013	Intergovernmental - Packard Foundation
55.7202	Intergovernmental - State Aid - Airport
55.7212	Intergovernmental - State Traffic Grant (Federal)
55.7222	Intergovernmental - BSCC Grant
55.7232	Intergovernmental - Cal EMA
55.7501	Intergovernmental - Block Grant
55.7511	Intergovernmental - SAFER-FEMA Grant Reimb
55.7521	Intergovernmental - HOME Inv Partnership (HUD)

CHART OF ACCOUNTS

REVENUE BY OBJECT

Account Number	Description
55.7531	Intergovernmental - Emergency Solutions Grant
55.7541	Intergovernmental - Federal BJA
55.7545	Intergovernmental - Federal Homeland Security
55.7551	Intergovernmental - Economic Development Grant
55.7561	Intergovernmental - COPS Grant Reimbursement
55.8013	Intergovernmental - County Housing In-Lieu
55.8014	Intergovernmental - Local Agency Reimbursement
55.8023	Intergovernmental - Library Contributions
55.8033	Intergovernmental - Mo Co Superintendent of School
55.8202	Intergovernmental - Motor Vehicle In-Lieu
55.8212	Intergovernmental - State Mandated Costs
55.8222	Intergovernmental - CA Endowment
55.8223	Intergovernmental - Disaster Reimbursements
56	Charges for Services
56.1010	Charges for Services - Minute/Agenda Sales Fee
56.1020	Charges for Services - Candidate Filing Fees
56.1140	Charges for Services - Legal Services
56.1141	Charges for Services - Cannabis Work Permit Fee
56.2010	Charges for Services - Bus License Applic Review Fees
56.2020	Charges for Services - Returned Check Charges
56.2030	Charges for Services - Credit Card Convenience Fee
56.3010	Charges for Services - Tentative Map Review Fees
56.3020	Charges for Services - Minor Subdivision Review Fees
56.3030	Charges for Services - Development Agreement
56.3040	Charges for Services - General Plan Amendment Fees
56.3050	Charges for Services - General Plan/Zoning Fees
56.3060	Charges for Services - Rezoning/Prezoning Fees
56.3070	Charges for Services - Planning Decision Appeal
56.3080	Charges for Services - Conditional Use Permit Fee
56.3090	Charges for Services - Prelim Project Review Fee
56.3100	Charges for Services - Planned Unit Development Fee
56.3110	Charges for Services - Freeway Sign Plan Amend Fees
56.3120	Charges for Services - Architectural Review Charges
56.3130	Charges for Services - Environment Assessment Fee
56.3140	Charges for Services - Environment Impact Report Fee
56.3150	Charges for Services - Annexation Review Fee
56.3160	Charges for Services - Temporary Use of Land Review
56.3170	Charges for Services - Sign Review & Permits
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

CHART OF ACCOUNTS

REVENUE BY OBJECT

Account Number	Description
56.3270	Charges for Services - Home Occupation Permits
56.3280	Charges for Services - Fire Plan Check Fee-Permit Ctr
56.3290	Charges for Services - Other Planning Fees
56.3400	Charges for Services - Building Plan Check Fees
56.3410	Charges for Services - Special Building Inspection
56.3420	Charges for Services - Reinspection Service
56.3430	Charges for Services - Residential Report
56.3440	Charges for Services - Microfilm Fee
56.3450	Charges for Services - Special Code Inspection
56.3460	Charges for Services - Other Building Fees
56.4010	Charges for Services - Bingo License Application Fee
56.4020	Charges for Services - Special Police Service Fees
56.4030	Charges for Services - Police Report Fees
56.4040	Charges for Services - Police False Alarm Fees
56.4050	Charges for Services - Vehicle Fix-it-ticket Sign Off
56.4060	Charges for Services - Fingerprint Fees
56.4070	Charges for Services - Card Room Fees
56.4080	Charges for Services - Police Photo Charges
56.4090	Charges for Services - Animal Shelter Fees
56.4100	Charges for Services - Noise Regulation Fees
56.4110	Charges for Services - Special Event - Police
56.4120	Charges for Services - Police Record Review Charges
56.4130	Charges for Services - Vehicle ID Number Check
56.4140	Charges for Services - Abandon Vehicle Abatement Fee
56.4150	Charges for Services - Firearm Dealers
56.4160	Charges for Services - Booking Fees Charges
56.4161	Charges for Services - Tobacco Retailer Lic Fee Mo. Co.
56.4170	Charges for Services - Vehicle Release Fees (Towing)
56.4180	Charges for Services - Vehicle Impound Fee (Towing)
56.4190	Charges for Services - Animal Shelter Citation Fees
56.4410	Charges for Services - Rural Fire Service
56.4420	Charges for Services - Emergency Medical Service
56.4430	Charges for Services - Fire Code Mandated Insp Fee
56.4440	Charges for Services - State Mandated Inspection Fees
56.4450	Charges for Services - Fire Plan Check Fee-Fire Dept
56.4460	Charges for Services - Special Fire Permits
56.4470	Charges for Services - Structural Fire Report Fees
56.4480	Charges for Services - Fireworks Fees
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

CHART OF ACCOUNTS

REVENUE BY OBJECT

Account Number	Description
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
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
56.8035	Charges for Services - Cannabis Monitoring Fee
56.8040	Charges for Services - Cost of Issuance/Monitoring Fees
56.8050	Charges for Services - Research Fees
56.8060	Charges for Services - Copying Fees
56.8070	Charges for Services - Holiday Parade of Lights

CHART OF ACCOUNTS

REVENUE BY OBJECT

<u>Account Number</u>	<u>Description</u>
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
57	Other Revenue
57.1010	Other Revenue - Workers Comp Premiums
57.1020	Other Revenue - Workers Comp Reimb
57.1030	Other Revenue - CalPERS Ind Disability Reimb
57.1040	Other Revenue - Liability Insurance
57.1050	Other Revenue - Unreimbursed Medical Contrib
57.1060	Other Revenue - Miscellaneous Insurances
57.1410	Other Revenue - Legal Code Enforcement Recovery
57.2010	Other Revenue - Deferred Compensation
57.2011	Other Revenue - Deferred Compensation - PY
57.2020	Other Revenue - Separations - Trust Deeds
57.2030	Other Revenue - Trust Deed Fee
57.3010	Other Revenue - Other 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
57.8010	Other Revenue - Unclaimed Property Sales
57.8020	Other Revenue - Surplus Property
57.8030	Other Revenue - Land & Building Sale
57.8031	Other Revenue - Land Sale
57.8040	Other Revenue - Loss/Damage Reimb
57.8050	Other Revenue - Miscellaneous Receipts
57.8060	Other Revenue - Business Impvt Dist Assess
57.8070	Other Revenue - Grants & Contributions
57.8080	Other Revenue - Miscellaneous Deposits
57.8090	Other Revenue - Spayed/Neutered Fees
57.8100	Other Revenue - Insurance Reimb
57.8110	Other Revenue - Weed 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

CHART OF ACCOUNTS

REVENUE BY OBJECT

Account Number	Description
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
57.8480	Other Revenue - Cal Ema PSN
57.8490	Other Revenue - Animal Shelter Donations
57.8500	Other Revenue - Spay/Neuter Voucher Prog
57.8510	Other Revenue - KDF Tenant Services
57.8520	Other Revenue - Fire Training
57.8530	Other Revenue - Body Worn Cameras (MPF)
57.8540	Other Revenue - Public Agency Dues
57.8550	Other Revenue - EZ Voucher Fees
57.8560	Other Revenue - Airport Cardlock Deposits
57.8570	Other Revenue - Deposits-Permit Center
57.8575	Other Revenue - Deposits-Public Works
57.8580	Other Revenue - Deposits-Planning
57.8590	Other Revenue - Dependent Care Contributions
57.8600	Other Revenue - Health Ins
57.8605	Other Revenue - PERS Retirement Cost Share

CHART OF ACCOUNTS

REVENUE BY OBJECT

Account Number	Description
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
58	Other Financing Sources
58.8010	Other Financing Sources - Loans/Lease Proceeds
58.8011	Other Financing Sources - Loan Proceeds
58.8013	Other Financing Sources - Bond Proceeds 2016 Re-Assessment
90	Transfers In
90.1000	Transfers In - General Fund
90.1100	Transfers In - Measure V
90.1200	Transfers In - Measure G
90.1300	Transfers In - Measure X
90.2032	Transfers In - Dev Fees - Park & Playgrounds
90.2104	Transfers In - Airport Bus Park Maint Dist
90.2105	Transfers In - N.E. Landscape MD
90.2106	Transfers In - Harden ranch M.D.
90.2107	Transfers In - Vista Nueva M.D.
90.2108	Transfers In - Miramonte Landscape M.D.
90.2109	Transfers In - Monte Bella Maint District
90.2301	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
90.2502	Transfers In - Asset Seizure
90.2503	Transfers In - Traffic Safety
90.2505	Transfers In - Rec Park Fund
90.2510	Transfers In - Measure X - TAMC
90.2511	Transfers In - SB1 Road Maintenance & Rehab
90.2910	Transfers In - CDBG
90.3106	Transfers In - Homeland Security
90.3113	Transfers In - Relocation and Contingencies
90.3115	Transfers In - Asst to Firefighters Grant
90.3116	Transfers In - COPS NGEN Grant
90.3256	Transfers In - First Five Monterey Co
90.4101	Transfers In - 1997 COPs
90.4103	Transfers In - Steinbeck COP
90.4104	Transfers In - 2014 COP Consolidated

CHART OF ACCOUNTS

REVENUE BY OBJECT

<u>Account Number</u>	<u>Description</u>
90.4108	Transfers In - Energy Improvement
90.4109	Transfers In - 2015 Refunding COP 2005 A & B
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 - Industrial 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
90.6900	Transfers In - Permit Services
90.8701	Transfers In - Deferred Comp - Trust Deeds
90.8702	Transfers In - Deferred Comp - Separations
90.8801	Transfers In - Trust Deposits
90.8803	Transfers In - Sherwood Hall Deposits
90.8807	Transfers In - Payroll Deposits Fund
90.8914	Transfers In - RORF-Redev Obligation Retirement
90.8915	Transfers In - Successor Agency



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SALARY SCHEDULE

City of Salinas
Classification - Salary Schedule
As of July 1, 2018

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
- 29 Temporary

11.1000 City Mayor 369.2300 Bi-weekly Pay
11.1001 City Council 276.9200 Bi-weekly Pay

		Step 1	Step 2	Step 3	Step 4	Step 5
12.1005	City Manager	114.0281				
13.1010	City Attorney	95.8917				
14.1014	Assistant Chief of Police	77.7738	81.6649	85.7511	90.0324	94.5386
16.1037	Assistant City Manager	80.8835	84.9306	89.1792	93.6358	98.3197
14.1034	Assistant Development Dir	54.7292	57.4670	60.3410	63.3568	66.5265
14.1013	Chief of Police	77.7289	81.6173	85.6961	89.9828	94.4828
14.1022	Community Development Dir	65.9045	69.2019	72.6568	76.2935	80.1061
14.1031	Deputy PW Dir/City Engr	58.0288	60.9323	63.9837	67.1829	70.5416
14.1025	Finance Director	64.6255	67.8562	71.2445	74.8086	78.5484
14.1016	Fire Chief	78.9364	82.8884	87.0342	91.3863	95.9565
14.1027	Human Resources Director	63.3708	66.5410	69.8685	73.3660	77.0330
14.1028	Lib/Community Svc Dir	63.3708	66.5410	69.8685	73.3660	77.0330
14.1019	Public Works Director	65.9045	69.2020	72.6568	76.2936	80.1062

SALARY SCHEDULE

City of Salinas
Classification - Salary Schedule
As of July 1, 2018

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
17.2006	Accounting Manager	39.6758	41.6678	43.7480	45.9355	48.2300	50.6443
26.7046	Administrative Aide	23.9984	25.1961	26.4569	27.7807	29.1676	30.6236
26.7001	Administrative Analyst I	28.8838	30.3274	31.8464	33.4351	35.1119	36.8708
26.7091	Administrative Clerk I	15.0282	15.7783	16.5663	17.3921	18.2684	19.1760
26.7086	Administrative Clerk II	15.7783	16.5663	17.3921	18.2684	19.1760	20.1342
26.7041	Administrative Secretary	23.9984	25.1961	26.4569	27.7807	29.1676	30.6236
15.1121	Airport Manager	44.1767	46.3830	48.7028	51.1360	53.6954	56.3871
25.5376	Airport Operations Supv	32.7985	34.4374	36.1647	37.9739	39.8713	41.8696
26.4071	Animal Care Tech	20.7268	21.7667	22.8575	23.9984	25.1961	26.4569
26.4056	Animal Control Officer	21.9875	23.0843	24.2381	25.4483	26.7216	28.0581
15.4032	Animal Services Administrator	48.9234	51.3710	53.9417	56.6355	59.4705	62.4471
26.4046	Animal Services Supv	25.4483	26.7216	28.0581	29.4575	30.9326	32.4769
26.4086	Animal Servs Office Asst	18.5330	19.4597	20.4305	21.4518	22.5234	23.6516
16.1101	Assistant City Attorney	58.0514	60.9573	64.0083	67.2106	70.5705	74.0944
26.5031	Assistant Engineer	33.7692	35.4586	37.2299	39.0959	41.0501	43.1050
26.3041	Assistant Planner	31.5377	33.1199	34.7779	36.5175	38.3459	40.2621
15.5021	Associate Engineer	40.4575	42.4811	44.6053	46.8369	49.1756	51.6341
15.3021	Associate Planner	35.2821	37.0472	38.9005	40.8483	42.8908	45.0340
17.2001	Asst Finance Director	45.9355	48.2300	50.6443	53.1722	55.8387	58.6250
15.5001	Asst Public Works Director	50.1465	52.6553	55.2902	58.0514	60.9573	64.0083
15.5002	Asst PW Director/City Engineer	55.8185	58.6128	61.5464	64.6255	67.8562	71.2445
26.3036	Asst Redev Project Mgr	33.7692	35.4586	37.2299	39.0959	41.0501	43.1050
18.4521	Battalion Chief EMS/Trng-40 Hour	57.2036	60.0579	63.0608	66.2189	69.5316	73.0123
18.4526	Battalion Chief EMS/Trng-56 Hour	40.8597	42.8985	45.0434	47.2991	49.6643	52.1516
18.4506	Battalion Chief-40 Hours	57.2036	60.0579	63.0608	66.2189	69.5316	73.0123
18.4511	Battalion Chief-56 Hours	40.8597	42.8985	45.0434	47.2991	49.6643	52.1516
18.4516	BC/Fire Marshal	57.2036	60.0579	63.0608	66.2189	69.5316	73.0123
18.4517	BC/Fire Marshal-56 Hours	40.8597	42.8985	45.0434	47.2991	49.6643	52.1516
26.3126	Bldg Permit Spec	31.0838	32.6408	34.2735	35.9882	37.7910	39.6758
26.2131	Central Services Tech	21.8741	22.9709	24.1181	25.3222	26.5892	27.9194
16.1131	City Clerk	41.6678	43.7480	45.9355	48.2300	50.6443	53.1722
15.3104	Code Enforcement Manager	41.0501	43.1050	45.2609	47.5241	49.8942	52.3905
26.3151	Code Enforcement Officer I	28.1967	29.6024	31.0838	32.6408	34.2735	35.9883
26.3136	Code Enforcement Officer II	30.9326	32.4769	34.1033	35.8117	37.6019	39.4867
26.3131	Comb Bldg Inspector II	30.9326	32.4769	34.1033	35.8117	37.6019	39.4867
26.3141	Combo Bldg Insp I	28.1967	29.6024	31.0838	32.6408	34.2735	35.9882
15.3016	Comm Dev Admin Supervisor	35.9715	37.7673	39.6614	41.6479	43.7266	45.9098
25.5411	Comm Facilities Svr Wkr	18.6213	19.5541	20.5250	21.5526	22.6368	23.7651
26.3051	Comm Improve Asst	24.7169	25.9461	27.2448	28.6064	30.0374	31.5377
15.3031	Community Dev Analyst	34.1033	35.8117	37.6019	39.4867	41.4599	43.5337
15.6007	Community Education Mgr	34.4374	36.1647	37.9739	39.8713	41.8696	43.9624
15.1146	Community Safety Admin	37.7910	39.6758	41.6678	43.7480	45.9355	48.2300
27.7016	Community Safety Assist	25.1961	26.4569	27.7807	29.1676	30.6236	32.1556
26.7003	Community Safety Program Coord	28.8838	30.3274	31.8464	33.4351	35.1119	36.8708
26.4066	Community Service Officer	21.9875	23.0843	24.2381	25.4483	26.7216	28.0581
15.6101	Community Services Manager	35.8117	37.6019	39.4867	41.4599	43.5337	45.7086
26.2126	Computer Operator	27.5096	28.8838	30.3274	31.8464	33.4351	35.1119
15.2108	Computer Systems Administrator	46.6100	48.9423	51.3882	53.9540	56.6582	59.4886

SALARY SCHEDULE

City of Salinas
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	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
27.7061	Confidential Office Technician	21.9875	23.0843	24.2381	25.4483	26.7216	28.0581
15.5026	Const Inspector Supv	35.6352	37.4190	39.2913	41.2581	43.3193	45.4816
26.5051	Construction Inspector	28.1967	29.6024	31.0838	32.6408	34.2735	35.9882
15.4028	Crime Analyst	36.5175	38.3459	40.2621	42.2794	44.3910	46.6100
21.4016	Criminalist	47.9790	50.3829	52.8959	55.5440	58.3268	61.2384
27.2036	Deferred Comp Technician	26.3245	27.6420	29.0225	30.4723	31.9978	33.5990
20.4001	Deputy Chief of Police	71.5558	75.1327	78.8943	82.8404	86.9828	91.3328
16.1146	Deputy City Attorney	37.5693	39.4500	41.4231	43.4943	45.6635	47.9481
16.1141	Deputy City Attorney II	39.4707	41.4450	43.5174	45.6945	47.9762	50.3747
27.7021	Deputy City Clerk	25.1961	26.4569	27.7807	29.1676	30.6236	32.1556
15.5441	Deputy Dir of Envir/Maint	48.9234	51.3710	53.9417	56.6355	59.4705	62.4471
18.4501	Deputy Fire Chief	64.6106	67.8397	71.2364	74.8012	78.5403	82.4667
15.6001	Deputy Librarian	37.7910	39.6758	41.6678	43.7480	45.9355	48.2300
15.1126	Economic Development Mgr	42.4811	44.6053	46.8369	49.1756	51.6341	54.2184
18.4531	Emergency Med Svcs Offcr	48.6857	51.1139	53.6711	56.3576	59.1798	62.1373
26.5071	Engineering Aide I	21.8741	22.9709	24.1181	25.3222	26.5892	27.9195
26.5066	Engineering Aide II	24.1181	25.3222	26.5892	27.9194	29.3124	30.7749
26.5056	EngineeringTech	26.5892	27.9194	29.3124	30.7749	32.3195	33.9331
26.5431	Env Compliance Insp I	28.1967	29.6024	31.0838	32.6408	34.2735	35.9882
26.5426	Env Compliance Insp II	30.9326	32.4769	34.1033	35.8117	37.6019	39.4867
15.5421	Environ Resource Planner	40.6529	42.6891	44.8198	47.0575	49.4151	51.8799
25.5361	Equipment Inventory Tech	23.3113	24.4775	25.6941	26.9801	28.3355	29.7474
23.5341	Equipment Mech Crew Sup	33.4415	35.1126	36.8737	38.7184	40.6530	42.6905
25.5366	Equipment Mechanic I	21.9875	23.0843	24.2381	25.4483	26.7216	28.0581
25.5356	Equipment Mechanic II	24.2381	25.4483	26.7216	28.0581	29.4575	30.9326
26.4061	Evidence Technician	21.9875	23.0843	24.2381	25.4483	26.7216	28.0581
27.7006	Executive Assistant	26.9801	28.3355	29.7474	31.2351	32.7985	34.4374
15.5382	Facilities Maintenance Manager	41.0501	43.1050	45.2609	47.5241	49.8942	52.3905
24.5381	Facility Maint Mech Crew Sup	33.4415	35.1126	36.8737	38.7184	40.6530	42.6905
25.5396	Facility Maint Mechanic	21.5526	22.6368	23.7651	24.9502	26.1984	27.5096
25.5401	Facility Maint Worker	20.2288	21.2436	22.3090	23.4247	24.5972	25.8202
19.4576	FF Hired Post 9/2013-40 Hours	33.7367	35.4255	37.1977	39.0599	41.0119	43.0667
19.4586	FF/Prmdc Hire Post 9/2013-40Hour	33.7367	35.4255	37.1977	39.0599	41.0119	43.0667
19.4591	FF/Prmdc Hire Post 9/2013-56Hour	24.0977	25.3039	26.5697	27.8999	29.2943	30.7619
19.4566	FF/Prmdc Hire Pre 9/2013-40 Hour	35.4255	37.1977	39.0599	41.0119	43.0667	45.2177
19.4571	FF/Prmdc Hired Pre 9/2013-56Hour	25.3039	26.5697	27.8999	29.2943	30.7619	32.2984
19.4581	FF-Hired Post 9/2013-56 Hours	24.0977	25.3039	26.5697	27.8999	29.2943	30.7619
19.4556	FF-Hired Pre 9/2013-40 Hours	35.4255	37.1977	39.0599	41.0119	43.0667	45.2177
19.4561	FF-Hired Pre 9/2013-56 Hours	25.3039	26.5697	27.8999	29.2943	30.7619	32.2984
19.4536	Fire Captain-40 Hours	44.3445	46.5599	48.8906	51.3308	53.8991	56.5961
19.4541	Fire Captain-56 Hours	31.6746	33.2570	34.9218	36.6648	38.4993	40.4258
19.4546	Fire Engineer-40 Hours	39.0599	41.0119	43.0667	45.2177	47.4781	49.8538
19.4551	Fire Engineer-56 Hours	27.8999	29.2943	30.7619	32.2984	33.9129	35.6099
19.4601	Fire Fighter Recruit-56 Hours	23.0565	24.2123	25.4233	26.6983	28.0329	29.4364
26.4606	Fire Inspector	29.4575	30.9326	32.4769	34.1033	35.8117	37.6019
19.4596	Firefighter Recruit-40 Hours	32.2791	33.8973	35.5925	37.3776	39.2461	41.2109
23.5383	Fleet Analyst	33.4415	35.1126	36.8737	38.7184	40.6530	42.6905
15.5336	Fleet Maintenance Manager	41.0501	43.1050	45.2609	47.5241	49.8942	52.3905

SALARY SCHEDULE

City of Salinas
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	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
15.5016	GIS Administrator	40.6529	42.6891	44.8198	47.0575	49.4151	51.8799
26.5063	GIS Technician	24.1181	25.3222	26.5892	27.9194	29.3124	30.7749
26.3046	Housing Rehab Specialist	29.4575	30.9326	32.4769	34.1033	35.8117	37.6019
15.3026	Housing Services Supv	35.2821	37.0472	38.9005	40.8483	42.8908	45.0340
16.1166	Human Resource Analyst I	33.9331	35.6352	37.4190	39.2913	41.2581	43.3194
16.1161	Human Resource Analyst II	35.6352	37.4190	39.2913	41.2581	43.3193	45.4816
27.7051	Human Resource Technician	22.6368	23.7651	24.9502	26.1984	27.5096	28.8838
17.1106	Human Resources Officer	52.9137	55.5613	58.3414	61.2598	64.3236	67.5384
15.2101	Information Systems Mgr	47.7573	50.1465	52.6553	55.2902	58.0514	60.9573
25.5466	Inmate Crew Coordinator	25.3222	26.5892	27.9194	29.3124	30.7749	32.3195
15.2111	Integration/Appl Admin	46.6100	48.9423	51.3882	53.9540	56.6582	59.4886
25.5358	Inventory Technician	24.2381	25.4483	26.7216	28.0581	29.4575	30.9326
26.5036	Junior Engineer	30.6236	32.1556	33.7692	35.4586	37.2299	39.0959
26.5059	Labor Compliance Officer I	24.9502	26.1984	27.5096	28.8838	30.3274	31.8465
26.4041	Latent Fingerprint Tech	28.0581	29.4575	30.9326	32.4769	34.1033	35.8117
27.7011	Legal Secretary	25.1961	26.4569	27.7807	29.1676	30.6236	32.1556
26.6024	Lib Automation Svc Coord	28.3244	29.7432	31.2279	32.8021	34.4343	36.1556
26.6031	Librarian I	23.6516	24.8368	26.0723	27.3772	28.7452	30.1824
26.6026	Librarian II	25.4483	26.7216	28.0581	29.4575	30.9326	32.4769
26.6066	Library Aide	12.1284	12.7337	13.3703	14.0321	14.7382	15.4695
26.6056	Library Clerk	16.5663	17.3921	18.2684	19.1760	20.1342	21.1428
26.6071	Library Page	11.4923	12.0680	12.6682	13.2986	13.9652	14.6623
26.6051	Library Technician	18.8041	19.7434	20.7268	21.7667	22.8575	23.9984
26.6046	Literacy Asst	18.8041	19.7434	20.7268	21.7667	22.8575	23.9984
26.6061	Literacy Clerk	16.5663	17.3921	18.2684	19.1760	20.1342	21.1428
15.6016	Literacy Program Mgr	33.4376	35.1104	36.8693	38.7081	40.6515	42.6810
26.6041	Literacy Specialist	20.7268	21.7667	22.8575	23.9984	25.1961	26.4569
15.5384	Maintenance Manager	41.0501	43.1050	45.2609	47.5241	49.8942	52.3905
15.4030	Management Analyst	36.8707	38.7114	40.6529	42.6891	44.8198	47.0575
15.6017	Marketing & Development Coord	34.2735	35.9882	37.7910	39.6758	41.6678	43.7480
25.5481	Motor Sweeper Operator	22.9709	24.1181	25.3222	26.5892	27.9194	29.3124
26.6106	Neighborhood Svcs Coord	28.8838	30.3274	31.8464	33.4351	35.1119	36.8708
25.5499	Neighborhood Svcs Worker	18.7095	19.6425	20.6259	21.6597	22.7439	23.8787
15.2106	Network/Sys Administrator	46.6100	48.9423	51.3882	53.9540	56.6582	59.4886
26.2124	Network/System Specialist	29.1609	30.6217	32.1491	33.7615	35.4526	37.2225
15.5423	NPDES Permit Manager	40.6529	42.6891	44.8198	47.0575	49.4151	51.8799
26.7081	Office Assistant	18.5330	19.4597	20.4305	21.4518	22.5234	23.6516
26.7061	Office Technician	21.9875	23.0843	24.2381	25.4483	26.7216	28.0581
23.5456	P.S. Maint Crew Supv	33.4415	35.1126	36.8737	38.7184	40.6530	42.6905
15.5301	Park Grnds Frstry Ops Mgr	41.0501	43.1050	45.2609	47.5241	49.8942	52.3905
24.5311	Park Maint Crew Supv	33.4415	35.1126	36.8737	38.7184	40.6530	42.6905
25.5331	Park Maint Worker	20.2288	21.2436	22.3090	23.4247	24.5972	25.8202
26.5346	Parking Operation Officer	28.1967	29.6024	31.0838	32.6408	34.2735	35.9882
27.2026	Payroll Supervisor	31.9978	33.5990	35.2821	37.0472	38.9005	40.8483
27.2031	Payroll Technician	26.3245	27.6420	29.0225	30.4723	31.9978	33.5990
26.3156	Permit Center Clerk	19.5541	20.5250	21.5526	22.6368	23.7651	24.9502
15.3105	Permit Center Coordinator	33.4351	35.1119	36.8708	38.7115	40.6529	42.6891
15.3101	Permit Ctr Mgr/Bldg Off	50.1465	52.6553	55.2902	58.0514	60.9573	64.0083

SALARY SCHEDULE

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	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
26.3121	Plan Checker I	32.1556	33.7692	35.4586	37.2299	39.0959	41.0501
26.3116	Plan Checker II	34.4374	36.1647	37.9739	39.8713	41.8696	43.9624
15.3001	Planning Manager	47.0575	49.4151	51.8799	54.4771	57.2066	60.0622
26.3056	Planning Technician	24.7169	25.9461	27.2448	28.6064	30.0374	31.5377
26.3146	Plumbing Inspector I	28.1967	29.6024	31.0838	32.6408	34.2735	35.9883
20.4006	Police Commander	67.8077	71.2000	74.7631	78.4972	82.4212	86.5476
21.4021	Police Officer	41.6483	43.7308	45.9160	48.2104	50.6206	53.1529
21.4026	Police Officer-New Hire	39.6622	41.6483	43.7308	45.9160	48.2104	50.6206
15.1171	Police Records Coord	33.4351	35.1119	36.8708	38.7115	40.6529	42.6891
22.4036	Police Recruit	29.5909	30.1642	31.6742	33.2592	34.9253	36.6725
20.4011	Police Sergeant	57.4346	60.3017	63.3206	66.4849	69.8139	73.3074
15.1111	Police Services Admin	50.1465	52.6553	55.2902	58.0514	60.9573	64.0083
26.7076	Police Services Tech	18.5330	19.4597	20.4305	21.4518	22.5234	23.6516
15.6021	Princ Library Technician	26.8386	28.1793	29.5877	31.0697	32.6196	34.2555
15.3006	Principal Planner	43.7266	45.9098	48.2099	50.6145	53.1484	55.8113
26.3037	Project Coordinator	33.7692	35.4586	37.2299	39.0959	41.0501	43.1050
25.4081	Pub Safety Facilities Wkr	18.6213	19.5541	20.5250	21.5526	22.6368	23.7651
15.1136	Pub Works Admin Mgr	40.0489	42.0537	44.1570	46.3650	48.6773	51.1127
15.1151	Pub Works Admin Supv	36.8708	38.7115	40.6529	42.6891	44.8198	47.0575
15.1127	Public Information Officer	43.7266	45.9098	48.2099	50.6145	53.1484	55.8113
25.5491	Public Sc Maint Wkr II	20.6259	21.6597	22.7439	23.8787	25.0702	26.3245
25.5486	Public Serv Maint Wkr III	22.9709	24.1181	25.3222	26.5892	27.9194	29.3124
25.5496	Public Svc Maint Wkr I	18.7095	19.6425	20.6259	21.6597	22.7439	23.8787
25.5471	Public Svc Maint Wkr IV	25.3222	26.5892	27.9194	29.3124	30.7749	32.3195
26.7026	Public Works Assistant	24.7171	25.9462	27.2449	28.6064	30.0374	31.5377
25.5351	Pump Maint Mechanic	24.2381	25.4483	26.7216	28.0581	29.4575	30.9326
26.2051	Purchasing Technician	21.9875	23.0843	24.2381	25.4483	26.7216	28.0581
26.5061	PW Compliance Officer I	24.9502	26.1984	27.5096	28.8838	30.3274	31.8465
26.5046	PW Compliance Officer II	28.1967	29.6024	31.0838	32.6408	34.2735	35.9882
15.6100	Rec/Com Svcs Superintendent	45.2476	47.5145	49.8845	52.3818	55.0063	57.7521
26.6121	Recreation Asst	16.5663	17.3921	18.2684	19.1760	20.1342	21.1428
26.6111	Recreation Coordinator	28.8838	30.3274	31.8464	33.4351	35.1119	36.8708
15.2011	Revenue Officer	32.9560	34.6076	36.3412	38.1564	40.0667	42.0713
26.2048	Revenue Technician	23.1631	24.3161	25.5284	26.7999	28.1363	29.5437
26.7071	Secretary	18.5330	19.4597	20.4305	21.4518	22.5234	23.6516
15.2016	Senior Accountant	32.9560	34.6076	36.3412	38.1564	40.0667	42.0713
25.5391	Senior Airport Technician	24.2381	25.4483	26.7216	28.0581	29.4575	30.9326
15.2021	Senior Buyer	32.9560	34.6076	36.3412	38.1564	40.0667	42.0713
15.5011	Senior Civil Engineer	46.8369	49.1756	51.6341	54.2184	56.9292	59.7785
15.6011	Senior Librarian	34.2735	35.9882	37.7910	39.6758	41.6678	43.7480
15.3103	Senior Plan Check Engineer	46.8369	49.1756	51.6341	54.2184	56.9292	59.7785
15.3011	Senior Planner	40.6529	42.6891	44.8198	47.0575	49.4151	51.8799
26.7056	Senior Police Svc Tech	21.9875	23.0843	24.2381	25.4483	26.7216	28.0581
26.6114	Senior Recreation Assistant	18.5330	19.4597	20.4305	21.4518	22.5234	23.6516
24.5461	SL/Traffic Sig Crew Sup	33.4415	35.1126	36.8737	38.7184	40.6530	42.6905
25.5476	SL/Traffic Signal Tech	22.9709	24.1181	25.3222	26.5892	27.9194	29.3124
26.6116	Sports ProgramAsst	18.5330	19.4597	20.4305	21.4518	22.5234	23.6516
26.2056	Sr Accounting Clerk	21.0357	22.0945	23.1978	24.3577	25.5744	26.8540

SALARY SCHEDULE

City of Salinas
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	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
26.2041 Sr Accounting Technician	25.3222	26.5892	27.9194	29.3124	30.7749	32.3195	
15.3111 Sr Code Enforcement Officer	35.6352	37.4190	39.2913	41.2581	43.3193	45.4816	
15.3106 Sr Combo Bldg Insp	35.6352	37.4190	39.2913	41.2581	43.3193	45.4816	
25.5406 Sr Comm Facilities Svc Wk	19.9388	20.9348	21.9875	23.0843	24.2381	25.4483	
15.3013 Sr Community Development Analyst	36.8707	38.7114	40.6529	42.6891	44.8198	47.0575	
26.5041 Sr Construction Inspector	30.1824	31.6890	33.2775	34.9418	36.6943	38.5285	
16.1116 Sr Deputy City Attorney	46.8369	49.1756	51.6341	54.2184	56.9292	59.7785	
26.4051 Sr Evidence Technician	23.9984	25.1961	26.4569	27.7807	29.1676	30.6236	
25.5386 Sr Facility Maint Mech	24.2381	25.4483	26.7216	28.0581	29.4575	30.9326	
26.6036 Sr Librarian Technician	20.7268	21.7667	22.8575	23.9984	25.1961	26.4569	
15.2116 Sr Programmer/Analyst	40.4487	42.4719	44.5938	46.8261	49.1632	51.6231	
26.2046 Sr Purchasing Technician	25.3222	26.5892	27.9194	29.3124	30.7749	32.3195	
25.5316 Sr Urban Forestry Worker	24.4775	25.6941	26.9801	28.3355	29.7474	31.2351	
25.4076 Sr Vehicle Maint Asst	20.1342	21.1428	22.2019	23.3113	24.4775	25.6941	
15.5451 Street Maintenance Mgr	41.0501	43.1050	45.2609	47.5241	49.8942	52.3905	
26.7005 Street Outreach Specialist	18.5330	19.4597	20.4305	21.4518	22.5234	23.6516	
15.5446 Supt of Maintenance Serv	45.0340	47.2845	49.6483	52.1320	54.7418	57.4777	
26.7036 Supvsg Police Serv Tech	23.9984	25.1961	26.4569	27.7807	29.1676	30.6236	
26.7031 Supvsg Wrk Proc Operator	23.9984	25.1961	26.4569	27.7807	29.1676	30.6236	
15.1156 Technical Serv Coord	36.5175	38.3459	40.2621	42.2794	44.3910	46.6100	
15.6006 Technical Services Mgr	34.4374	36.1647	37.9739	39.8713	41.8696	43.9624	
26.2121 Telecom Svc Tech	30.9326	32.4769	34.1033	35.8117	37.6019	39.4867	
15.5008 Traffic Engineer	46.8369	49.1756	51.6341	54.2184	56.9292	59.7785	
15.5006 Transportation Manager	47.0575	49.4151	51.8799	54.4771	57.2066	60.0622	
23.5306 Urban Forestry Crew Supv	33.4415	35.1126	36.8737	38.7184	40.6530	42.6905	
25.5326 Urban Forestry Worker I	20.9348	21.9875	23.0843	24.2381	25.4483	26.7216	
25.5321 Urban Forestry Worker II	22.2019	23.3113	24.4775	25.6941	26.9801	28.3355	
25.5371 Vehicle Maint Assistant	17.5622	18.4448	19.3651	20.3296	21.3509	22.4161	
15.5416 Wastewater Manager	41.0501	43.1050	45.2609	47.5241	49.8942	52.3905	
25.5436 Wastewater Operator	23.6516	24.8368	26.0723	27.3772	28.7452	30.1824	
26.7066 Word Processing Operator	18.5330	19.4597	20.4305	21.4518	22.5234	23.6516	
Temporary							
29.9003 Accountant	26.6943	28.0269	29.4289	30.9058	32.4519		
29.9006 Administrative Aide	21.1269	22.1828	23.2904	24.4558	25.6789		
29.9011 Administrative Clerk I	13.2289	13.8865	14.5789	15.3115	16.0731		
29.9016 Administrative Intern	11.0423	11.5961	12.1731	13.4193	13.9847		
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	11.4865	12.0578	12.6578	13.2923	13.8780		
29.9036 Animal Control Officer	19.3500	20.3193	21.3346	22.4019	23.5154		
29.9041 Animal Serv Aide	11.4865	12.0578	12.6578	13.2923	13.8780		
29.9042 Animal Services Mgr	32.1346	33.7443	35.4289	37.2058	39.0693		
29.9046 Associate Planner	31.0558	32.6135	34.2461	35.9596	37.7596		
29.9001 Asst Finance Officer	42.4500	44.5731	46.8000	49.1424	51.6058		
29.9051 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	11.4865	12.0578	12.6578	13.2923	13.8780		

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	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
29.9066	Code Enforcement Officer I	24.8135	26.0596	27.3578	28.7250	30.1615	
29.9063	Code Enforcement Officer II	28.3096	29.7231	31.2115	32.7750	34.4135	
29.9076	Comm Ctr Svc Aide	11.5385	12.1154	12.7211	13.3558	13.9471	
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	11.3193	11.8846	12.4789	13.0961	13.6759	
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	
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	
29.9218	Interim Assist Chief of Police	75.8769	79.6731	83.6596	87.8365	92.2328	
29.9221	Junior Engineer	26.9596	28.3096	29.7231	31.2115	32.7750	
29.9226	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	11.0423	11.5961	12.1731	13.4193	13.9847	
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	

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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	11.5385	12.1154	12.7211	13.3558	13.9471		
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		
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	11.0423	11.5961	12.1731	13.4193	13.9847		
29.9366	Recreation Aide	11.0423	11.5961	12.1731	13.4193	13.9847		
29.9371	Recreation Assistant	15.3115	16.0731	16.8808	17.7231	18.5078		
29.9376	Recreation Coordinator	25.4250	26.6943	28.0269	29.4289	30.9058		
29.9381	Recreation Leader I	11.3711	11.9423	12.5365	13.1596	13.7423		
29.9386	Recreation Leader II	11.4289	12.0000	12.6000	13.2289	13.8145		
29.9391	Recreation Program Spec	12.0000	12.6000	13.2289	13.8865	14.5010		
29.9396	Redev Project Manager	37.3846	39.2539	41.2154	43.2750	45.4385		
29.9620	Retired Annuity Comb Bldg Ins II	30.9326	32.4769	34.1033	35.8117	37.6019		
29.9625	Retired Annuity Comb Bldg Insp I	28.1967	29.6024	31.0838	32.6408	34.2735		
29.9610	Retired Annuity Accounting Mgr	38.7081	40.6515	42.6810	44.8151	47.0537		
29.9615	Retired Annuity Animal Srv Mgr	34.2555	35.9715	37.7673	39.6614	41.6479		
29.9630	Retired Annuity Computer Oper	27.5096	28.8838	30.3274	31.8464	33.4351		
29.9635	Retired Annuity Evidence Tech	21.9875	23.0843	24.2381	25.4483	26.7216		
29.9640	Retired Annuity Fire Inspector	29.4575	30.9326	32.4769	34.1033	35.8117		
29.9645	Retired Annuity Literacy Clerk	16.5663	17.3921	18.2684	19.1760	20.1342		
29.9650	Retired Annuity Office Tech	21.9875	23.0843	24.2381	25.4483	26.7216		
29.9655	Retired Annuity Police Officer	40.4352	42.4571	44.5786	46.8062	49.1462		
29.9401	Revenue Technician	20.4173	21.4385	22.5115	23.6308	24.8135		
29.9421	Scorekeeper I	11.3711	11.9423	12.5365	13.1596	13.7423		
29.9416	Scorekeeper II	11.4289	12.0000	12.6000	13.2289	13.8145		
29.9411	Scorekeeper III	12.6578	13.2923	13.9558	14.6539	15.3029		
29.9406	Scorekeeper-Adult Basketball	11.4289	12.0000	12.6000	13.2289	13.8145		
29.9423	Senior Fire Inspector	29.8731	31.3673	32.9365	34.5865	36.3115		
29.9426	Senior Librarian	30.1615	31.6731	33.2596	34.9211	36.6693		
29.9431	Senior Planner	35.7808	37.5693	39.4500	41.4231	43.4943		
29.9436	Senior Police Services Tech	19.3500	20.3193	21.3346	22.4019	23.5154		
29.9441	Shop Assistant	11.5385	12.1154	12.7211	13.3558	14.0250		
29.9506	Sp Official-Youth Basketball	11.3711	11.9423	12.5365	13.1596	13.7423		
29.9511	Sp Official-Youth Soccer	11.3711	11.9423	12.5365	13.1596	13.7423		
29.9521	Sp Official-Yth Flg Football	11.3711	11.9423	12.5365	13.1596	13.7423		

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	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
29.9516 Sports Official I	11.3711	11.9423	12.5365	13.1596	13.7423		
29.9461 Sports Official II	12.6578	13.2923	13.9558	14.6539	15.3029		
29.9466 Sports Official III	14.7231	15.4558	16.2289	17.0423	17.7952		
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		
29.9548 Street Outreach Specialist	16.9615	17.8096	18.6981	19.6328	20.6135		
29.9551 Student Intern	11.3711	11.9423	12.5365	13.1596	13.7423		
29.9556 Student Worker	11.1000	11.6539	12.2365	12.8423	13.4106		
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	11.5385	12.1154	12.7211	13.3558	13.9471		
29.9591 Worksite Supervisor II	12.0000	12.6000	13.2289	13.8865	14.5010		
29.9596 Youth Program Assistant	11.2096	11.7693	12.3578	12.9693	13.5434		
29.9601 Youth Program Leader	14.5789	15.3115	16.0731	16.8808	17.7231		