



CITY OF SALINAS, CALIFORNIA

PROPOSED
OPERATING BUDGET
FY 2017 – 2018



CITY OF SALINAS
PROPOSED OPERATING BUDGET
Fiscal Year 2017 – 2018



JOE GUNTER
Mayor



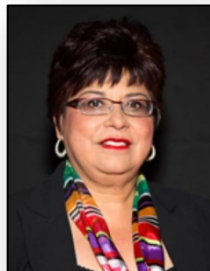
SCOTT DAVIS
Councilmember
District 1



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

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City Manager

CHRISTOPHER A. CALLIHAN
City Attorney

CARY ANN SIEGFRIED
Library and Community Services Director

ADELE FRESÉ
Police Chief

EDMOND A. RODRIGUEZ
Fire Chief

JIM PIA
Assistant City Manager

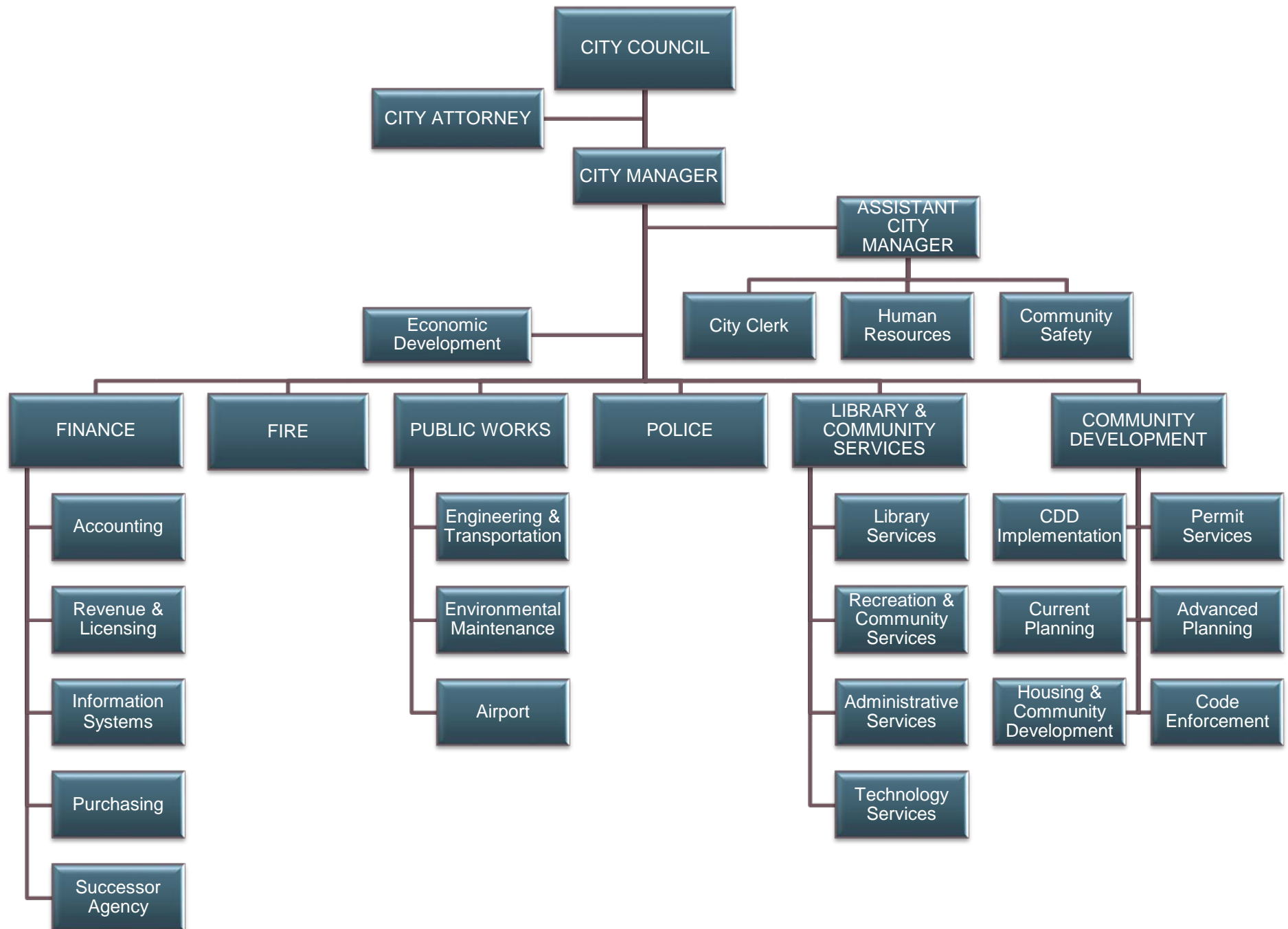
GARY PETERSEN
Public Works Director

MEGAN HUNTER
Community Development Director

MATT N. PRESSEY, CPA
Finance Director



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TABLE OF CONTENTS

LETTER OF TRANSMITTAL.....	i
COMMUNITY PROFILE.....	1
BUDGET GUIDE.....	5
FINANCIAL SUMMARIES	
Revenues – Transfers – Appropriations FY 2017-18 (Budget Resolution)	13
Appropriations Limit FY 2017-18	15
Fund Balances FY 2017-18	17
Fund Transfers FY 2017-18	24
Administrative Overhead Rates FY 2017-18	27
Revenue	29
Schedule of Workforce.....	41
FINANCIAL POLICIES	
Accounting.....	43
Reserves	43
Administrative Fees.....	44
Revenues	45
Operating Budget.....	45
Purchasing Limits.....	47
Capital Improvement Program	47
Debt.....	48
Assessment and Community Facilities Districts	51
Maintenance Districts	54
Capital Assets	56
Risk Management	60
Interfund Loans	60
PRIORITY BASED BUDGETING	
Priority Based Budgeting.....	63
MEASURE V FUNDS	
Measure V	73
MEASURE G FUNDS	
Measure G.....	77
GENERAL GOVERNMENT SERVICES	
Administration	
Department Organization Chart – By Division.....	81
Department Organization Chart – By Position	82
Summary	83
City Manager's Office	86
Community Safety	88
City Clerk	92
Human Resources	94
Economic Development.....	96
Workforce	98

TABLE OF CONTENTS

City Attorney	
Department Organization Chart – By Division.....	99
Department Organization Chart – By Position	100
Summary	101
City Attorney’s Office	104
Workforce	106
City Council	
Department Organization Chart – By Position	107
Summary	108
City Council.....	110
Workforce	112
Community Development	
Department Organization Chart – By Division.....	113
Department Organization Chart – By Position	114
Community Development Department Summary.....	115
Plan and Project Implementation.....	120
Code Enforcement.....	122
Advanced Planning.....	124
Current Planning.....	126
Housing and Community Development Summary	128
Housing and Community Development.....	131
Rehabilitation	132
Special Programs	133
Workforce	134
Finance	
Department Organization Chart – By Division.....	137
Department Organization Chart – By Position	138
Summary	139
Administration	142
Accounting	144
Purchasing.....	146
Information Systems.....	148
Revenue and Licensing	150
Workforce	152
Fire	
Department Organization Chart – By Division.....	155
Department Organization Chart – By Position	156
Summary	157
Administration	162
Suppression.....	166
Emergency Medical Services	170
Prevention.....	172
Training.....	176
Vehicle Maintenance	178
Hazardous Materials Control	180
Workforce	182

TABLE OF CONTENTS

Library and Community Services Department	
Department Organization Chart – By Division.....	183
Department Organization Chart – By Position	184
Summary	185
Parks and Community Services	
Organization Chart – By Division	189
Summary	191
Administration.....	194
Neighborhood Services	196
Closter Park	198
El Dorado Park	200
Central Park.....	202
Facility Services.....	204
Reimbursable Recreation Activities.....	206
Youth Sports.....	208
Recreation Center	210
Firehouse Recreation Center	212
Hebbron Heights Recreation Center	214
Afterschool Programs	216
Community Center.....	218
Breadbox Recreation Center	220
Hebbron Family Center	222
Sherwood Recreation Center	224
Workforce	226
Library	
Organization Chart – By Division	227
Summary	229
Administration.....	230
Technology Services	232
Steinbeck Library	234
Cesar Chavez Library.....	236
El Gabilan Library	238
Community Education	240
Workforce	242
Non-Departmental	
Organization Chart – By Division.....	245
Summary	246
Community Programs.....	248
Elections	250
65 West Alisal	252
Debt Service	254
Other Services	256
Intermodal Transportation Center.....	258
Police	
Department Organization Chart – By Division.....	261
Department Organization Chart – By Position	262
Summary	263
Administration	268
Community Relations	270

TABLE OF CONTENTS

Personnel and Training	272
Special Operations	274
Support Services	276
Technical Services.....	278
Word Processing	280
Evidence and Property	282
Records	284
Maintenance Services	287
Animal Control Services	288
Animal Control Services – Other Agencies	290
Field Operations	292
Traffic.....	294
Reserves.....	296
Investigations.....	298
Narcotics.....	300
School Resource Officers.....	303
Violence Suppression.....	304
Asset Seizure.....	306
Joint Gang Task Force	308
Workforce	310

Public Works Department

Department Organization Chart – By Division.....	315
Department Organization Chart – By Position	316
Summary	317
Engineering and Transportation	
Organization Chart – By Division	323
Administration.....	324
Development Engineering	326
Engineering Services.....	328
Development/Traffic & Transportation.....	330
Energy, Water & Solid Waste Division	332
GIS Division	334
Workforce	336
Environmental and Maintenance Services	
Organization Chart – By Division	339
Administration.....	340
Graffiti Abatement.....	342
Facilities Maintenance	344
Street Maintenance	346
Street Lights.....	348
Traffic Signals.....	350
Environmental Compliance.....	352
Parks & Community Service.....	354
Urban Forestry.....	356
Workforce	358

ASSESSMENT AND MAINTENANCE DISTRICTS

Organization Chart – By Division.....	361
Summary	363
Administration	366

TABLE OF CONTENTS

Assessment District Bonds	368
Woodside Park	370
Downtown Mall	372
Airport Business Park	374
North East.....	376
Harden Ranch.....	378
Vista Nueva	380
Mira Monte.....	382
Monte Bella.....	384
Workforce	386
 ENTERPRISE OPERATIONS	
Organization Chart – By Division.....	387
Summary	389
Permit Services.....	392
Airport	394
Industrial Waste	396
Sanitary Sewer	398
NPDES - Storm Drain Sewers.....	400
NPDES - Street Sweeping.....	402
Hitchcock Road Water Utility	404
Downtown Parking.....	406
Preferential Parking – City.....	408
Twin Creeks Golf Course	410
Fairways Golf Course	412
Workforce	414
 INTERNAL SERVICES	
Organization Chart – By Division.....	417
Summary	418
Risk Management.....	420
General Insurances	422
Worker's Compensation Insurance	424
Liability Insurance.....	426
Vehicle/Equipment Maintenance	428
Workforce	430
 CHART OF ACCOUNTS.....	 431
 SALARY SCHEDULE	 467



City of Salinas

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May 30, 2017

Honorable Mayor and City Council of the City of Salinas:

It is my privilege to present the Proposed FY 2017-18 Annual Budget.

Executive Summary

The last two years have been geared toward restoring services to the community and making strategic investments into public facilities and infrastructure in the community. Each of the department's plans have focused on delivering services and programs that are aligned with the City Council Strategic Plan goals and initiatives. Program services are ranked in the highest priority based budget quartiles A and B. They also reflect the main interests of the community, as determined by extensive community outreach, surveys, comments, and engagement and department needs.

The FY 2017-18 budget concentrates on maintaining operational services, deploying the significant new local and state funding for maintaining and improving the City's roads and sidewalks, and refining and implementing the financial sustainability plan to tackle and eliminate the General Fund Structural Deficit.

Budget Summary

Operating Budget:	
General Fund, Measure V & G	\$115,335,310
Other Operating Funds	<u>35,903,923</u>
Total Operating Budget	151,239,233
Capital Budget	<u>37,377,030</u>
Total City Budget	<u><u>\$188,616,263</u></u>

City Council Goals and Objectives

On January 21, 2017, the City Council reviewed and updated the Strategic Plan for 2016-2019. For FY 2017-18 the following is a list that covers the priority initiatives by City Council Goal categories:

- **Economic Diversity and Prosperity**
 - ✓ Complete the Economic Development Element and Coordinate with Major Economic Development Initiatives

- ✓ Alisal Vibrancy Plan
- ✓ AgTech Ecosystem Development
- ✓ Alisal Marketplace
- ✓ Revitalize Chinatown
- ✓ Entitle and Develop the Future Growth Area
- ✓ Enhance Permit Center Operations

- **Safe, Livable Community**
 - ✓ Recruit, Hire and Retain Public Safety Officers
 - ✓ Re-establish State and Federal Partnerships to Fight Crime in the City
 - ✓ Update Technology in Public Safety
 - ✓ Prepare and Present to the Public a Community Policing Plan that Includes Support and Involvement of Neighborhoods
 - ✓ Improve Code Enforcement in the City

- **Effective, Sustainable Government**
 - ✓ Review the Format, Structure, Purpose, and Processes of Existing Boards, Commissions, and City Council
 - ✓ Review, Update, and Support Human Resources Excellence
 - ✓ Inventory and Determine Cost Effectiveness of Outside Consultants
 - ✓ Enhance Community Input and Participation

- **Well Planned City and Excellent Infrastructure**
 - ✓ Increase the Rate of Planned Infrastructure Improvements
 - ✓ Design and Seek Funding for the Laurel Extension Sidewalk
 - ✓ Improve Fire Department Facilities and Equipment
 - ✓ Design/Build Police Department Building
 - ✓ Housing Element
 - ✓ Engage Deep Water Desalination
 - ✓ Begin Installation of Dark Fiber
 - ✓ Update the General Plan

- **Quality of Life**
 - ✓ Explore Carr Lake Opportunities
 - ✓ El Gabilan Library Expansion
 - ✓ Conduct Needs Assessment and Develop an Open Space Master Plan

- ✓ Upgrade Community and Recreational Centers
- ✓ Continue Collaboration with the County and Social Service Providers to Address the Needs of the Homeless

As shown in the table above, the City's Total Proposed FY 2017-18 General Fund/Measure V/ Measure G Operating Budget totals \$115,335,310. 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 \$35,903,923 and the Capital Improvement Budget totaling \$37,377,030. The total City Budget is \$188,616,263.

Budget Process

The FY 2017-18 budget process started in February 2017 with the review of the projected revenue forecast and the compilation of the cost of service. In March 2017, 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. New requests for Measure G funding were to align with City Council goals, and fall within Priority Based Budgeting quartile A and B programs as determined by the feedback from the community meetings. Individual departmental budget meetings were conducted with the Finance Director and City Manager during April and culminated with this budget document.

Measure V

On May 4, 2017, the Measure V Committee met and received a presentation from staff on the budget proposal. The expenditure budget totals \$12.6 million. The revenue budget is estimated at \$12,318,100, which is an increase of \$613,100, or 5.2%.

Compared to the prior year adopted budget, the total budget increased by \$292,535 as shown in the table below. Most of the change related to a vacancy factor of \$563,000 included in the prior year and no vacancy factor in the new year. The budget also increased by personnel costs. The increases in personnel costs including PERS and health insurance are offset by the Library division reducing their FTE by 2.5. The number of full time authorized positions under Measure V shows a decrease of 2.5 FTE positions when compared to the previous fiscal year.

Measure V
FY 2017-18 Operating Budget

	FY 16/17	% of	FY 17/18	% of		%
	<u>Adopted</u>	<u>Total</u>	<u>Proposed</u>	<u>Total</u>	<u>Change</u>	<u>Change</u>
Code Enforcement	\$ 384,455	3.1%	\$ 403,280	3.2%	\$ 18,825	4.9%
Finance	62,000	0.5%	62,000	0.5%	-	0.0%
Fire Marshall	97,265	0.8%	108,820	0.9%	11,555	11.9%
Insurance	201,300	1.6%	191,300	1.5%	(10,000)	-5.0%
Paramedic Program	640,000	5.2%	640,000	5.1%	-	0.0%
Legal	10,000	0.1%	10,000	0.1%	-	0.0%
Library	4,972,611	40.2%	5,260,140	41.5%	287,529	5.8%
Public Works	1,147,536	9.3%	1,137,230	9.0%	(10,306)	-0.9%
Parks & CS	1,087,355	8.8%	1,072,815	8.5%	(14,540)	-1.3%
Community Safety	260,598	2.1%	272,720	2.2%	12,122	4.7%
Police	<u>3,509,651</u>	<u>28.4%</u>	<u>3,507,001</u>	<u>27.5%</u>	<u>(2,650)</u>	<u>-0.1%</u>
	<u>\$12,372,771</u>	<u>100.0%</u>	<u>\$12,665,306</u>	<u>100.0%</u>	<u>\$ 292,535</u>	<u>2.4%</u>

Included in the total of the table above is a \$640,000 transfer out to cover the Paramedic Program. Please see the Measure V section of this Operating Budget document for more details on Measure V. Measure V is also funding \$140,000 for two projects: \$50,000 for the joint Salinas History Project and \$90,000 to upgrade computers.

Measure G Oversight Committee

On May 18, 2017, 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 2017-18 to be \$24,477,200. This represents a \$544,500, or 2.3% increase from the most current projections for FY 2016-17 of \$23,932,700. Fuel and Service Stations are the main driver of the increase followed by Building and Construction. Autos sales are expected to slow next year and decline in the coming years. The FY 2017-18 budget includes \$10,145,493 in capital improvement projects (CIP), a \$2,411,500 transfer out to cover restoring services on Friday (furlough) and general liability insurance premium (mainly for public safety), and a \$12,383,986 operating budget. The CIP includes such projects as the new public safety facility, police and fire vehicles, General Plan update, homeless, technology, and Sherwood Tennis Center improvements. The details of the proposed capital projects are located in the capital improvement budget document for FY 2017-18.

Measure G
FY 2017-18 Operating Budget

	Adopted	% of	Proposed	% of		%
	<u>FY 16/17</u>	<u>Total</u>	<u>FY 17/18</u>	<u>Total</u>	<u>Change</u>	<u>Change</u>
Police	\$4,910,656	49.3%	\$ 6,396,986	51.7%	\$1,486,330	30.3%
Fire	1,290,370	12.9%	2,224,570	18.0%	934,200	72.4%
PW - Build / Improve / Maintain	1,525,724	15.3%	1,330,450	10.7%	(195,274)	-12.8%
Code Enforcement	380,010	3.8%	410,660	3.3%	30,650	8.1%
Recreation - Youth Prevention	794,700	8.0%	899,780	7.3%	105,080	13.2%
Community Safety - Prevention	244,990	2.5%	260,890	2.1%	15,900	6.5%
Economic Development	95,710	1.0%	105,450	0.9%	9,740	10.2%
Support - Technology	264,980	2.7%	271,550	2.2%	6,570	2.5%
Support - Finance	212,080	2.1%	222,260	1.8%	10,180	4.8%
Support - Human Resources	136,183	1.4%	144,930	1.2%	8,747	6.4%
Support - Administration	111,260	1.1%	116,460	0.8%	5,200	4.7%
	<u>\$9,966,663</u>	<u>100.0%</u>	<u>\$ 12,383,986</u>	<u>100.0%</u>	<u>\$2,417,323</u>	<u>24.3%</u>

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

	<u>FY 15/16</u>	<u>FY 16/17</u>	<u>FY 17/18</u>
1. Police - Sworn	17.0	27.0	29.0
2. Police - Non-Sworn Support	12.0	12.0	12.0
3. Fire - Sworn	-	12.0	14.0
4. Fire - Non-Sworn Support	1.0	1.0	1.0
5. Code Enforcement	4.0	4.0	4.0
6. Public Works - Clean-up	1.0	1.0	1.0
7. Public Works - Park Maint.	1.0	1.0	1.0
8. Public Works - Streets	6.0	6.0	6.0
9. Recreation - Youth Prevention	6.0	6.0	6.0
10. Community Safety - Prevention	1.0	3.0	3.0
12. Support - Technology	2.0	2.0	2.0
13. Support - Finance	2.0	2.0	2.0
15. Support - Human Resources	1.0	1.0	1.0
16. Support - Administration	1.0	1.0	1.0
Total Positions	<u>55.0</u>	<u>79.0</u>	<u>83.0</u>

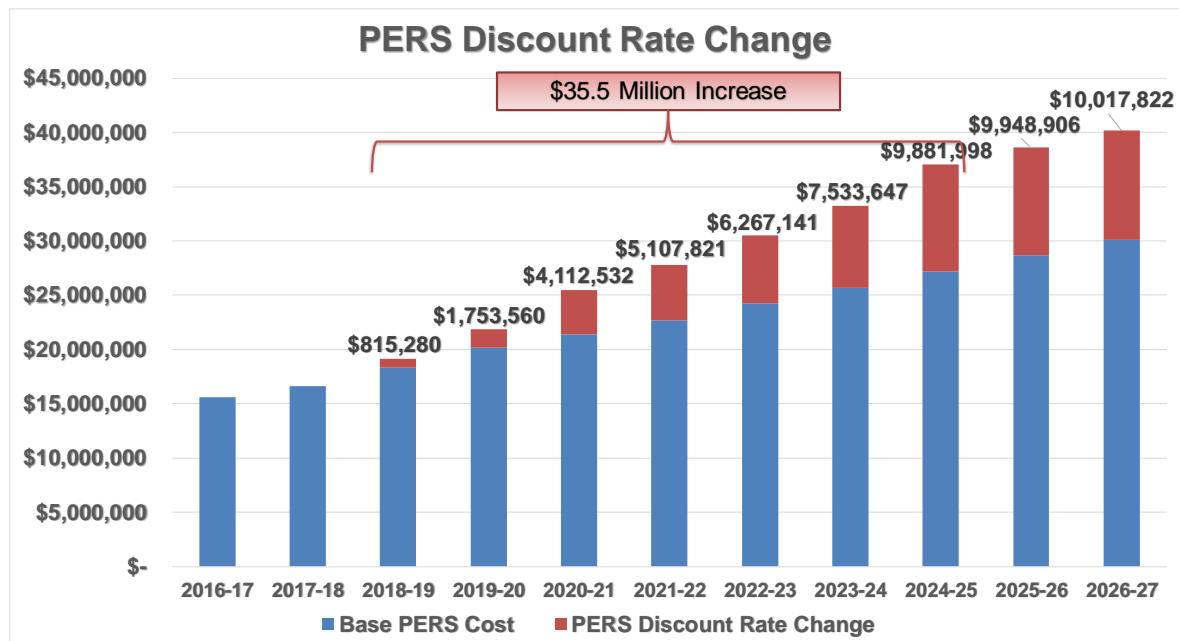
A total of 55 positions were funded with Measure G funds in FY 2015-16 and 79 in FY 2016-17, as shown above. The increases between the fiscal years include 10 police officers, 12 existing SAFER grant funded fire fighters that were transitioned to Measure G funding as the grant funding expired, and 2 Street Outreach Specialist staff as part of the Community Safety program. In FY 2017-18, 2 more police officers and 2 fire fighters are added. The two fire fighters were previously funded with the SAFER grant funding and now are funded

with Measure G as was planned since the inception of Measure G. The two officers are completely new and an increase in the total sworn police count from 172 to 174. By FY 2020-21, 8 School Resource Officers (SRO's) funded with a COPS grant will then switch to Measure G funding, bringing the total sworn police personnel funded with Measure G from 29 to 37. The total sworn count of 174 already includes 8 SRO's, which were added to the sworn count in FY 2015-16 when the grant was originally awarded.

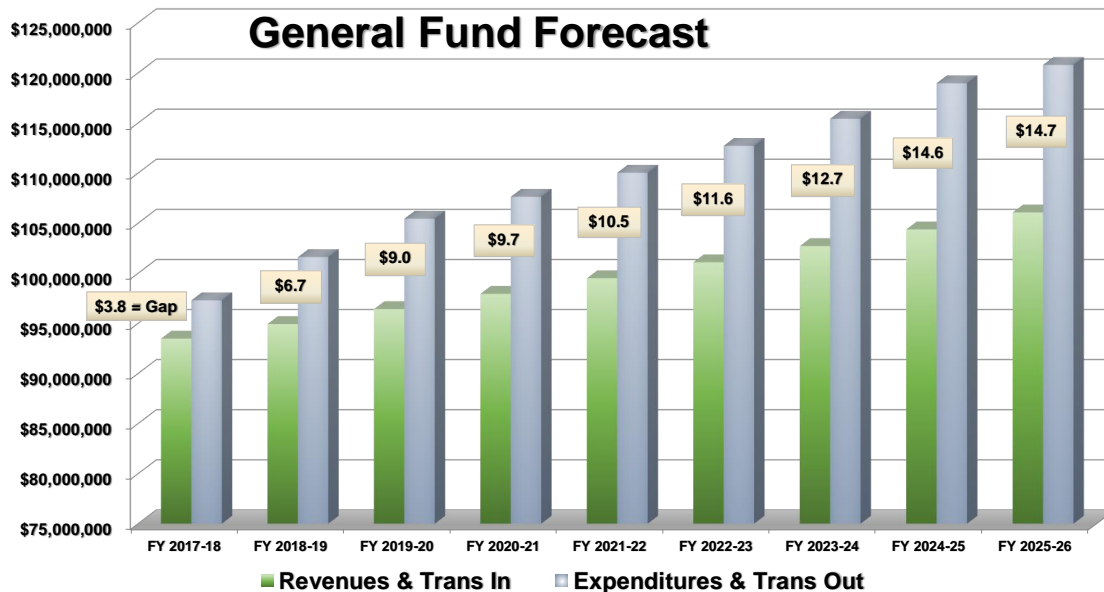
Please see the Measure G section of this Operating Budget document for more details on Measure G.

General Fund Fiscal Outlook

The City will experience challenges as the California Public Employees Retirement System (PERS) phases in significantly higher required pension contributions. Based on preliminary information from PERS, during the seven year phase-in period, the City will have contributed an extra \$35.5 million (FY 2018-19 to 2024-25), or an average of 25.2% more each year above the base, as shown below.



This will be the biggest budget impact in the history of the City of Salinas. This impact is on top of the existing General Fund structural deficit, which the City has been working hard to eliminate. The growth in this cost is more than the revenue the city would generate, causing the structural deficit to grow to \$14.6 million in FY 2024-25 before leveling out to a normal sustainable growth rate. The chart below shows the impact to the General Fund. Staff recognizes this as a significant issue that will require big decisions and will impact all departments.



State Budget and Local Impacts

Governor Jerry Brown released his revised FY 2017-18 Budget on May 12, 2017. Caution and fiscal restraint dominate the Governor’s revised budget proposal. Despite improved state revenue projections since January, Governor Brown continued to urge fiscal restraint, and cautioned that the next recession is long overdue. He warned that, “Cuts are coming”.

In response to the state’s growing unfunded pension liabilities, the Governor proposed a \$6 billion additional payment to CalPERS funded by a loan mechanism developed with the State Treasurer. Under this mechanism, the state would borrow from state funds currently earning low interest rates in the Treasurer’s Surplus Money Investment Fund, then repay the loan over time. The state projects this loan will save the state \$11 billion over 20 years.

On April 28, the Governor signed SB 1 (Beall), a historic transportation funding plan of \$54 billion over the next decade. The Governor’s May Revision included the first \$2.8 billion in FY 2017-18 appropriations for: “Fix-it-first” investments for local streets and roads, bridges, and the state highway system:

- Trade corridor investments, including funding to implement a sustainable freight strategy.
- State-local match funds for high-priority transportation projects.
- Passenger rail and public transit modernization/improvements.

Local Funds are allocated under the Road Maintenance and Rehabilitation Account as follows:

- \$445 million for local streets and roads (divided equally between cities and counties).
 - For cities, the amount in FY 2017-18 is \$222 million distributed to cities on a per capita basis (population based).
- \$330 million for the Transit and Intercity Rail Program (TIRCP).
- \$305 million for the State Transit Assistance program (STA).

- \$200 million for the State-Local Partnership Program (SLPP).
- \$100 million for the Active Transportation Program (ATP).
- \$25 million for Local Planning Grants.

Revenue Assumptions

The City's FY 2017-18 proposed budget is built using economic assumptions to estimate revenue. Staff uses a variety of sources to determine revenue assumptions including the Monterey County Assessor's office and HdL Coren & Cone (the City's property tax auditors and sales tax consultants/auditors), the State Controller's Office, the State Board of Equalization, and other sources as appropriate. Assumptions for General Fund major revenue sources are:

- Property Tax
 - FY 2017-18: Assumes 4.5% growth based on current trends and factoring in the Monterey County Assessor estimates.
- Sales & Measure V & G Taxes
 - FY 2017-18: Assumes 3.4% growth from the prior year adopted budget largely based on current year performance and projected economic trends.
- Utility Users Tax
 - FY 2017-18: Assumes 1.0% increase to the current year actual levels.
- Franchise Fees
 - FY 2017-18: Assumes 1.0% growth based on current year performance.
- Business License Tax
 - FY 2017-18: Assumes 2.0% based on current year performance and the general economic outlook.

Major Revenue Summary

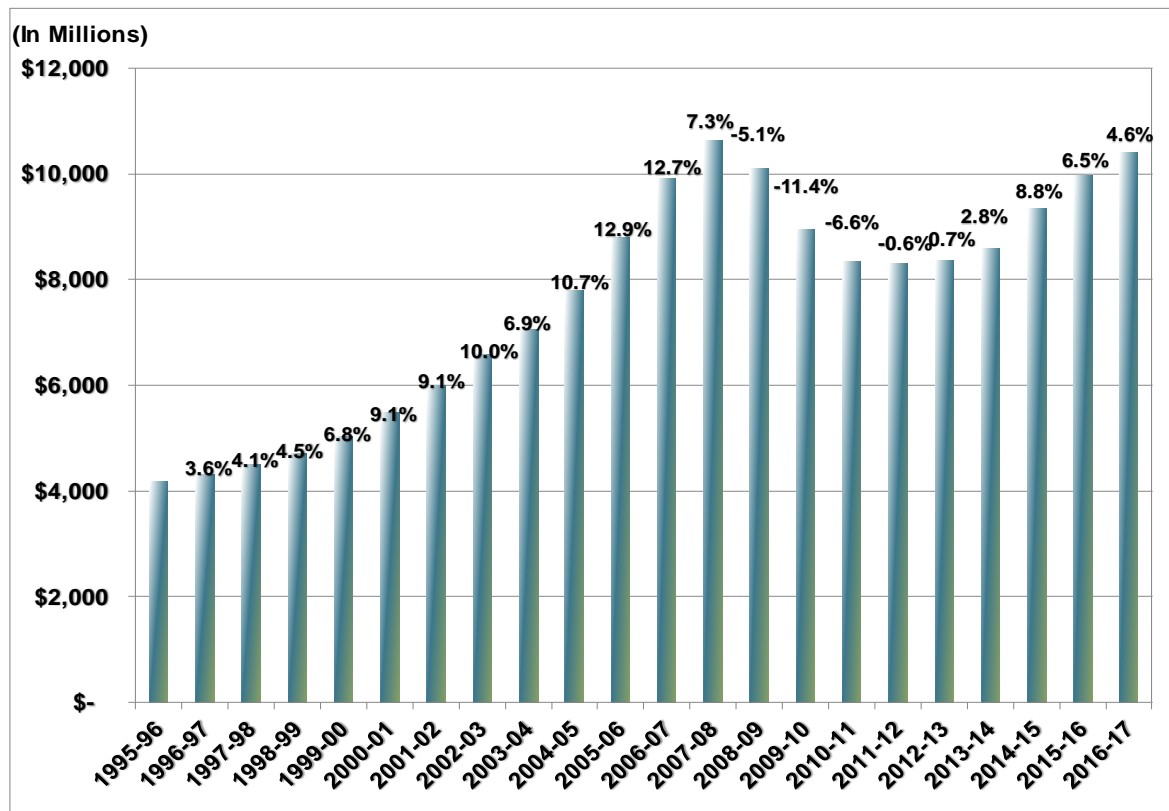
Ninety-three percent of the City's revenue comes from the five revenue sources listed above. Of the 93%, 72% of the City of Salinas' revenue comes from two major revenue sources: property tax and sales tax (including Measure V and Measure G). Another 21% come from utility users tax, franchise fees, and business license tax.

FY 2017-18 General Fund and Measure V & G revenue estimates total \$126,937,200 and major revenue categories are classified and discussed below:

	FY 2016-17	FY 2017-18				
	Adopted	Proposed			%	
	Budget	Budget	%	Change	Change	%
Property Tax	\$ 25,950,100	\$ 28,029,000	22%	\$ 2,078,900	8.0%	50.1%
Sales Tax	27,342,000	28,637,500	23%	1,295,500	4.7%	31.2%
Measure V Tax	11,690,000	12,285,100	10%	595,100	5.1%	14.3%
Measure G Tax	22,860,500	24,406,700	19%	1,546,200	6.8%	37.3%
Utility Users Tax	12,494,000	12,200,000	10%	(294,000)	-2.4%	-7.1%
Franchise Fees	8,580,000	8,689,000	7%	109,000	1.3%	2.6%
Business Lic Tax	4,720,000	4,900,000	4%	180,000	3.8%	4.3%
TOT	2,550,000	2,450,000	2%	(100,000)	-3.9%	-2.4%
Plan Ck / Bldg Permit	1,350,000	-	0%	(1,350,000)	-100.0%	-32.6%
Other Rev/Transfers	5,253,400	5,339,900	4%	86,500	1.6%	2.3%
Total	\$122,790,000	\$126,937,200	100%	\$ 4,147,200	3.4%	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. Estimates for FY 2017-18 reflect a growth of \$1,207,000, or 4.5%, based on discussions with the County Assessor.

Sales Tax/Measure V/Measure G

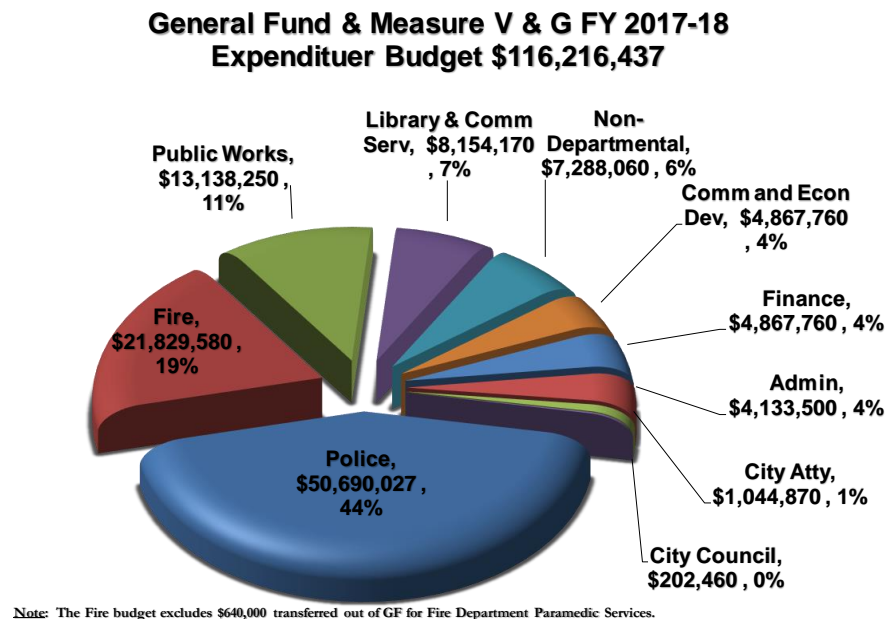
The City's share of the 7.50% sales and use tax collected on retail sales is one-percent (1%), which is credited to the General Fund. The City also receives revenues from a .5% transaction and use tax approved by Salinas's voters eleven years ago and was extended with no sunset on November 6, 2012, which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

After ten consecutive quarter declines that began in April 2007 and a loss of \$4.5 million by April 2009, sales tax has 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 2017-18 increase of 1.7% from a revised estimate for FY 2016-17. FY 2017-18 sales tax is estimated at \$28,637,500, Measure V tax estimate of \$12,285,100, and Measure G is estimated at \$24,406,700.

General Fund and Measure V & G Expenditures

The FY 2017-18 General Fund/Measure V & G recommended operating budget totals \$107,168,080. Public Safety expenditures represent 61.0% of the operating budget. The recommended FY 2017-18 General Fund/Measure V & G operating budget, by department/service activity is as follows:



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. Moreover, between 3/31/12 and 5/22/14 and recently on 12/21/2016, CalPERS has made five major policy changes that will result in further higher pension costs for the State and CalPERS contracting employers. The most recent change, on December 21, 2016, was approved by the CalPERS Board of Administration to lower the CalPERS discount rate assumption from 7.50 percent to 7.00 percent over the next three years. The discount rate is the long-term rate of return. The recent change will increase public agency employer contribution costs beginning in Fiscal Year 2018-19. On January 19, 2017, PERS issued Circular Letter 200-004-17 that provided more information that is summarized below. The phase-in of the discount rate change approved by the Board for the next three Fiscal Years and each rate change having a 5 year phase-in period:

Valuation Date	Fiscal Year for Required Contribution	Discount Rate
June 30, 2016	2018-19	7.375%
June 30, 2017	2019-20	7.250%
June 30, 2018	2020-21	7.000%

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 start at \$815,000 and grow to almost \$10 million in the 7th year. The costs will be spread over twenty years with the increases phased in over the first five years and ramped down over the last five years of the twenty-year amortization period. The table below reflects the changes made by CalPERS:

CalPERS Board of Administration Policy Changes

Date Adopted by CalPERS	Description of the Change	Effective Year	Actuary Report Period	Date Actuary Report Due from CalPERS
3/13/2012	<u>ROR Assumption Change</u> - Lowered LT assumed rate of return at from 7.75 to 7.50%	FY 2014-15	6/30/2012	10/1/2013
4/17/2013	<u>Amortization & Smoothing Policy Change</u> - Recognize gains and loses over a shorter period & fixed amortization vs rolling	FY 2015-16	6/30/2013	10/1/2014
2/18/2014	<u>Change in Assumptions</u> - Lengthen the mortality rate	FY 2016-17	6/30/2013	10/1/2014
5/22/2014	<u>Policy Change</u> - Change to Risk Pools	FY 2016-17	6/30/2013	10/1/2014
12/21/2016	<u>ROR Assumption Change</u> - Lowered LT assumed rate of return at from 7.50 to 7.00%	FY 2018-19	6/30/2016	10/1/2017

Under the Governor’s pension reform law called Public Employees’ Pension Reform Act of 2013 (PEPRA), new employees will begin to pay 50% of the normal costs of the pension. Existing city employees or new employees that have been active members in CalPERS within the last six months continue to pay under the existing rates. City Public Safety employees pay nine (9%) percent of base salary into CalPERS; non-public safety employees pay seven (7%) percent. The majority of cities in the City’s labor market (comparable cities) pay a portion 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 budgets \$13.3 million, to pay the cost for the Public Safety retirements (79% of the total PERS cost) and \$3.6 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 V and G funded investments. The recommended General Fund items have been significantly scaled down to minimal levels. Measure G funded capital project items total \$10,145,493. Measure V is providing initial funding for the El Gabilan Library Expansion project (\$1,120,000) and the Salinas History Project (\$50,000).

General Fund CIP Budget Projects

Department - Project	FY 17-18 Proposed
Administration	
9264 - Salinas Valley Sector-Based Interm	\$ 116,517
9684 - Copier Rental Program	110,000
Administration Total	226,517
Community Development	
9070 - 2010-Chinatown Rebound Update	31,920
9246 - Alisal Vibrancy Plan (EDE Implem)	25,700
Community Development Total	57,620
Engineering and Transportation	
9265 - Freight Building Renovation	275,000
Engineering and Transportation Total	275,000
Fire	
9411 - Fire Hydrant Repairs	45,000
9527 - Fire Safety Gear & Equipment	120,000
Fire Total	165,000
Police	
9304 - Abbott St Safety Building	215,000
9344 - Safety Radio-2007 COPS (NGEN)	105,200
Police Total	320,200
Grand Total	\$ 1,044,337

Measure V Fund CIP Budget Projects

Department - Project	FY 17-18 Proposed
Library	
9195 - Computers Upgrade LCSD	\$ 90,000
9258 - City Urbanization History	50,000
Grand Total	\$ 140,000

**Measure G Fund
CIP Budget Projects**

Department - Project	FY 17-18 Proposed
Administration	
9102 - PCs & Networking	\$ 150,000
9159 - Network Equipment Upgrades	70,000
9160 - Wireless Network Coverage	10,000
9252 - Digital NEST	50,000
Administration Total	280,000
Community Development	
9042 - Farmworker Housing Study	25,000
9701 - General Plan	300,000
Community Development Total	325,000
Engineering and Transportation	
9068 - City Cleanup Program	100,000
9103 - Geographic Information Systems	100,000
9153 - Vibrancy-Downtown Traffic/Parking Study	120,000
9205 - Chinatown Homeless Center Impvts	25,000
9206 - Homeless Warming Shelter	125,000
9217 - Facilities ADA Transition Plan	50,000
Engineering and Transportation Total	520,000
Fire	
9213 - Fire Radio Comm/Mobile Data Comp	8,000
9235 - Fire Station Renovations	900,000
9384 - Fire Hose & Nozzle Replacement	18,000
9541 - Fire Stations Repairs	75,000
9985 - Mobile Command Veh Recur Cost	18,000
9987 - Fire Sta. Alerting Sys Update	50,000
Fire Total	1,069,000
Fleet/Equipment Maintenance	
9210 - Fire Command/Staff Vehicles	245,000
9226 - Fleet Consolidation & Replacement	70,000
9525 - Fleet Replacement	150,000
9540 - Fire Apparatus Repl Leases	687,600
9579 - Police Vehicle Replacement	650,000
Fleet/Equipment Maintenance Total	1,802,600
NPDES Storm Drain Sewer	
9138 - Corp Yd Storm Drain NPDES	50,000
9436 - Storm Water Monitoring NPDES	125,000

9512 - NPDES Public Education	40,000
NPDES Storm Drain Sewer Total	215,000
Parks and Community Services	
9379 - Sherwood Tennis Center Imp	350,000
Parks and Community Services Total	350,000
Police	
9214 - PD Records Management System	756,893
9244 - New Police Facility Financing	4,677,000
Police Total	5,433,893
Street Maintenance	
9237 - Street Tree Trimming	150,000
Street Maintenance Total	150,000
Grand Total	\$ 10,145,493

The CIP is contained in a separate document and provides detailed information for each capital project included in the FY 2017-18 Capital Improvement Budget and Capital Improvement Program (FY 2017-18 through FY 2022-23).

General Fund, Measure V and Measure G Operating Reserves

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

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

The FY 2009-10 Budget was balanced using \$9.4 million of General Fund/Measure V reserves. The use of reserves in both FY 2008-09 and FY 2009-10 was required to maintain services and were depleted to zero. Over the last four fiscal years using carryover funds and at the mid-year budget review, the City Council has approved replenishing the reserve with amounts each time. The reserves have grown and are now at \$9.6 million. 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 \$1,500,000 as a structural deficit contingency reserve.

Fund Balance Reserves:	<u>General Fund</u>	<u>Measure V</u>	<u>Measure G</u>	<u>Total</u>
Operating Reserve	\$ 6,830,000	\$ 938,600	\$ 1,760,000	\$ 9,528,600
Proposed Increase	<u>-</u>	<u>23,400</u>	<u>-</u>	<u>23,400</u>
Total Reserves	<u>\$ 6,830,000</u>	<u>\$ 962,000</u>	<u>\$ 1,760,000</u>	<u>\$ 9,552,000</u>

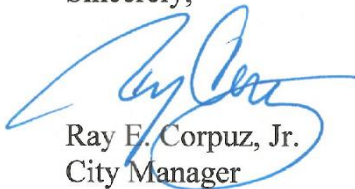
Conclusion

As reflected in this transmittal letter, fiscal sustainability is the overarching theme of the FY 2017-18 Adopted 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 to be able to fully fund City operations, provide services, fund important capital projects, and continue to build our reserves. However, PERS, National Pollutant Discharge Elimination System (NPDES), labor costs and homelessness remain challenges. We address, those in part, through the sustainability plan. I look forward to an exciting year and I remain committed to ensuring the long-term fiscal health of this organization.

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.

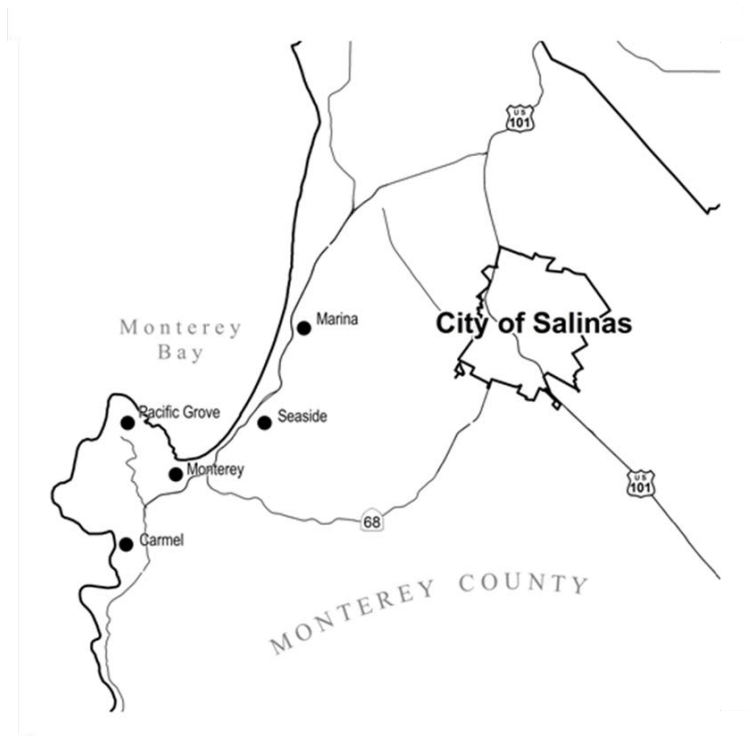
Sincerely,



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, planning, successor agency of redevelopment), Library and Community Services (parks & community services, and library), and General Administrative Services. Business-type City services include: a Municipal Airport, Industrial Waste System, Golf (two municipal golf courses), Sanitary Sewer and Storm Drain Systems, Water Utility, Preferential, Downtown Parking District and the newly created Permit Services. The State Department of Finance reports the City's population at 162,470, as of January 1, 2017. The City employs about 585 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. 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 V 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) 2017-18. 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 2017-18; The Appropriation Limit calculation; Fund Balance projection by fund for FY 2017-18; The Administrative Overhead Rates; A summary schedules of revenues by fund that includes actual revenues for FY

BUDGET GUIDE

2015-16 and estimated for FY 2016-17 through FY 2017-18. Also contained here is the summary of the total full time workforce budgeted for the next two years with historical changes in staffing over time.

Financial Policies

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

Measure V Funds

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

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

STRUCTURE OF THE CITY'S FINANCES

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

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

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

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

BUDGET GUIDE

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

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

BASIS OF ACCOUNTING

Fund Accounting

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

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

Base Budget: Each department is initially provided an annual appropriation sufficient to fund current service levels and any other costs the department is responsible for managing. This year's base budget involved taking the FY 2016-17 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 due on July 1, 2017, and January 1, 2018. In addition, the budget includes cost increases for other contractual obligations (such as utilities increases, vendor service contract rate increases, etc.)

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

Long Range Financial Planning

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

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

Reserves

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

Contingency Reserve Policy

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

Long Term Capital Debt

The City of Salinas uses long term debt financing only for one-time capital improvement projects and unusual equipment purchases. Long-term capital debt complies with applicable federal and State regulations and is repaid

BUDGET GUIDE

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

Investments and Cash Management

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

BUDGET PROCESS

The Salinas' City Council adopts the City of Salinas' annual operating budget no later than June 30 of each fiscal year. Beginning July 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

BUDGET GUIDE

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

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

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

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

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

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

CITIZEN PARTICIPATION

Salinas' residents are encouraged to participate in the budget planning process through a variety of avenues, such as participating in Council-appointed boards and commissions or by attending budget sessions during the month of May or public hearings at City Council meetings. Citizens may also view and comment on the budget document through the City's Internet Web page located at www.ci.salinas.ca.us.

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

GLOSSARY OF BUDGET TERMINOLOGY

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

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

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

BUDGET GUIDE

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

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

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

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

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

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

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

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

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

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

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

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

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

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

DEPARTMENT SUMMARY The Department Summary provides a summary of source of funds and expenditures by major category. The source of funds section shows how the fiscal year 2014-15 actual, the 2015-16 budget and the proposed 2016-17 budget are funded. The expenditure section details both employee services and other resources. The employee services category includes regular full-time, temporary part-time, and overtime. The other resources category includes: supplies/small equipment, outside services/other expenditures, and capital outlay

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

BUDGET GUIDE

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

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

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

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

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

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

FULL TIME EQUIVALENT (FTE) Technique converting labor work hours into a unit measure of equivalent number of full time employees (1 FTE =2,080 annual hours) with the exemption of firefighters that are measured on 2,912 annual hours annually. For FY 2016-17 the budget included employees full cost due to the elimination of the furlough program effective July 1, 2015. Cost of restoring full time service to Salinas’ residents (Monday-Friday) is absorbed by the Measure G Fund.

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

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

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

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

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

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

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

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

BUDGET GUIDE

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

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

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

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

REVENUES SHEDULES Complete revenue worksheet for 2014-15 actual & 2015-16 and 2016-17 revenue estimates.

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

FINANCIAL SUMMARIES

Budget Resolution Fiscal Year 2017-18

RESOLUTION NO. _____ (N.C.S.)

RESOLUTION NO. _____ (S.A.)

RESOLUTION ADOPTING THE 2017-18 ANNUAL OPERATING BUDGET

BE IT RESOLVED that the Operating Budgets of the City of Salinas and the Successor Agency of the Salinas Redevelopment Agency, including interfund transfers as set forth herein for Fiscal Year 2017-18 commencing on July 1, 2017 be adopted as listed below:

<u>Fund Description</u>	<u>Estimated Revenue</u>	<u>Interfund Transfers</u>	<u>Appropriations</u>
<u>General Government</u>			
1000 General Fund	90,141,900	(1,995,829)	90,926,018
1100 Measure V Fund	12,318,100	42,400	12,025,306
1200 Measure G Fund	24,477,200	(2,483,400)	12,383,986
2501 Emergency Medical Services Fund	146,500	640,000	994,270
2502 Asset Seizure Fund	21,050		20,000
2200 Public Safety Fund	807,000		1,200,000
2503 Traffic Safety Fund	450,000	(450,000)	
2504 Vehicle Abatement Fund	120,000	50,000	166,490
2505 Recreation Park Fund	30,000		23,400
2506 Public Education Fund	185,000		350,500
2601 SA Public Improvements	6,000		
2602 HAS Affordable Housing	57,100		71,791
Total	128,759,850	(4,196,829)	118,161,761
<u>Internal Services</u>			
7100 Internal Service Fund	7,773,700	2,000,670	8,723,670
<u>Enterprise Operations</u>			
6100 Airport	1,425,000	(77,511)	1,336,870
6200 Industrial Waste	3,055,000	(72,562)	1,573,090
6300 Golf Courses	227,700	450,000	739,411
6400 Sanitary Sewer	2,905,000		2,818,557
6500 Storm Sewer	47,000	1,917,300	2,428,005
6700 Hitchcock Road Water System	11,000		20,000
6600 Crazyhorse Landfill		(385,100)	
6800 Parking District	250,500	1,126,567	1,540,687
6900 Permit Services	2,167,700		2,179,530
Total	10,088,900	2,958,694	12,636,150
<u>Assessment and Maintenance Districts</u>			
2100 Maintenance Districts	1,604,700		1,370,351
4200 Assessments Districts	1,378,500		1,144,600
Total	2,983,200		2,514,951
<u>Block Grants and Home Program</u>			
2910 Community Development Block Grant	1,998,629		2,229,837
2930 Home Investment Program	1,937,879		671,652
2940 Emergency Shelter Program	178,203		178,648
2941 Emergency Solutions Grant HUD	533,372		534,033
Total	4,648,083		3,614,170
<u>Grants, Trusts & Agencies</u>			
3000 Grants, Trusts & Agencies	3,515,464		1,447,906

FINANCIAL SUMMARIES

Budget Resolution Fiscal Year 2017-18

<u>Fund</u> <u>Description</u>	<u>Estimated Revenue</u>	<u>Interfund Transfers</u>	<u>Appropriations</u>
2600 Successor Agency	63,100		
8900 Successor Agency Fund	3,259,440	(951,567)	1,696,068
Total	6,838,004	(951,567)	3,143,974
<u>Debt Service</u>			
4100 Debt Service Fund	3,000	2,439,032	2,444,557
<u>Capital Projects Funds</u>			
1000 General Fund		(1,044,337)	
1100 Measure V Fund		(140,000)	
1200 Measure G Fund		(10,145,493)	
6100 Airport Fund		(108,575)	
6200 Industrial Waste		(764,400)	
2501 Emergency Medical Services Fund		(140,000)	
2107 Vista Nueva Maintenance District		(2,000)	
6400 Sanitary Sewer Fund		(2,300,900)	
2910 Community Development Block Grant		(200,000)	
6500 Storm Sewer Fund		(395,000)	
2300 Development Fee Fund	565,500	(645,000)	
2400 Gas Tax Fund-Capital	3,544,500	(1,710,900)	
2400 Gas Tax Fund-Operating		(2,250,000)	
2505 Recreation Parks Fund		(30,000)	
2510 Measure X Transportation Safety	5,790,000	(11,957,000)	
2511 SB1 Road Maintenance & Rehabilitation	1,128,000	(1,113,000)	
5100 Special Aviation Fund	1,985,050	(2,062,550)	
5200 Construction Assistance Fund Projects	3,017,875	(3,017,875)	
5300 Assessment District Project Fund	2,000		
4101 Debt Service - 1997 COP's		(1,600,000)	
5800 Capital Projects Fund		37,377,030	37,377,030
Total	16,032,925	(2,250,000)	37,377,030
Total Budget	177,127,662	0	188,616,263

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

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

PASSED AND ADOPTED this 20th day of June 2017 by the following vote:

AYES:

NOES:

ABSENT:

ATTEST:

Patricia M. Barajas, City Clerk

Joseph D. Gunter, Mayor

FINANCIAL SUMMARIES

Appropriations Limit

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

A RESOLUTION SETTING THE APPROPRIATIONS LIMIT
FOR THE CITY OF SALINAS FOR
FISCAL YEAR 2017-18

WHEREAS, Article XIII B of the California Constitution was amended by the passage of Proposition 111 at the June 5, 1990, Primary Election; and,

WHEREAS, each City must now select its change in the cost-of-living annually by a recorded vote of the City Council; and,

WHEREAS, each City must now select its change in population annually by a recorded vote of the City Council;

NOW THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF SALINAS that the Appropriations Limit for the City shall be changed based on:

1. The population within the County limits, and
2. The change in California cost of living.

BE IT FURTHER RESOLVED that the Appropriations Limit for the City of Salinas for Fiscal Year 2017-18 is hereby adopted at \$232,697,658 pursuant to Article XIII B of the California Constitution as amended by Proposition 111.

PASSED AND ADOPTED this 6th day of June 2017, by the following vote:

AYES:

NOES:

ABSENT:

ABSTAINED:

APPROVED:

Joseph D. Gunter, Mayor

ATTEST:

Patricia Barajas, City Clerk



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FINANCIAL SUMMARIES

Fund Balances

Fiscal Year 2017-18

Fund	Estimated Balance 06/30/2017	Estimated Revenues FY 17-18	Budget FY 17-18	Interfund Transfers FY 17-18	Reserve Transfers FY 17-18	Estimated Balance 06/30/2018	
General Fund	4,163,575	90,141,900	(90,926,018)	(4,084,503)	-	(705,046)	
General-Capital Improvement Reserve	-	-	-	1,044,337	-	1,044,337	
General-Operating Reserve	5,830,000	-	-	-	-	5,830,000	
Reserve - Deficit Contingency	500,000	-	-	-	-	500,000	
Reserve New York Life Plan	1,500,000	-	-	-	-	1,500,000	
Total	11,993,575	90,141,900	(90,926,018)	(3,040,166)	-	8,169,291	1
Measure V Fund							
Transactions & Use 1/2 cent Tax	868,555	12,318,100	(12,025,306)	(97,600)		1,063,749	
Measure V - Operating Reserve	938,600	-	-	-	-	938,600	
Total	1,807,155	12,318,100	(12,025,306)	(97,600)	-	2,002,349	2
Measure G Fund							
Transactions & Use 1 cent Tax	(4,149,994)	24,477,200	(12,383,986)	(12,628,893)		(4,685,673)	
Measure G - Operating Reserve	1,760,000	-	-	-	-	1,760,000	
Total	(2,389,994)	24,477,200	(12,383,986)	(12,628,893)	-	(2,925,673)	3
Assessment & Maintenance Districts							
Maintenance District Administration	17,757	61,500	(41,031)	-	-	38,226	
Woodside Park	63,295	38,500	(38,000)	-	-	63,795	
Downtown Mall	(36,850)	-	(2,400)	-	-	(39,250)	
Airport Business Park	14,171	21,700	(20,060)	-	-	15,811	
North East	63,538	663,000	(720,760)	-	-	5,778	
Harden Ranch	56,670	142,200	(198,870)	-	-	-	
Vista Nueva	157,786	30,400	(26,800)	(2,000)	-	159,386	
Mira Monte	295,796	122,700	(121,320)	-	-	297,176	10
Monte Bella	2,955,200	524,700	(201,110)	-	-	3,278,790	11
Assessment Administration	(43,419)	16,000	-	-	-	(27,419)	
Assessment Districts Reserve	2,386,735	11,000	-	-	-	2,397,735	
Assessment Districts Bonds	1,729,035	1,351,500	(1,144,600)	-	-	1,935,935	
Total	7,659,714	2,983,200	(2,514,951)	(2,000)	-	8,125,963	

FINANCIAL SUMMARIES

Fund Balances

Fiscal Year 2017-18

Fund	Estimated Balance 06/30/2017	Estimated Revenues FY 17-18	Budget FY 17-18	Interfund Transfers FY 17-18	Reserve Transfers FY 17-18	Estimated Balance 06/30/2018	
Public Safety	497,515	807,000	(1,200,000)	-	-	104,515	
Emergency Medical Services Fund	1,069,685	146,500	(994,270)	500,000	-	721,915	4
Asset Seizure	105,697	21,050	(20,000)	-	-	106,747	
Traffic Safety	-	450,000	-	(450,000)	-	-	
Vehicle Abatement	302,332	120,000	(166,490)	50,000	-	305,842	
Recreation Parks Fund	23,400	30,000	(23,400)	(30,000)	-	-	5
Public Education Fund	431,482	185,000	(350,500)	-	-	265,982	
Measure X Transportation Safety	-	5,790,000	-	(11,957,000)	-	(6,167,000)	
SB1 Road Maintenance & Rehab	-	1,128,000	-	(1,113,000)	-	15,000	
SA Public Improvements	1,528,431	6,000	-	-	-	1,534,431	
HSA Affordable Housing	623,160	57,100	(71,791)	-	-	608,469	
Development Fees							
Sewers	229,411	74,500	-	(299,000)	-	4,911	
Parks	(58,994)	20,000	-	(16,000)	-	(54,994)	
Library Fees	204,220	2,500	-	-	-	206,720	
Trees	2,430	500	-	-	-	2,930	
Annexation	731	1,000	-	-	-	1,731	
Arterial	466,650	250,000	-	(330,000)	-	386,650	
Fire Fees	72,316	80,500	-	-	-	152,816	
Police Fees	269,436	136,500	-	-	-	405,936	
Total	1,186,200	565,500	-	(645,000)	-	1,106,700	13
Gas Tax	419,128	3,544,500	-	(3,960,900)	12	2,728	
Community Development Act of 1974	260,781	4,648,083	(3,614,170)	(200,000)	-	1,094,694	
Grants	-	3,515,464	(1,447,906)	-	-	2,067,558	
Debt Service	3,996,497	3,000	(2,444,557)	839,032	-	2,393,972	14

FINANCIAL SUMMARIES

Fund Balances

Fiscal Year 2017-18

Fund	Estimated Balance 06/30/2017	Estimated Revenues FY 17-18	Budget FY 17-18	Interfund Transfers FY 17-18	Reserve Transfers FY 17-18	Estimated Balance 06/30/2018
Special Aviation						
California Aid to Airports	11,137	9,000	-	-	-	20,137
CC&F Land Sale	1,348,874	10,000	-	(86,500)	-	1,272,374
Federal Aviation Grants	(409,161)	1,966,050	-	(1,976,050)	-	(419,161)
Total	950,850	1,985,050	-	(2,062,550)	-	873,350
Construction Assistance						
State & Federal	-	1,132,875	-	(1,132,875)	-	-
Others	-	1,885,000	-	(1,885,000)	-	-
Total	-	3,017,875	-	(3,017,875)	-	-
Assessment District Project	391,097	2,000	-	-	-	393,097
Capital Projects Revolving Fund	2,000,000	-	(37,377,030)	37,377,030	-	2,000,000
Enterprise Operations						
Airport	436,106	1,425,000	(1,336,870)	(186,086)	-	338,150
Industrial Waste	(631,672)	3,055,000	(1,573,090)	(836,962)	-	13,276
Golf Courses	739,626	227,700	(739,411)	450,000	-	677,915
Sanitary Sewer	637,176	2,905,000	(2,818,557)	(2,300,900)	-	(1,577,281)
Storm Sewer	(456,338)	47,000	(2,428,005)	1,522,300	-	(1,315,043)
Hitchcock Road Water System	25,235	11,000	(20,000)	-	-	16,235
Downtown Parking District	(742,343)	211,100	(1,516,187)	1,126,567	-	(920,863)
Preferential Parking	36,824	39,400	(24,500)	-	-	51,724
Permit Services	-	2,167,700	(2,179,530)	-	-	(11,830)
Carzyhorse Landfill	2,038,628	-	-	(385,100)	-	1,653,528
Total	2,083,242	10,088,900	(12,636,150)	(610,181)	-	(1,074,189)
Internal Service						
Administration	1,195,284	350,000	(47,010)	-	-	1,498,274
General Insurances	3,136,715	1,010,000	(540,100)	-	-	3,606,615

FINANCIAL SUMMARIES

Fund Balances

Fiscal Year 2017-18

Fund	Estimated Balance 06/30/2017	Estimated Revenues FY 17-18	Budget FY 17-18	Interfund Transfers FY 17-18	Reserve Transfers FY 17-18	Estimated Balance 06/30/2018
Workers Compensation Insurance	3,436,587	5,447,700	(4,424,600)	-	(4,459,687)	-
Liability Insurance	3,052,375	966,000	(2,050,870)	350,300	(2,317,805)	-
Fleet Maintenance	-	-	(1,661,090)	1,650,370	-	(10,720)
Total	10,820,961	7,773,700	(8,723,670)	2,000,670	(6,777,492)	5,094,169
Trusts & Agencies						
Economic Development Corporation	111,584					111,584
Successor Agency - SRA	2,833,469	3,322,540	(1,696,068)	(951,567)	-	3,508,374
Total	2,945,053	3,322,540	(1,696,068)	(951,567)	-	3,619,958
Deferred Compensation & Retirement	31,530	-	-	-	-	31,530
Total All Funds	48,737,491	177,127,662	(188,616,263)	-	(6,777,492)	30,471,398

6

FINANCIAL SUMMARIES

Fund Balances - Notes Fiscal Year 2017-18

	Estimated FY 16-17	Estimated FY 17-18
1		
Beginning General Fund Balance	12,478,531	11,993,575
Estimated Revenue	88,224,500	90,141,900
(To) From Other Funds	(2,246,650)	(1,995,829)
Estimated Expenditures		
Operating	(85,650,406)	(90,926,018)
Capital Projects-Mid Year		
Capital Projects-On-going (Minimum Required)	(812,400)	(1,044,337)
Ending General Fund Unreserved Fund Balance	11,993,575	8,169,291
Reserves		
Operating Reserve	(5,830,000)	(5,830,000)
Contingency Reserve	(500,000)	(500,000)
New York Life Reserve	(1,500,000)	(1,500,000)
Unreserved Fund Balance	4,163,575	339,291
2		
Beginning Measure V Fund Balance	2,676,826	1,807,155
Estimated Revenue	12,005,000	12,318,100
On-going Expenditures		
Operating Budget	(11,732,771)	(12,025,306)
Capital Projects	(1,170,000)	(140,000)
(To) From Other Funds	28,100	42,400
Total On-going Expenditures	(12,874,671)	(12,122,906)
Ending Measure V Unreserved Fund Balance	1,807,155	2,002,349
Operating Reserve	(938,600)	(938,600)
Ending Measure V Unreserved Fund Balance	868,555	1,063,749
3		
Beginning Measure G Fund Balance	(1,603,244)	(2,389,994)
Estimated Revenue	23,860,500	24,477,200
On-going Expenditures		
Operating Budget	(9,966,663)	(12,383,986)
Capital Projects	(12,319,487)	(10,145,493)
(To) From Other Funds	(2,361,100)	(2,483,400)
Total On-going Expenditures	(24,647,250)	(25,012,879)
Ending Measure G Unreserved Fund Balance	(2,389,994)	(2,925,673)
Operating Reserve	(1,760,000)	(1,760,000)

FINANCIAL SUMMARIES

Fund Balances - Notes Fiscal Year 2017-18

	Estimated FY 16-17	Estimated FY 17-18
Estimated Salary Savings	300,000	300,000
Ending Measure G Unreserved Fund Balance	<u>(3,849,994)</u>	<u>(4,385,673)</u>
4 Emergency Medical Services Fund (Paramedic Program)		
Beginning Balance	1,125,042	1,069,685
County CSA 74 Funds	143,203	146,500
Ambulance Contract		
Measure V Contribution	640,000	640,000
Estimated Expenditure		
Operations	(683,960)	(934,270)
EMS Equipment	(49,600)	(60,000)
Capital Project - EMS Safety Equipment	<u>(105,000)</u>	<u>(140,000)</u>
Unreserved Fund Balance	<u>1,069,685</u>	<u>721,915</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	9,868,591	10,820,961
Reserves		
-Workers Compensation Insurance	(3,436,587)	(4,459,687)
-Liability Insurance	<u>(3,000,000)</u>	<u>(2,317,805)</u>
Unreserved Fund Balance	<u>3,432,004</u>	<u>4,043,469</u>
7 Golf Courses Fund Balance	763,426	739,626
(To) From Other Funds	450,000	450,000
Reserve-Debt Service	<u>(908,200)</u>	<u>(908,200)</u>
Unreserved Balance	<u>305,226</u>	<u>281,426</u>
8 Sanitary Sewer Fund Balance	3,885,781	2,071,976
Reserve-Debt Service	(1,209,800)	(1,209,800)
-Operating Reserve	<u>(225,000)</u>	<u>(225,000)</u>
Unreserved Balance	<u>2,450,981</u>	<u>637,176</u>
2012 Sanitary Sewer Revenue Bonds (\$18.0 million) were issued in February 2012. Funds are deposited in a Trustee account. Sewer system improvement projects are using this funding.		
9 Downtown Parking District		
Beginning Balance	(571,186)	(742,343)
Estimated Revenue	211,100	211,100
General Fund	175,000	175,000
Successor Agency of RDA	* 951,000	951,567

FINANCIAL SUMMARIES

Fund Balances - Notes Fiscal Year 2017-18

	Estimated FY 16-17	Estimated FY 17-18
Estimated Expenditure		
Operations	(553,307)	(564,620)
Debt Service	(954,950)	(951,567)
Capital Projects & Equipment		
Unreserved Fund Balance	<u>(742,343)</u>	<u>(920,863)</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)	143,900	143,900
Operating Reserve	<u>151,896</u>	<u>151,026</u>
Reserved Fund Balance	<u>295,796</u>	<u>294,926</u>
11 Monte Bella Maintenance District		
Capital Reserve		
(Streets, Curbs, Gutters, Sidewalks & Street Trees)	1,342,600	1,342,600
Operating Reserve	<u>129,700</u>	<u>129,700</u>
Reserved Fund Balance	<u>1,472,300</u>	<u>1,472,300</u>
12 Includes General Fund, Measure G and Gas Tax Transfers to fund the federally mandated program	<u>(456,338)</u>	<u>(1,315,043)</u>
13 Reserved for Future Development Fee projects.	1,186,200	1,106,700
14 COP Debt Service Fund Balance	3,996,497	2,393,972
Reserve-Debt Service	<u>(3,996,497)</u>	<u>(2,393,972)</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 2017-18

	Transfers In (Out) \$	Net Transfers In (Out) \$
10 General Fund		
From Gas Tax	1,500,000	
From Traffic Safety	450,000	
From Measure G Fund	1,378,800	
Street Sweeping (NPDES) (26% Franchise)	(1,095,400)	
To Golf Courses	(450,000)	
To Parking District-6801	(175,000)	
To Debt Service Fund		
4109 2015 COP Refunding	(312,772)	
4108 Energy Improvements to City Facilities	(1,359,487)	
4104 Consolidation Animal Shelter/Projects	(231,600)	
To Internal Service Fleet Maintenance	(1,650,370)	
To Vehicle Abatement Fund	(50,000)	(1,995,829)
11 Measure V Fund		
To EMS Paramedic Fund	(640,000)	
From Measure G Fund	682,400	42,400
12 Measure G Fund		
To General Fund - Furlough Restoration	(1,378,800)	
To Measure V - Furlough Restoration	(682,400)	
To Storm Sewer (NPDES)	(71,900)	
To Internal Service Fund - General Liability	(350,300)	(2,483,400)
61 Airport Fund		
To Energy Improvements to City Facilities	(77,511)	(77,511)
62 Industrial Waste Fund		
To Energy Improvements to City Facilities	(72,562)	(72,562)
2501 Emergency Medical Services Fund		
From Measure V for Paramedics	640,000	640,000
63 Golf Courses		
From General Fund	450,000	450,000
2503 Traffic Safety Fund		
To General Fund	(450,000)	(450,000)
2504 Vehicle Abatement Fund		
From General Fund	50,000	50,000
65 Storm Sewer (NPDES) Fund		
From General Fund	1,095,400	
From Measure G Fund	71,900	
From Gas Tax	750,000	1,917,300
71 Internal Service Fund		
Fleet Maintenance from General Fund	1,650,370	
Liability Insurance From Measure G Fund	350,300	2,000,670
68 Parking District Fund		
From General Fund	175,000	
From Successor Agency of the SRA	951,567	1,126,567
41 Debt Service Fund		
From General Fund		
Crazy Horse Proceeds	312,772	

FINANCIAL SUMMARIES

Fund Transfers

Fiscal Year 2017-18

	Transfers In (Out) \$	Net Transfers In (Out) \$
Energy improvements to City Facilities	1,209,414	
65 W Alisal Refinancing	231,600	
From Crazyhorse Landfill Fund		
COP Refinancing	385,100	
From Airport		
Energy improvements to City Facilities	77,511	
From Industrial Waste		
Energy improvements to City Facilities	72,562	2,288,959
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	(951,567)	
To Successor Agency Administration		
SA Administration	(250,000)	
Form Successor Agency Obligation Retirement		
SA Administration	250,000	(951,567)
24 Gas Tax Fund		
To General Fund for Street Maintenance	(1,500,000)	
To Storm Sewer Fund for NPDES	(750,000)	(2,250,000)
58 Capital Projects Fund		
From:		
General Fund	1,044,337	
Measure V Fund	140,000	
Measure G Fund	10,145,493	
VistaNueva Maintenance District	2,000	
Airport Fund	108,575	
Industrial Waste	764,400	
Emergency Medical Services Fund	140,000	
Sanitary Sewer Fund	2,300,900	
Community Development Block Grant	200,000	
Storm Sewer Fund	395,000	
Development Fee Fund	645,000	
Gas Tax Fund	1,710,900	
Recreation Parks Fund	30,000	
MX - Transportation Safety & Investment Plan	11,957,000	
SB1 Road Maintenance & Rehabilitation	1,113,000	
Special Aviation Fund	2,062,550	
Construction Assistance Fund	3,017,875	
2015 Refunding COP 2005 A & B	1,600,000	37,377,030
Total Interfund Transfers	37,226,957	37,226,957



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FINANCIAL SUMMARIES

Administration Overhead Rates

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



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FINANCIAL SUMMARIES

Revenue

Account Number	Account Name	15-16 Actual	16-17 Budget	17-18 Budget
1000 - General Fund				
1000.00.0000-50.1010	Taxes Property Taxes-Secured CY	12,656,180	12,607,100	13,813,000
1000.00.0000-50.1020	Taxes Property Taxes-Unsecured CY	622,695	600,000	640,000
1000.00.0000-50.1030	Taxes Property Taxes-Supp Assessment	309,460	216,100	255,000
1000.00.0000-50.1040	Taxes Property Taxes - Interest	14,180	5,400	20,000
1000.00.0000-50.1050	Taxes Property Taxes-Secured PY	205,856	200,000	230,000
1000.00.0000-50.1060	Taxes Property Taxes-Unsecured PY	5,490	5,400	2,000
1000.00.0000-50.1070	Taxes Property Taxes-HOPTR	71,167	73,900	40,000
1000.00.0000-50.1080	Taxes Property Taxes-Transfer	322,974	290,000	225,000
1000.00.0000-50.1120	Taxes Property Taxes-Veh Lic In-Lieu	11,324,565	11,552,200	12,324,000
1000.00.0000-50.1129	Taxes ROPS Pass Through Payments	84,113	-	40,000
1000.00.0000-50.1130	Taxes Property Taxes-ROPS	432,497	400,000	440,000
1000.00.0000-50.2010	Taxes Sales Tax	21,932,881	27,342,000	28,637,500
1000.00.0000-50.2020	Taxes Sales Tax In-Lieu	1,833,185	-	-
1000.00.0000-50.2060	Taxes Utility Users	12,142,893	12,494,000	12,200,000
1000.00.0000-50.2070	Taxes Transient Occupancy	2,601,117	2,550,000	2,450,000
1000.00.0000-50.2080	Taxes Business License	4,828,100	4,720,000	4,900,000
1000.00.0000-51.2160	Franchise Fees AT&T	193,000	200,000	201,000
1000.00.0000-51.2170	Franchise Fees Cable TV	750,771	760,000	800,000
1000.00.0000-51.2180	Franchise Fees Electric	561,753	560,000	575,000
1000.00.0000-51.2190	Franchise Fees Garbage	6,339,439	6,470,000	6,570,000
1000.00.0000-51.2200	Franchise Fees Gas	236,180	240,000	245,000
1000.00.0000-51.2210	Franchise Fees Recycling Shares	212,187	215,000	163,000
1000.00.0000-51.2220	Franchise Fees Towing	145,816	135,000	135,000
1000.00.0000-53.8010	Fines and Forfeits General Code Fines	-	-	36,400
1000.00.0000-54.8010	Use of money and property Investment Earnings	90,838	100,000	160,000
1000.00.0000-54.8030	Use of money and property Possessory Interest	4,594	-	4,000
1000.00.0000-54.8050	Use of money and property Rental Income	76,946	150,000	152,000
1000.00.0000-54.8051	Use of money and property ITC Lease	61,883	-	29,000
1000.00.0000-54.8060	Use of money and property Building Lease	190,304	204,800	204,800
1000.00.0000-55.8013	Intergovernmental County Housing In-Lieu	35,509	36,000	36,000
1000.00.0000-55.8202	Intergovernmental Motor Vehicle In-Lieu	62,427	64,000	72,000
1000.00.0000-55.8212	Intergovernmental State Mandated Costs	168,871	160,000	100,000
1000.00.0000-56.6010	Charges for Services Concessions	4,024	-	75,000
1000.00.0000-56.8020	Charges for Services Administrative Service Revenue	1,452,073	1,300,000	1,500,000
1000.00.0000-56.8050	Charges for Services Research Fees	-	100	100
1000.00.0000-56.8060	Charges for Services Copying Fees	221	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	500	500
1000.00.0000-56.8120	Charges for Services Special Events Fee	6,894	10,000	10,000
1000.00.0000-57.8010	Other Revenue Unclaimed Property Sales	22,961	10,000	10,000
1000.00.0000-57.8020	Other Revenue Surplus Property	3,711	10,000	10,000
1000.00.0000-57.8030	Other Revenue Land & Building Sale	-	1,000	1,000
1000.00.0000-57.8040	Other Revenue Loss/Damage Reimb	-	1,000	1,000
1000.00.0000-57.8050	Other Revenue Miscellaneous Receipts	235,234	110,000	110,000
1000.00.0000-57.8140	Other Revenue Subpoena-Civil	2,612	-	3,000
1000.00.0000-57.8605	Other Revenue Health Insurance EE Contribution	-	-	60,000
1000.00.0000-58.8011	Other Financing Sources Loan Proceeds	725,635	-	-
1000.12.1120-56.1020	Charges for Services Candidate Filing Fees	593	500	-
1000.12.1120-56.8030	Charges for Services Sale of Printed Material	778	500	500
1000.14.1400-56.1140	Charges for Services Legal Services	846	1,000	1,000
1000.20.2030-52.5030	Licenses & Permits Garage Sale Permits	6,228	10,000	10,000
1000.20.2030-56.8040	Charges for Services Cost of Issuance/Monitoring Fees	25,978	10,000	10,000

FINANCIAL SUMMARIES

Revenue

Account Number	Account Name	15-16 Actual	16-17 Budget	17-18 Budget
1000.20.2031-56.2020	Charges for Services Returned Check Charges	890	1,000	1,000
1000.20.2034-56.2010	Charges for Services Bus License Applic Review Fees	17,433	18,000	18,000
1000.20.2034-56.2030	Charges for Services Credit Card Convenience Fee	21,134	20,000	20,000
1000.30.3350-52.3010	Licenses & Permits Mechanical Permits	-	6,200	-
1000.30.3350-52.3020	Licenses & Permits Building Permits	-	700,000	-
1000.30.3350-52.3030	Licenses & Permits Plumbing Permits	-	31,200	-
1000.30.3350-52.3040	Licenses & Permits Electrical Permits	-	15,600	-
1000.30.3350-52.3050	Licenses & Permits Encroachment Permits	-	265,000	-
1000.30.3350-52.3060	Licenses & Permits Re-Roofing Permits	-	80,000	-
1000.30.3350-52.3070	Licenses & Permits Building Demolition Permit	-	2,700	-
1000.30.3350-56.3400	Charges for Services Building Plan Check Fees	-	650,000	-
1000.30.3350-56.3410	Charges for Services Special Building Inspection	-	-	33,000
1000.30.3350-56.3420	Charges for Services Reinspection Service	-	-	3,000
1000.30.3350-56.3430	Charges for Services Residential Report	-	-	44,000
1000.30.3350-56.3440	Charges for Services Microfilm Fee	-	20,000	-
1000.30.3350-56.3460	Charges for Services Other Building Fees	-	6,000	-
1000.30.3351-56.8100	Charges for Services Map Sales	33	200	-
1000.30.3352-52.3010	Licenses & Permits Mechanical Permits	6,938	-	-
1000.30.3352-52.3020	Licenses & Permits Building Permits	842,028	-	-
1000.30.3352-52.3030	Licenses & Permits Plumbing Permits	18,645	-	-
1000.30.3352-52.3040	Licenses & Permits Electrical Permits	8,519	-	-
1000.30.3352-52.3050	Licenses & Permits Encroachment Permits	362,150	-	-
1000.30.3352-52.3060	Licenses & Permits Re-Roofing Permits	144,693	-	-
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	-	-
1000.30.3352-56.3440	Charges for Services Microfilm Fee	35,813	-	-
1000.30.3352-56.3460	Charges for Services Other Building Fees	10,677	-	-
1000.30.3353-53.3010	Fines and Forfeits Code Enforcement Violations	39,946	32,000	60,000
1000.30.3353-53.8010	Fines and Forfeits General Code Fines	20,289	36,400	-
1000.30.3353-56.3410	Charges for Services Special Building Inspection	38,023	33,000	-
1000.30.3353-56.3420	Charges for Services Reinspection Service	7,740	3,000	-
1000.30.3353-56.3430	Charges for Services Residential Report	50,460	44,000	-
1000.30.3353-56.3450	Charges for Services Special Code Inspection	8,573	6,000	6,000
1000.30.3462-56.3010	Charges for Services Tentative Map Review Fees	14,453	-	6,000
1000.30.3462-56.3020	Charges for Services Minor Subdivision Review Fees	76	5,000	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	1,000	1,000
1000.30.3462-56.3080	Charges for Services Conditional Use Permit Fee	103,682	80,000	80,000
1000.30.3462-56.3100	Charges for Services Planned Unit Development Fee	1,600	2,000	5,000
1000.30.3462-56.3130	Charges for Services Environment Assessment Fee	963	3,800	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	15,000	8,000
1000.30.3462-56.3170	Charges for Services Sign Review & Permits	16,461	15,000	15,000
1000.30.3462-56.3190	Charges for Services Variance Fees	-	-	-
1000.30.3462-56.3210	Charges for Services Site Plan Review	22,509	30,000	13,000
1000.30.3462-56.3220	Charges for Services Planning Inspection Fee	5,020	4,500	13,000
1000.30.3462-56.3240	Charges for Services Building Permit Review	36,079	20,000	35,000
1000.30.3462-56.3250	Charges for Services Time Extension of Permits	176	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	13,000	25,000
1000.30.3462-56.3280	Charges for Services Fire Plan Check Fee-Permit Ctr	-	8,000	100
1000.30.3462-56.3290	Charges for Services Other Planning Fees	13,340	6,000	5,000
1000.30.3462-56.8100	Charges for Services Map Sales	-	-	100

FINANCIAL SUMMARIES

Revenue

Account Number	Account Name	15-16 Actual	16-17 Budget	17-18 Budget
1000.40.4110-55.4222	Intergovernmental Post Training Reimbursement	25,909	15,000	25,000
1000.40.4116-52.4020	Licenses & Permits Bicycle Licenses	-	500	500
1000.40.4116-52.4030	Licenses & Permits Pawn Broker/2nd Dealer	110,501	52,000	100,000
1000.40.4116-56.4010	Charges for Services Bingo License Application Fee	55	100	100
1000.40.4116-56.4050	Charges for Services Vehicle Fix-it-ticket Sign Off	-	1,000	1,000
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	1,000	1,000
1000.40.4116-56.4150	Charges for Services Firearm Dealers	1,488	1,000	1,000
1000.40.4116-56.4170	Charges for Services Vehicle Release Fees (Towing)	51,891	40,000	40,000
1000.40.4116-56.4180	Charges for Services Vehicle Impound Fee (Towing)	41,400	47,000	47,000
1000.40.4130-56.4030	Charges for Services Police Report Fees	43,714	35,000	35,000
1000.40.4130-56.4040	Charges for Services Police False Alarm Fees	184,951	160,000	185,000
1000.40.4130-56.4060	Charges for Services Fingerprint Fees	543	2,000	2,000
1000.40.4130-56.4070	Charges for Services Card Room Fees	19,030	7,500	16,000
1000.40.4130-56.4080	Charges for Services Police Photo Charges	1,107	200	200
1000.40.4130-56.4100	Charges for Services Noise Regulation Fees	2,331	2,500	2,500
1000.40.4134-56.4120	Charges for Services Police Record Review Charges	3,454	2,500	2,500
1000.40.4170-52.4010	Licenses & Permits Animal Licenses	84,702	78,000	78,000
1000.40.4170-55.4063	Intergovernmental City of Marina(Animal Shelter)	59,447	60,000	60,000
1000.40.4170-56.4090	Charges for Services Animal Shelter Fees	55,340	50,000	50,000
1000.40.4170-56.4190	Charges for Services Animal Shelter Citation Fees	2,601	4,600	4,600
1000.40.4220-56.4020	Charges for Services Special Police Service Fees	91,569	130,000	130,000
1000.45.4510-55.4202	Intergovernmental State Fire Reimbursement	640,204	200,000	200,000
1000.45.4510-56.4410	Charges for Services Rural Fire Service	195,036	195,000	195,000
1000.45.4520-56.4520	Charges for Services Special Event - Fire	11	-	-
1000.45.4520-56.4580	Charges for Services ALS Cost Recovery Fee	340,474	400,000	350,000
1000.45.4520-56.4590	Charges for Services VAC Cost Recovery Fee	23,372	70,000	20,000
1000.45.4530-56.4430	Charges for Services Fire Code Mandated Insp Fee	119,460	110,000	110,000
1000.45.4530-56.4440	Charges for Services State Mandated Inspection Fees	436	5,000	5,000
1000.45.4530-56.4450	Charges for Services Fire Plan Check Fee-Fire Dept	69,987	65,000	65,000
1000.45.4530-56.4460	Charges for Services Special Fire Permits	38,994	43,000	43,000
1000.45.4530-56.4470	Charges for Services Structural Fire Report Fees	3,203	2,300	2,300
1000.45.4530-56.4490	Charges for Services Fireworks Surcharge	43,260	-	-
1000.45.4530-56.4510	Charges for Services Fire False Alarm Fees	3,357	1,500	5,000
1000.45.4530-56.4530	Charges for Services Admin Fire Citations	5,725	1,000	1,000
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	124,800	124,800
1000.45.4570-56.4500	Charges for Services Fire Hazard Inspection Fees	29,455	35,500	35,500
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
1000.50.5120-56.5010	Charges for Services Subdivision Map Check Fees	1,043	1,000	1,000
1000.50.5120-56.5020	Charges for Services Subdivision Imp Plan Check Fee	-	1,000	1,000
1000.50.5120-56.5030	Charges for Services Subdivision Imp Inspection Fee	1,872	1,000	1,000
1000.50.5120-56.5060	Charges for Services Special Traffic Marking Reques	5,197	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
1000.50.5234-55.5282	Intergovernmental State Highway Maintenance	9,903	5,200	5,200
1000.50.5238-55.5043	Intergovernmental Alisal Steinbeck Park Maint.	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	4,000	4,000
1000.55.6237-56.6060	Charges for Services Reimbursable Fee Activities	41,827	48,000	48,000
1000.55.6239-56.6020	Charges for Services Sherwood Tennis Use Fees	1,068	2,000	2,000
1000.55.6239-56.6030	Charges for Services Reserved Picnic Area Use Fee	200	100	100

FINANCIAL SUMMARIES

Revenue

Account Number	Account Name	15-16 Actual	16-17 Budget	17-18 Budget
1000.55.6239-56.6040	Charges for Services Ball Field Use Fee	4,708	2,300	2,300
1000.55.6239-56.6050	Charges for Services Youth Sports League Fees	101,016	93,000	95,000
1000.55.6239-56.6080	Charges for Services Other Rec Bldg Rental Fee	25	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	60,000	60,000
1000.60.6005-56.6300	Charges for Services Other Library Fees	7,811	5,000	5,000
1000.60.6005-56.6310	Charges for Services Library Copying Fees	2,294	3,000	3,000
1000.60.6005-56.6320	Charges for Services Overdue Library Fines	23,907	20,000	20,000
1000.60.6005-56.6330	Charges for Services Lost/Damaged Material Fees	6,059	5,000	5,000
1000 - General Fund Total		86,514,515	88,224,500	90,141,900
1100 - Measure V				
1100.00.0000-50.2030	Taxes Transactions and Use Tax-MV	11,435,311	11,690,000	12,285,100
1100.00.0000-54.8010	Use of money and property Investment Earnings	17,364	15,000	33,000
1100.00.0000-57.8080	Other Revenue Miscellaneous Deposits	486	-	-
1100 - Measure V Total		11,453,161	11,705,000	12,318,100
1200 - Measure G				
1200.00.0000-50.2030	Taxes Transactions and Use Tax-MV	22,594,407	22,840,000	-
1200.00.0000-50.2040	Taxes Transactions and Use Tax-MG	-	-	24,406,700
1200.00.0000-54.8010	Use of money and property Investment Earnings	21,704	20,000	70,000
1200.00.0000-57.8080	Other Revenue Miscellaneous Deposits	150	500	500
1200 - Measure G Total		22,616,261	22,860,500	24,477,200
2101 - Maintenance Dist Administration				
2101.20.2140-56.8010	Charges for Services Administrative Fees	-	61,500	61,500
2101 - Maintenance Dist Administration Total		-	61,500	61,500
2102 - Woodside Park Maint District				
2102.50.5560-54.8010	Use of money and property Investment Earnings	170	500	500
2102.50.5560-57.5010	Other Revenue Woodside Park Maint Assessment	43,277	38,000	38,000
2102 - Woodside Park Maint District Total		43,447	38,500	38,500
2104 - Airport Bus Park Maint District				
2104.50.5562-54.8010	Use of money and property Investment Earnings	70	100	100
2104.50.5562-57.5030	Other Revenue Airport Bus Park Maint Assess	14,432	14,100	14,100
2104.50.5562-57.8420	Other Revenue Airport Contribution	900	7,500	7,500
2104 - Airport Bus Park Maint District Total		15,402	21,700	21,700
2105 - N E Salinas Landscape Dist				
2105.50.5563-54.8010	Use of money and property Investment Earnings	684	2,000	2,000
2105.50.5563-57.5040	Other Revenue N/E Landscape Maint Assessment	740,259	661,000	661,000
2105 - N E Salinas Landscape Dist Total		740,942	663,000	663,000
2106 - Harden Ranch Landscape Dist				
2106.50.5564-54.8010	Use of money and property Investment Earnings	718	2,000	2,000
2106.50.5564-57.5050	Other Revenue Harden Ranch Maint Assessment	155,379	140,200	140,200
2106 - Harden Ranch Landscape Dist Total		156,098	142,200	142,200
2107 - Vista Nueva Maint District				
2107.50.5565-54.8010	Use of money and property Investment Earnings	753	1,000	1,000
2107.50.5565-57.5060	Other Revenue Vista Nueva	40,139	29,400	29,400
2107 - Vista Nueva Maint District Total		40,892	30,400	30,400

FINANCIAL SUMMARIES

Revenue

Account Number	Account Name	15-16 Actual	16-17 Budget	17-18 Budget
2108 - Mira Monte Maint District				
2108.50.5566-54.8010	Use of money and property Investment Earnings	1,217	2,000	2,000
2108.50.5566-57.5070	Other Revenue Mira Monte	121,852	120,700	120,700
2108 - Mira Monte Maint District Total		123,069	122,700	122,700
2109 - Monte Bella Maint District				
2109.50.5567-54.8010	Use of money and property Investment Earnings	15,148	10,000	10,000
2109.50.5567-57.5080	Other Revenue Monte Bella	560,736	514,700	514,700
2109 - Monte Bella Maint District Total		575,884	524,700	524,700
2201 - Sales Tax-SB172				
2201.40.4220-50.2050	Taxes City of Salinas-SB 172	456,229	390,000	405,000
2201 - Sales Tax-SB172 Total		456,229	390,000	405,000
2202 - Supplemental Law Enf - AB3229				
2202.40.4220-54.8010	Use of money and property Investment Earnings	640	100	2,000
2202.40.4220-55.4252	Intergovernmental Supp Law Enforcement (AB 3229)	368,319	200,000	400,000
2202 - Supplemental Law Enf - AB3229 Total		368,959	200,100	402,000
2301 - Development Fees-Sewer & Storm				
2301.00.0000-54.8010	Use of money and property Investment Earnings	10,238	10,000	12,000
2301.00.0000-56.5120	Charges for Services Sanitary Sewer Impact Fee	52,918	35,000	35,000
2301.00.0000-56.5130	Charges for Services Storm Sewer Impact Fee	30,483	25,000	27,500
2301 - Development Fees-Sewer & Storm Total		93,639	70,000	74,500
2302 - Development Fees-Parks & Playgr				
2302.00.0000-54.8010	Use of money and property Investment Earnings	4,782	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	20,000	20,000
2303 - Development Fees-Library				
2303.00.0000-54.8010	Use of money and property Investment Earnings	563	500	500
2303.00.0000-56.5160	Charges for Services Facilities Impact Fees	61,690	-	-
2303.00.0000-56.5180	Charges for Services Library Impact Fee	6,070	2,000	2,000
2303 - Development Fees-Library Total		68,323	2,500	2,500
2304 - Development Fees-Street Trees				
2304.00.0000-56.5110	Charges for Services Street Tree Fee	3,630	500	500
2304 - Development Fees-Street Trees Total		3,630	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	50,000	50,000
2306.00.0000-56.5150	Charges for Services Street/Traffic Impact Fees	696,883	200,000	200,000
2306 - Development Fees-Arterial Total		739,608	250,000	250,000
2307 - Development Fees-Fire				
2307.00.0000-54.8010	Use of money and property Investment Earnings	448	500	500
2307.00.0000-56.5160	Charges for Services Facilities Impact Fees	76,144	80,000	80,000

FINANCIAL SUMMARIES

Revenue

Account Number	Account Name	15-16 Actual	16-17 Budget	17-18 Budget
2307.00.0000-56.5190	Charges for Services Fire Protection Service Fee	238	-	-
2307 - Development Fees-Fire Total		76,830	80,500	80,500
2308 - Dev Fees Fund-Police				
2308.00.0000-54.8010	Use of money and property Investment Earnings	287	-	1,500
2308.00.0000-56.5160	Charges for Services Facilities Impact Fees	167,489	30,000	135,000
2308 - Dev Fees Fund-Police Total		167,776	30,000	136,500
2401 - Gas Tax - 2107				
2401.00.0000-54.8010	Use of money and property Investment Earnings	8,125	7,000	9,000
2401.00.0000-54.8050	Use of money and property Rental Income	159,528	175,000	165,400
2401.00.0000-55.5212	Intergovernmental State Gas Tax - 2107	1,131,134	1,222,500	1,209,200
2401.00.0000-55.5222	Intergovernmental State Gas Tax - 2107.5	10,000	10,000	10,000
2401 - Gas Tax - 2107 Total		1,308,787	1,414,500	1,393,600
2402 - Gas Tax - 2106				
2402.00.0000-55.5202	Intergovernmental State Gas Tax - 2106	373,881	465,800	570,100
2402 - Gas Tax - 2106 Total		373,881	465,800	570,100
2403 - Gas Tax - 2105				
2403.00.0000-55.5252	Intergovernmental State Gas Tax - 2105 (P-111)	868,675	894,200	936,000
2403 - Gas Tax - 2105 Total		868,675	894,200	936,000
2404 - Gas Tax - Motor Vehicle Fuel Tax				
2404.00.0000-55.5262	Intergovernmental State Gas Tax - 2103 (TCR)	794,790	568,000	644,800
2404 - Gas Tax - Motor Vehicle Fuel Tax Total		794,790	568,000	644,800
2501 - Emergency Medical Service Fund				
2501.45.4520-54.8010	Use of money and property Investment Earnings	3,396	-	6,500
2501.45.4520-55.4013	Intergovernmental County CSA 74-Safety Equipment	131,275	140,000	140,000
2501 - Emergency Medical Service Fund Total		134,672	140,000	146,500
2502 - Asset Seizure				
2502.40.4380-54.8010	Use of money and property Investment Earnings	874	100	750
2502.40.4380-55.4232	Intergovernmental State Seizure Reimbursement	7,313	10,000	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	10,400	21,050
2503 - Traffic Safety				
2503.00.0000-53.4010	Fines and Forfeits Vehicle Code Fines	242,433	285,000	250,000
2503.00.0000-53.4020	Fines and Forfeits Parking Fines	173,997	200,000	200,000
2503 - Traffic Safety Total		416,430	485,000	450,000
2504 - Vehicle Abatement				
2504.40.4116-55.4242	Intergovernmental Abandoned Vehicle Abatement	131,605	110,000	120,000
2504 - Vehicle Abatement Total		131,605	110,000	120,000
2505 - Recreation Parks				
2505.60.6239-54.8050	Use of money and property Rental Income	34,696	30,000	30,000
2505 - Recreation Parks Total		34,696	30,000	30,000
2506 - PEG Cable Franchise				

FINANCIAL SUMMARIES

Revenue

Account Number	Account Name	15-16 Actual	16-17 Budget	17-18 Budget
2506.00.8005-51.2170	Franchise Fees Cable TV	189,209	185,000	185,000
2506 - PEG Cable Franchise Total		189,209	185,000	185,000
2510 - MX-Transport Safety & Inv Plan				
2510.00.0000-54.8010	Use of money and property Investment Earnings	-	-	10,000
2510.00.0000-55.4073	Intergovernmental Measure X - TAMC	-	-	5,780,000
2510 - MX-Transport Safety & Inv Plan Total		-	-	5,790,000
2511 - SB1 Road Maintenance & Rehab				
2511.00.0000-54.8010	Use of money and property Investment Earnings	-	-	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
2511 - SB1 Road Maintenance & Rehab Total		-	-	1,128,000
2601 - SRA Public Improvements				
2601.20.2505-54.8010	Use of money and property Investment Earnings	5,775	-	6,000
2601 - SRA Public Improvements Total		5,775	-	6,000
2602 - HSA - Affordable Housing				
2602.20.2505-54.8010	Use of money and property Investment Earnings	2,926	-	5,000
2602.30.2505-57.3020	Other Revenue Housing Revolving Loans	85,710	52,000	52,000
2602.30.2505-57.8050	Other Revenue Miscellaneous Receipts	-	-	100
2602 - HSA - Affordable Housing Total		88,636	52,000	57,100
2910 - Community Development				
2910.30.3220-55.7501	Intergovernmental Block Grant	-	-	1,923,629
2910.30.3220-57.8050	Other Revenue Miscellaneous Receipts	-	-	-
2910.30.3221-57.3020	Other Revenue Housing Revolving Loans	66,370	65,000	75,000
2910 - Community Development Total		66,370	65,000	1,998,629
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	-	590,679
2930.30.3221-57.3020	Other Revenue Housing Revolving Loans	131,389	50,000	50,000
2930.30.3225-55.7521	Intergovernmental HOME Inv Partnership (HUD)	-	1,297,200	1,297,200
2930 - Home Investment Partnership Total		934,773	1,347,200	1,937,879
2940 - Emergency Solutions Grant-HUD				
2940.30.3220-55.7531	Intergovernmental Emergency Solutions Grant	-	-	178,203
2940 - Emergency Solutions Grant-HUD Total		-	-	178,203
2941 - Emergency Solutions Grant-COC				
2941.30.3240-55.7531	Intergovernmental Emergency Solutions Grant	-	-	533,372
2941 - Emergency Solutions Grant-COC Total		-	-	533,372
3163 - 2014 COPS Hiring SRO				
3163.40.4342-55.7561	Intergovernmental COPS Grant Reimbursement	-	-	3,400,528
3163 - 2014 COPS Hiring SRO Total		-	-	3,400,528
3302 - Cal ID / RAN Grant				
3302.40.4130-55.4033	Intergovernmental Monterey County RAN	106,888	-	114,936
3302.70.7101-55.4033	Intergovernmental Monterey County RAN	-	89,200	-
3302 - Cal ID / RAN Grant Total		106,888	89,200	114,936

FINANCIAL SUMMARIES

Revenue

Account Number	Account Name	15-16 Actual	16-17 Budget	17-18 Budget
4101 - 1997 COPs				
4101.00.8004-54.8010	Use of money and property Investment Earnings	1,689	100	-
4101 - 1997 COPs Total		1,689	100	-
4102 - 1999 COPs				
4102.00.8004-54.8010	Use of money and property Investment Earnings	-	100	-
4102 - 1999 COPs Total		-	100	-
4103 - Steinbeck COP				
4103.00.8004-54.8010	Use of money and property Investment Earnings	6,212	500	500
4103 - Steinbeck COP Total		6,212	500	500
4104 - 2014 COP Consolidation				
4104.00.8004-54.8010	Use of money and property Investment Earnings	42	500	500
4104 - 2014 COP Consolidation Total		42	500	500
4108 - Energy Improvement				
4108.00.8004-54.8010	Use of money and property Investment Earnings	27,203	-	1,500
4108 - Energy Improvement Total		27,203	-	1,500
4109 - 2015 Refunding COP 2005 A & B				
4109.00.8004-54.8010	Use of money and property Investment Earnings	-	-	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	-	500
4201 - Assessment District Admin				
4201.20.2140-56.8010	Charges for Services Administrative Fees	16	16,000	16,000
4201 - Assessment District Admin Total		16	16,000	16,000
4202 - Assessment Districts-Debt Svc				
4202.20.2141-50.1140	Taxes Property Taxes-Assessment Dist	1,171,683	1,325,000	1,351,500
4202.20.2141-54.8010	Use of money and property Investment Earnings	-	-	-
4202.20.2141-58.8013	Other Financing Sources Bond Proceeds 2016 Re-Asses.	-	-	-
4202 - Assessment Districts-Debt Svc Total		1,171,683	1,325,000	1,351,500
4203 - Assessment District Reserve				
4203.20.2141-54.8010	Use of money and property Investment Earnings	8,071	11,000	11,000
4203.20.2141-54.8020	Use of money and property Gain on Sale of Invest	-	-	-
4203 - Assessment District Reserve Total		8,071	11,000	11,000
5101 - Special Aviation Fund - State				
5101.50.5340-55.7202	Intergovernmental State Aid - Airport	-	10,000	500
5101 - Special Aviation Fund - State Total		-	10,000	500
5102 - Special Aviation Fund - Federal				
5102.50.5340-54.8010	Use of money and property Investment Earnings	6,182	10,000	8,500
5102.50.5340-55.5501	Intergovernmental Federal Aid - Airport	391,213	-	1,976,050
5102 - Special Aviation Fund - Federal Total		397,395	10,000	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	-	1,308,000	782,875
5201.00.0000-55.5272	Intergovernmental Regional Surface Transp Program	188,998	215,000	350,000
5201.00.0000-55.5511	Intergovernmental Other Federal Grant	208,217	50,000	-

FINANCIAL SUMMARIES

Revenue

Account Number	Account Name	15-16 Actual	16-17 Budget	17-18 Budget
5201.00.0000-55.7551	Intergovernmental Economic Development Grant	1,640,723	-	-
5201 - Special Const Assist - Fed & St Total		2,083,793	1,573,000	1,132,875
5203 - Special Const Assist - Others				
5203.00.0000-52.3080	Licenses & Permits Building Permit Surcharge	-	50,000	50,000
5203.00.0000-55.3013	Intergovernmental TRAKIT-Permit System Charges	199,399	175,000	185,000
5203.00.0000-55.4003	Intergovernmental Fire Mitigation Fees	633	159,000	-
5203.00.0000-55.5063	Intergovernmental Construction Assistance Others	1,602,380	252,200	1,400,000
5203.00.0000-55.5073	Intergovernmental Monterey County	120,500	-	-
5203.00.0000-55.5074	Intergovernmental Other Agencies	100,595	-	-
5203.00.0000-55.5083	Intergovernmental Developers-FGA West	330,160	-	-
5203.00.0000-55.5242	Intergovernmental Rebates/Refunds & Reimb	77,415	-	-
5203.00.0000-55.8223	Intergovernmental Disaster Reimbursements	-	-	50,000
5203.00.0000-56.3050	Charges for Services General Plan/Zoning Fees	197,824	75,000	200,000
5203 - Special Const Assist - Others Total		2,628,905	711,200	1,885,000
5300 - Assessment District - Projects				
5300.50.5120-54.8010	Use of money and property Investment Earnings	1,476	2,000	2,000
5300 - Assessment District - Projects Total		1,476	2,000	2,000
6100 - Municipal Airport				
6100.50.5340-54.5010	Use of money and property Hangar Rent	678,783	650,000	700,000
6100.50.5340-54.5020	Use of money and property Aircraft Parking	4,017	2,000	2,000
6100.50.5340-54.5030	Use of money and property Building Rental	260,374	250,000	250,000
6100.50.5340-54.5040	Use of money and property Ground Leases	293,652	260,000	280,000
6100.50.5340-54.5050	Use of money and property Fuel Fees	52,351	58,000	60,000
6100.50.5340-54.5060	Use of money and property Use Permits	12,285	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	2,000	2,000
6100.50.5340-56.8080	Charges for Services Airshow Charges	-	3,000	3,000
6100.50.5340-56.8110	Charges for Services Rental Income	114,576	100,000	100,000
6100.50.5340-57.8050	Other Revenue Miscellaneous Receipts	26,922	25,000	25,000
6100.50.5340-57.8560	Other Revenue Airport Cardlock Deposits	378	-	-
6100 - Municipal Airport Total		1,446,423	1,353,000	1,425,000
6200 - Industrial Waste				
6200.50.5441-54.8010	Use of money and property Investment Earnings	15,737	5,000	5,000
6200.50.5441-56.5040	Charges for Services Industrial Waste Fees	2,669,245	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	3,055,000	3,055,000
6301 - Fairways Golf Course				
6301.00.0000-54.8010	Use of money and property Investment Earnings	297	200	200
6301.00.0000-54.8080	Use of money and property Sierra Lease	100,000	100,000	100,000
6301 - Fairways Golf Course Total		100,297	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	125,000	125,000
6302 - Twin Creek Golf Course Total		72,023	127,500	127,500
6400 - Sewer				
6400.50.5442-54.8010	Use of money and property Investment Earnings	19,813	5,000	5,000
6400.50.5442-56.5050	Charges for Services Sanitary Sewer Surcharge Fees	2,905,182	2,900,000	2,900,000

FINANCIAL SUMMARIES

Revenue

Account Number	Account Name	15-16 Actual	16-17 Budget	17-18 Budget
6400 - Sewer Total		2,924,995	2,905,000	2,905,000
6500 - Storm Sewer (NPDES)				
6500.50.5443-54.8010	Use of money and property Investment Earnings	1,777	2,000	2,000
6500.50.5443-56.5080	Charges for Services Review and Inspection Fees	99,136	45,000	45,000
6500 - Storm Sewer (NPDES) Total		100,913	47,000	47,000
6600 - Crazy Horse Landfill				
6600.20.2030-54.8010	Use of money and property Investment Earnings	10,549	-	-
6600 - Crazy Horse Landfill Total		10,549	-	-
6700 - Water Utility				
6700.50.5445-55.4043	Intergovernmental Monterey Co. Animal Shelter	3,304	4,000	4,000
6700.50.5445-55.4053	Intergovernmental City Animal Shelter	1,966	3,000	3,000
6700.50.5445-55.5023	Intergovernmental MRWPCA	1,961	3,000	3,000
6700.50.5445-55.5033	Intergovernmental City Industrial Waste Facility	549	1,000	1,000
6700 - Water Utility Total		7,780	11,000	11,000
6801 - Downtown Parking District				
6801.50.5446-52.5010	Licenses & Permits Parking Lot Permits	37,855	36,000	36,000
6801.50.5446-52.5020	Licenses & Permits Salinas St Garage Permits	35,309	50,000	50,000
6801.50.5446-52.5040	Licenses & Permits Monterey St Garage Permits	127,618	115,000	115,000
6801.50.5446-52.5070	Licenses & Permits Parking Lot - Hourly	-	10,000	10,000
6801.50.5446-54.8010	Use of money and property Investment Earnings	-	100	100
6801 - Downtown Parking District Total		200,782	211,100	211,100
6802 - Preferential Parking				
6802.50.5447-52.5060	Licenses & Permits Preferential Permits	13,073	39,400	39,400
6802 - Preferential Parking Total		13,073	39,400	39,400
6900 - Permit Services				
6900.30.3350-52.3010	Licenses & Permits Mechanical Permits	-	-	6,200
6900.30.3350-52.3020	Licenses & Permits Building Permits	-	-	800,000
6900.30.3350-52.3030	Licenses & Permits Plumbing Permits	-	-	30,000
6900.30.3350-52.3040	Licenses & Permits Electrical Permits	-	-	12,000
6900.30.3350-52.3050	Licenses & Permits Encroachment Permits	-	-	300,000
6900.30.3350-52.3060	Licenses & Permits Re-Roofing Permits	-	-	125,000
6900.30.3350-52.3070	Licenses & Permits Building Demolition Permit	-	-	500
6900.30.3350-56.3400	Charges for Services Building Plan Check Fees	-	-	780,000
6900.30.3350-56.3410	Charges for Services Special Building Inspection	-	-	33,000
6900.30.3350-56.3420	Charges for Services Reinspection Service	-	-	8,000
6900.30.3350-56.3430	Charges for Services Residential Report	-	-	40,000
6900.30.3350-56.3440	Charges for Services Microfilm Fee	-	-	25,000
6900.30.3350-56.3460	Charges for Services Other Building Fees	-	-	8,000
6900 - Permit Services Total		-	-	2,167,700
7101 - Internal Services Administration				
7101.12.1245-56.8010	Charges for Services Administrative Fees	350,000	350,000	350,000
7101.12.1245-57.8050	Other Revenue Miscellaneous Receipts	240	-	-
7101 - Internal Services Administration Total		350,240	350,000	350,000
7102 - Internal Services Insurances				
7102.12.1246-57.1060	Other Revenue Miscellaneous Insurances	1,003,976	950,000	950,000
7102.12.1246-57.8050	Other Revenue Miscellaneous Receipts	10,312	1,000	60,000

FINANCIAL SUMMARIES

Revenue

Account Number	Account Name	15-16 Actual	16-17 Budget	17-18 Budget
7102 - Internal Services Insurances Total		1,014,288	951,000	1,010,000
7103 - Worker's Comp Self-Insurance				
7103.12.1247-54.8010	Use of money and property Investment Earnings	7,177	15,000	15,000
7103.12.1247-57.1010	Other Revenue Workers Comp Premiums	4,313,060	5,061,000	5,352,700
7103.12.1247-57.1020	Other Revenue Workers Comp Reimb	-	500,000	10,000
7103.12.1247-57.1030	Other Revenue CalPERS Ind Disability Reimb	46,834	150,000	70,000
7103 - Worker's Comp Self-Insurance Total		4,367,072	5,726,000	5,447,700
7104 - General Liability Self-Insurance				
7104.12.1248-54.8010	Use of money and property Investment Earnings	13,302	10,000	15,000
7104.12.1248-57.1040	Other Revenue Liability Insurance	950,000	950,000	950,000
7104.12.1248-57.1060	Other Revenue Miscellaneous Insurances	46,558	1,000	1,000
7104 - General Liability Self-Insurance Total		1,009,860	961,000	966,000
8914 - RORF-Redev Obligation Retirement				
8914.20.2502-50.1090	Taxes Property Taxes-Tax Increments	2,943,081	3,232,000	3,296,640
8914.20.2502-54.8010	Use of money and property Investment Earnings	67,114	1,000	1,000
8914.20.2502-54.8050	Use of money and property Rental Income	24,480	24,400	24,400
8914 - RORF-Redev Obligation Retirement Total		3,034,675	3,257,400	3,322,040
8915 - Successor Agency Administration				
8915.20.2505-50.1090	Taxes Property Taxes-Tax Increments	250,000	-	-
8915.20.2505-57.3010	Other Revenue Small Business Revolving Loans	-	6,900	-
8915.20.2505-57.8050	Other Revenue Miscellaneous Receipts	327	-	500
8915 - Successor Agency Administration Total		250,327	6,900	500
Grand Total		162,589,852	154,056,500	177,127,662



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FINANCIAL SUMMARIES

Workforce

	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
GENERAL OPERATIONS												
Police (Sworn)	188.000	182.000	182.000	176.000	146.000	148.000	156.000	150.000	145.000	170.000	172.000	174.000
Police (Administrative)	69.000	69.000	69.000	63.000	57.500	57.500	57.500	47.500	47.500	59.500	55.500	57.500
Fire (Sworn)	90.000	90.000	90.000	86.000	78.000	92.000	92.000	90.000	86.000	95.000	96.000	97.000
Fire (Administrative)	6.000	6.000	6.000	6.000	6.000	5.000	5.000	4.000	4.000	5.000	3.000	3.000
Total Public Safety	353.000	347.000	347.000	331.000	287.500	302.500	310.500	291.500	282.500	329.500	326.500	331.500
Mayor and City Council	7.000	7.000	7.000	7.000	7.000	7.000	7.000	7.000	7.000	7.000	7.000	7.000
Administration	12.000	11.000	12.500	12.000	9.000	11.375	15.385	12.375	11.275	15.275	16.000	16.000
Community Safety (Sworn)		1.000	1.000	1.000								
Finance	26.500	26.500	26.500	26.500	23.000	21.000	21.000	21.000	19.000	24.000	24.000	26.000
City Attorney	6.500	6.500	6.500	6.500	5.000	5.000	5.000	5.000	5.000	5.000	5.000	5.000
Community Development	47.000	56.500	56.000	51.500	43.750	42.125	39.115	34.245	36.215	35.345	39.750	29.700
Engineering & Transportation	35.500	26.500	26.500	24.500	20.500	21.000	20.625	20.125	21.625	32.375	32.125	35.200
Environmental & Maintenance Services	82.000	79.250	78.250	71.250	48.750	47.500	48.375	46.375	44.625	52.875	47.625	48.700
Parks and Community Services	19.500	22.000	23.000	22.000	6.500	5.000	6.000	6.000	6.000	12.620	14.000	14.000
Library	41.000	42.500	49.500	48.000	43.500	42.500	45.500	43.500	43.500	43.500	43.500	41.000
Total Non Public Safety	277.000	278.750	286.750	270.250	207.000	202.500	208.000	195.620	194.240	227.990	229.000	222.600
TOTAL GENERAL OPERATIONS	630.000	625.750	633.750	601.250	494.500	505.000	518.500	487.120	476.740	557.490	555.500	554.100
INTERNAL SERVICES	2.000	2.000	2.000	2.000	2.000	1.000	1.000	1.000	1.000	3.000	12.000	13.000
ENTERPRISE OPERATIONS	36.000	27.750	26.750	28.750	30.250	28.750	29.500	29.500	30.500	31.000	33.500	44.400
ASSESSMENT & MAINTENANCE DISTRICTS	1.000	1.000	1.000	1.000	1.000	2.000	2.000	1.500	2.000	1.750	1.750	1.750
REDEVELOPMENT AGENCY	2.000	2.000	3.000	3.500	3.500	3.750						
SUCCESSOR AGENCY								1.380	1.260	1.260	0.750	0.750
CITY-WIDE TOTAL	671.000	658.500	666.500	636.500	531.250	540.500	551.000	520.500	511.500	594.500	603.500	614.000



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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.

FINANCIAL POLICIES

2. The budget shall begin with a clear general summary of its contents; shall show in detail all estimated revenues of all City funds; all carry-over fund balances and reserves; and all proposed expenditures, including debt service, for the ensuing fiscal year.
3. The total of proposed expenditures shall not exceed the total of estimated revenues plus the unappropriated fund balance, exclusive of reserves, for any fund.
4. The budget will be organized on a program/service level format.
5. The budget development process will include the identification and evaluation of policy options for increasing and decreasing service levels.
6. A two-year budget may be substituted for the required annual budget, in which case the budget shall be prepared and presented in two annual increments.

B. Estimated Revenues

1. The City will annually update its revenue forecast to enhance the budgetary decision-making process.
2. In its budget projections, the City will attempt to match current expense to current revenue. If it becomes apparent that revenue shortfalls will create a deficit, efforts will be made first to reduce the deficiency through budgetary reductions.
3. If appropriate reductions are insufficient, the Council may decide, on an exception basis, to use an appropriate existing reserve, which is in excess of minimum reserve requirements.

C. Appropriations

1. In evaluating the level of appropriations for program enhancements, or reductions, the City will apply the following principles in the priority order given:
 - a. Essential services, which provide for the health and safety of residents, including but not limited to police, fire, street maintenance, and sewer and storm drainage will be funded to maintain current dollar levels.
 - b. The budget will provide for adequate ongoing maintenance of facilities and equipment.
 - c. Appropriations for program enhancements or reductions will be evaluated on a case-by-case basis rather than across the board.
 - d. When reductions in personnel are necessary to reduce expenditures, they shall be consistent with the City Council's established service level priorities and, when possible, shall be accomplished through normal attrition.
 - e. Programs, which are self-supported by special revenues or fees, shall be separately evaluated.
2. Prior to the City Council making any supplemental appropriation, the City Manager or Finance Director shall certify that funds in excess of those estimated in the budget are available for appropriation. Any such supplemental appropriations shall be made for the fiscal year by Council action up to the amount of any excess.
3. Appropriations may be reduced any time during the fiscal year by the City Council upon recommendation of the City Manager. When appropriation reductions are recommended, the City Manager shall provide specific recommendations to the Council, indicating the estimated amount of the reduction, any remedial actions taken, and recommendations as to any other steps to be taken.
4. The City Manager may transfer appropriations between departments and Department Directors may transfer appropriations between programs and accounts within their individual departments and divisions, but only the Council by minute-order may appropriate funds from reserves or fund balances.

FINANCIAL POLICIES

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

VI. PURCHASING LIMITS

A. Professional Service Agreements

1. Exempt from competitive bidding.
2. Does not require Council approval if: a) contract cost is budgeted; and b) agreement is routine in nature.
3. Requires Council approval if agreement is over \$50,000 and service is a new initiative (non-routine).
4. Administrative Memo 05-01 delegates authority to Directors to execute professional service agreements under \$50,000 (subject to #2 above).
5. City Manager can execute professional service agreements in any amount (subject to #2 & #3 above).
6. The RFP/RFQ process is recommended if value/qualifications cannot be determined informally.

B. Supplies/Equipment Construction

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

VII. CAPITAL IMPROVEMENT PROGRAM POLICIES

A. Capital Planning Period

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

FINANCIAL POLICIES

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

B. Capital Project Priorities

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

C. Capital Project Management

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

VIII. DEBT POLICIES

A. Use

1. This Debt Policy is intended to comply with Government Code Section 8855(i), 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

FINANCIAL POLICIES

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

FINANCIAL POLICIES

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.

FINANCIAL POLICIES

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.

FINANCIAL POLICIES

- 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.

FINANCIAL POLICIES

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

FINANCIAL POLICIES

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

FINANCIAL POLICIES

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

FINANCIAL POLICIES

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

FINANCIAL POLICIES

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

FINANCIAL POLICIES

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 manager 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.

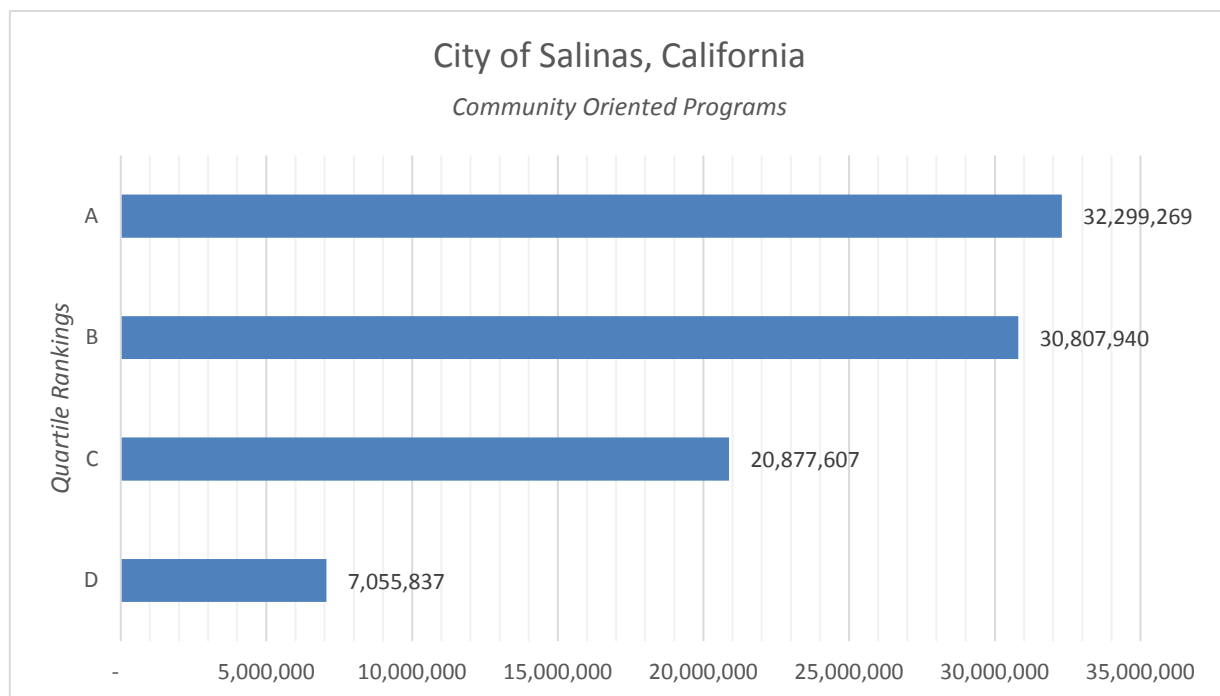
PRIORITY BASED BUDGETING

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 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.

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 were 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	33
B	1	A	27
C	2	B	6
Community Development	122	Public Works	26
A	52	A	5
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 V

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

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

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

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

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

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

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

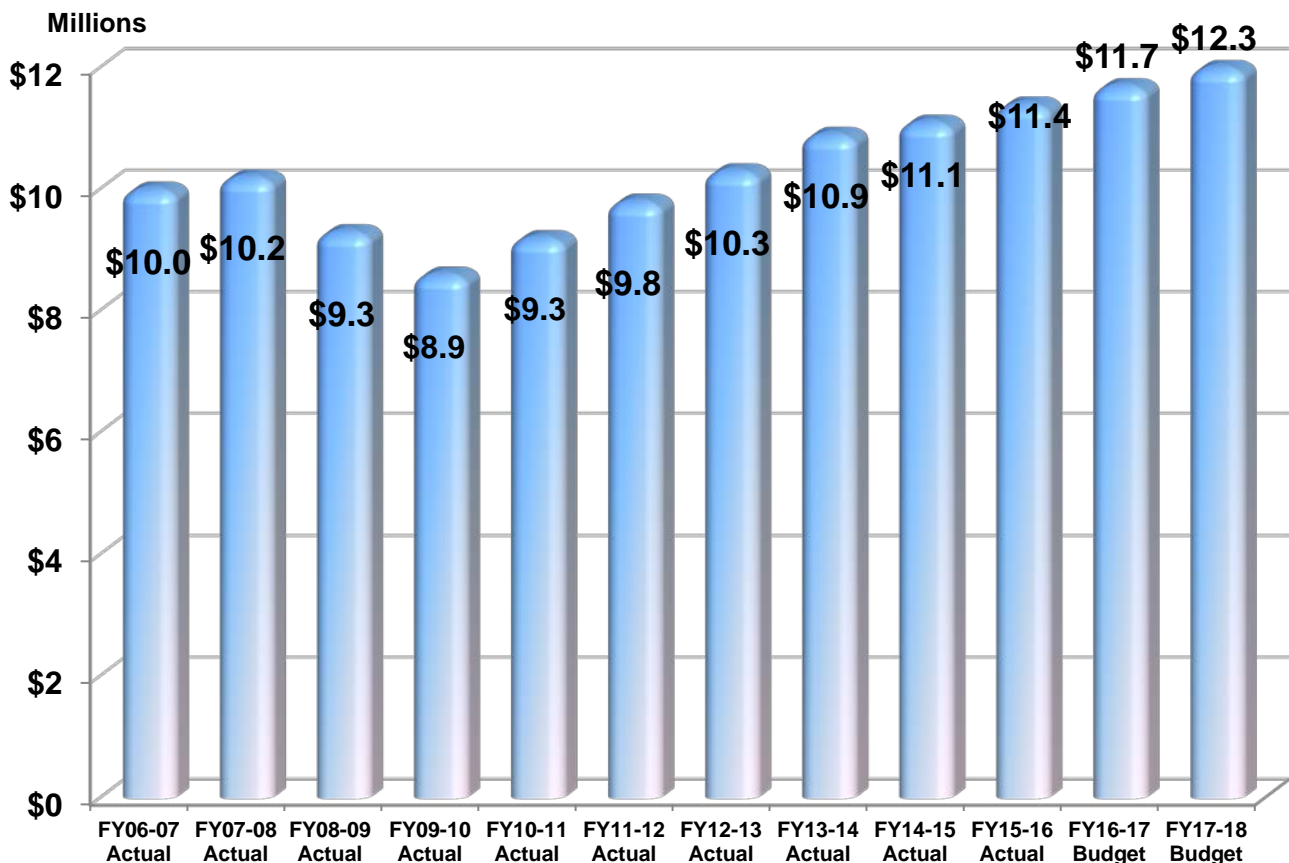
In order to assure full compliance with the intent of the ordinance, the tax proceeds from this ordinance are separately received and accounted for in the City's financial reporting system (Fund 1100). The Finance Director reports at least quarterly to the Oversight Committee the use of tax proceeds.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

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



Measure V tax collections are projected to increase \$595,100 or 5.1% in FY 2017-18. 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 2017-18 Measure V CIP budget totals \$140,000, which includes \$50,000 for the City Urbanization History project headed by the Library Department and \$90,000 for Library and Community Service computer upgrades.

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

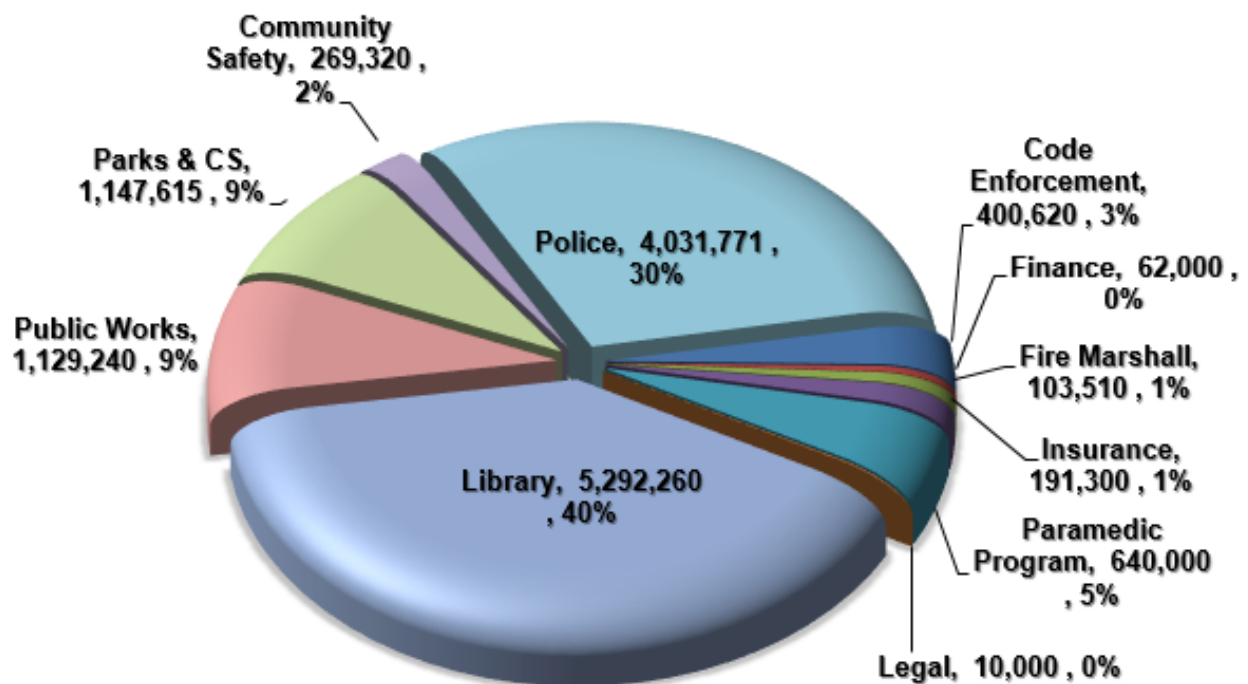
MEASURE V

The City Council approved during the mid-year adjustments of FY 2016-17, investments in the amount of \$47,000 for the following:

Recreation Center Fencing	40,000
Sherwood Center Sound Console	7,000

The Measure V proposed budget by department for FY 2017-18 is as follows:

	<u>Amount</u>	<u>Percent</u>
Code Enforcement	400,620	3.0%
Finance	62,000	0.5%
Fire Marshall	103,510	0.8%
Insurance	191,300	1.4%
Paramedic Program	640,000	4.8%
Legal	10,000	0.1%
Library	5,292,260	39.9%
Public Works	1,129,240	8.5%
Parks & CS	1,147,615	8.6%
Community Safety	269,320	2.0%
Police	4,031,771	30.4%
Total Appropriations	\$ 13,277,636	100.0%



MEASURE V

The number of positions funded by Measure V during FY 2017-18 is summarized as follows:

	<u>FY 17/18</u>
Police	22.5
Fire	0.3
Code Enforcement	3.0
Public Works	10.0
Parks & Community Services	6.0
Community Safety	2.0
Library	<u>41.0</u>
Total Positions	<u><u>84.8</u></u>

The number of full-time authorized positions under Measure V shows a decrease of two and one-half positions when compared to the previous fiscal year. The decrease is due to a reorganization in the Library department, where vacant positions were condensed to fund two Senior Librarians and a Community Education Manager. The Battalion Chief/Fire Marshall position is partially funded by Measure V (1/3).

MEASURE G

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

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

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

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

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

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

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

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

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

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:

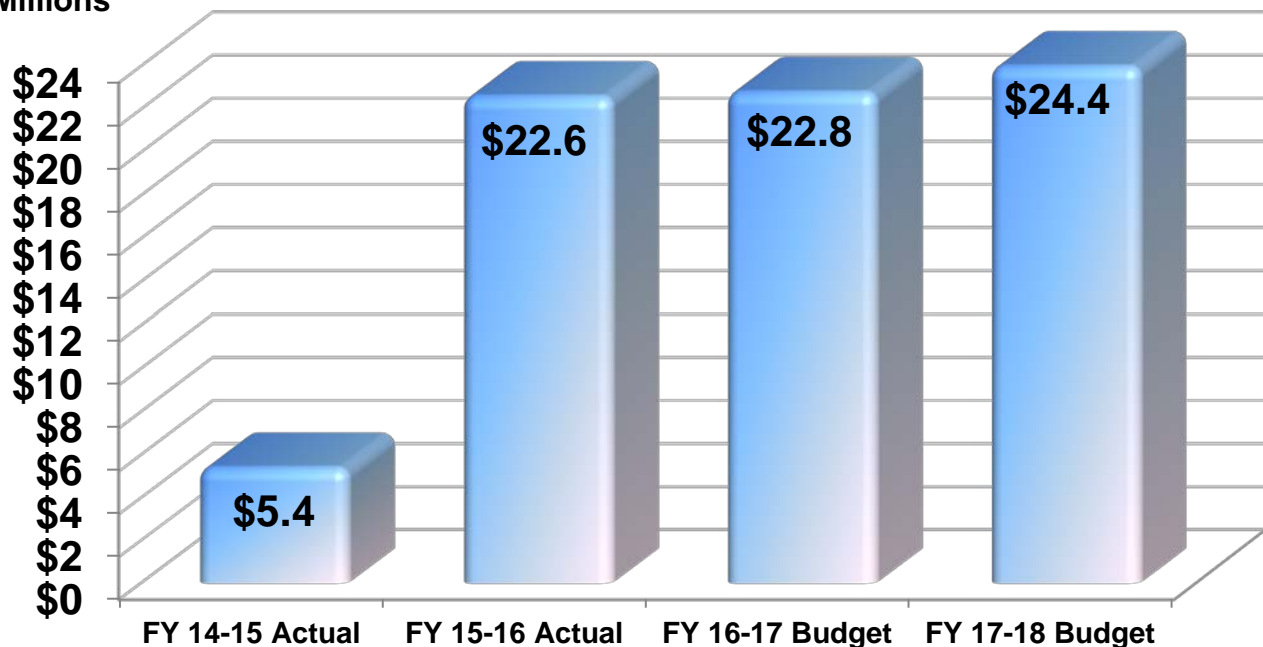
MEASURE G

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 V, and Measure G) for the purpose of understanding how the City Council directed the expenditure of Measure G revenues.
3. Prior to the City Council’s adoption of the annual budgets so that City staff can present information to the Committee on Measure G revenues and the Measure G expenditures proposed in the annual Measure G Budget.

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

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

Millions



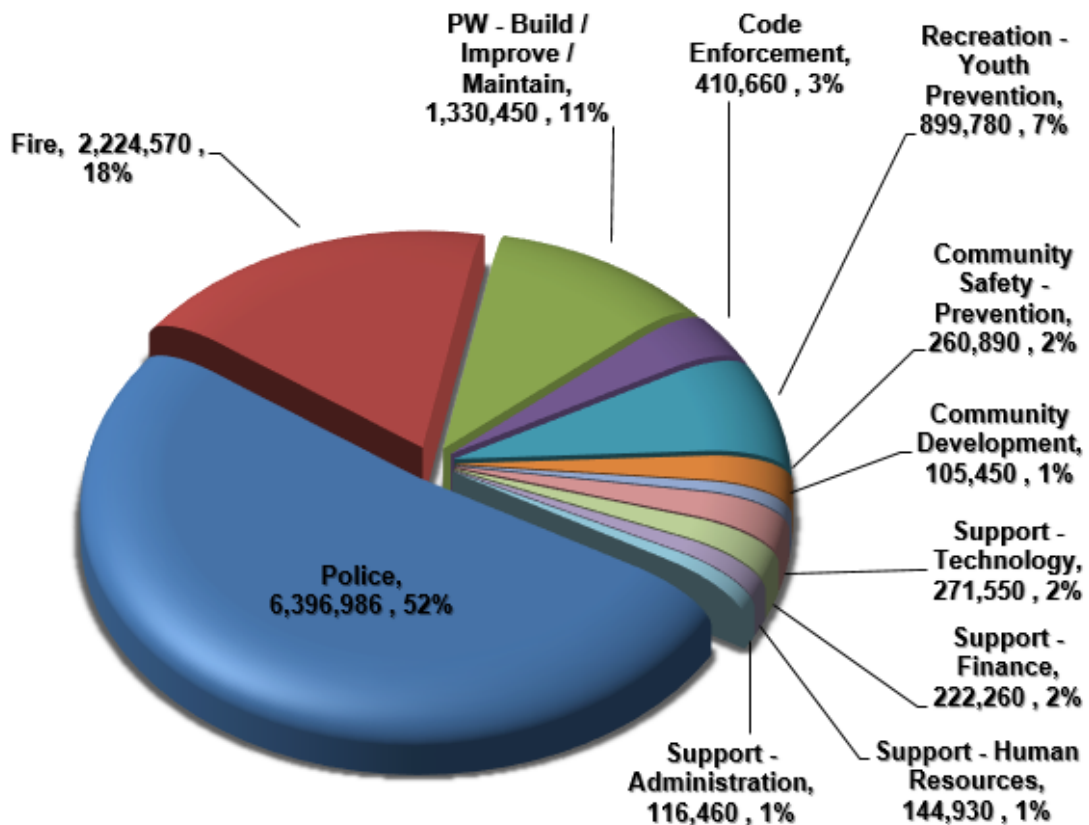
The City received \$5.4 million for the last quarter of FY 2014-15 and \$22.6 million for FY 2015-16. For FY 2016-17 and FY 2017-18, the City is expecting \$22.8 and \$24.4 million, respectively. The FY 2017-18 budget includes \$10,145,493 in capital improvement projects (CIP), a \$2,483,400 transfer out to mainly cover restoring services on Friday (furlough), and an \$11,768,826 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 2017-18.

As mentioned, each of the department’s plans are focused on delivering services and projects that are aligned with Council goals and objectives, ranked in the highest priority based budget (PBB) quartiles A and B, and reflect the main interests of the community, as determined by extensive community outreach, surveys and engagement. The Department plans were presented to the City Manager, who made the final determination on the proposal to the

MEASURE G

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 third year of Measure G operating costs for FY 2017-18 is shown below:

	<u>Amount</u>	<u>Percent</u>
Police	6,396,986	51.7%
Fire	2,224,570	18.0%
PW - Build / Improve / Maintain	1,330,450	10.7%
Code Enforcement	410,660	3.3%
Recreation - Youth Prevention	899,780	7.3%
Community Safety - Prevention	260,890	2.1%
Community Development	105,450	0.9%
Support - Technology	271,550	2.2%
Support - Finance	222,260	1.8%
Support - Human Resources	144,930	1.2%
Support - Administration	116,460	0.8%
Total Appropriations	\$ 12,383,986	100.0%



MEASURE G

Staffing represents 89% of the operating budget. Aside from staffing, the FY 2017-18 operating budget includes \$1,255,986 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 \$10,145,493 and consist of 30 projects. As mentioned, for a complete list of projects, see the Proposed Measure G CIP Projects Budget for FY 2017-18:

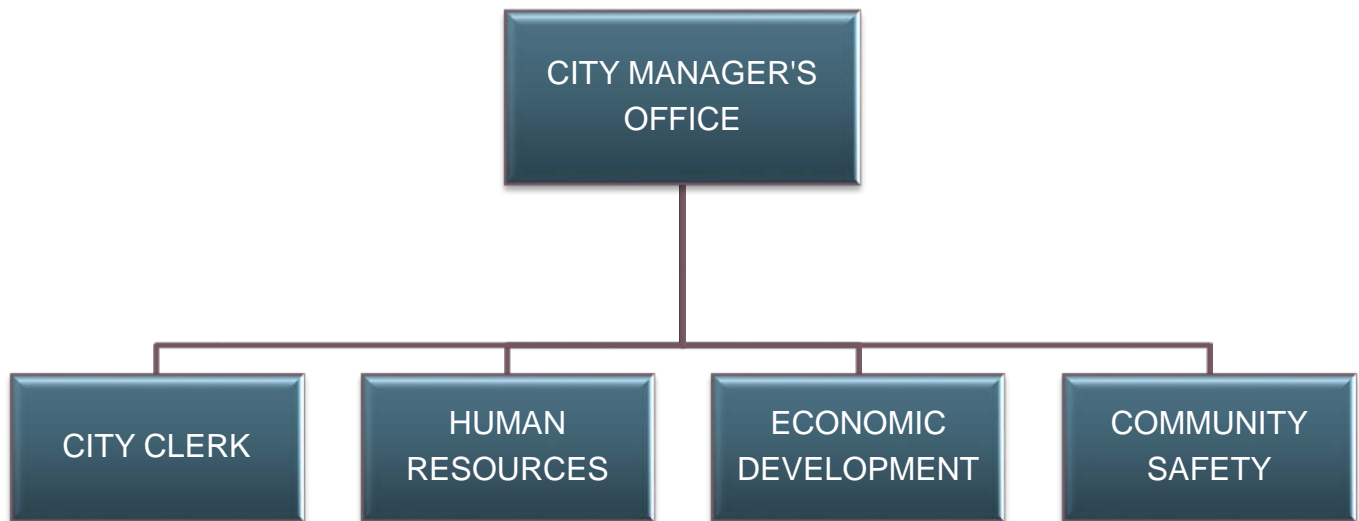
<u>Category</u>	<u>Budget</u>
Public Safety - Police	\$ 6,083,893
Public Safety - Fire	2,001,600
Built Environment	1,235,000
Community Development	325,000
Equipment	220,000
Technology	280,000
Total	<u>\$ 10,145,493</u>

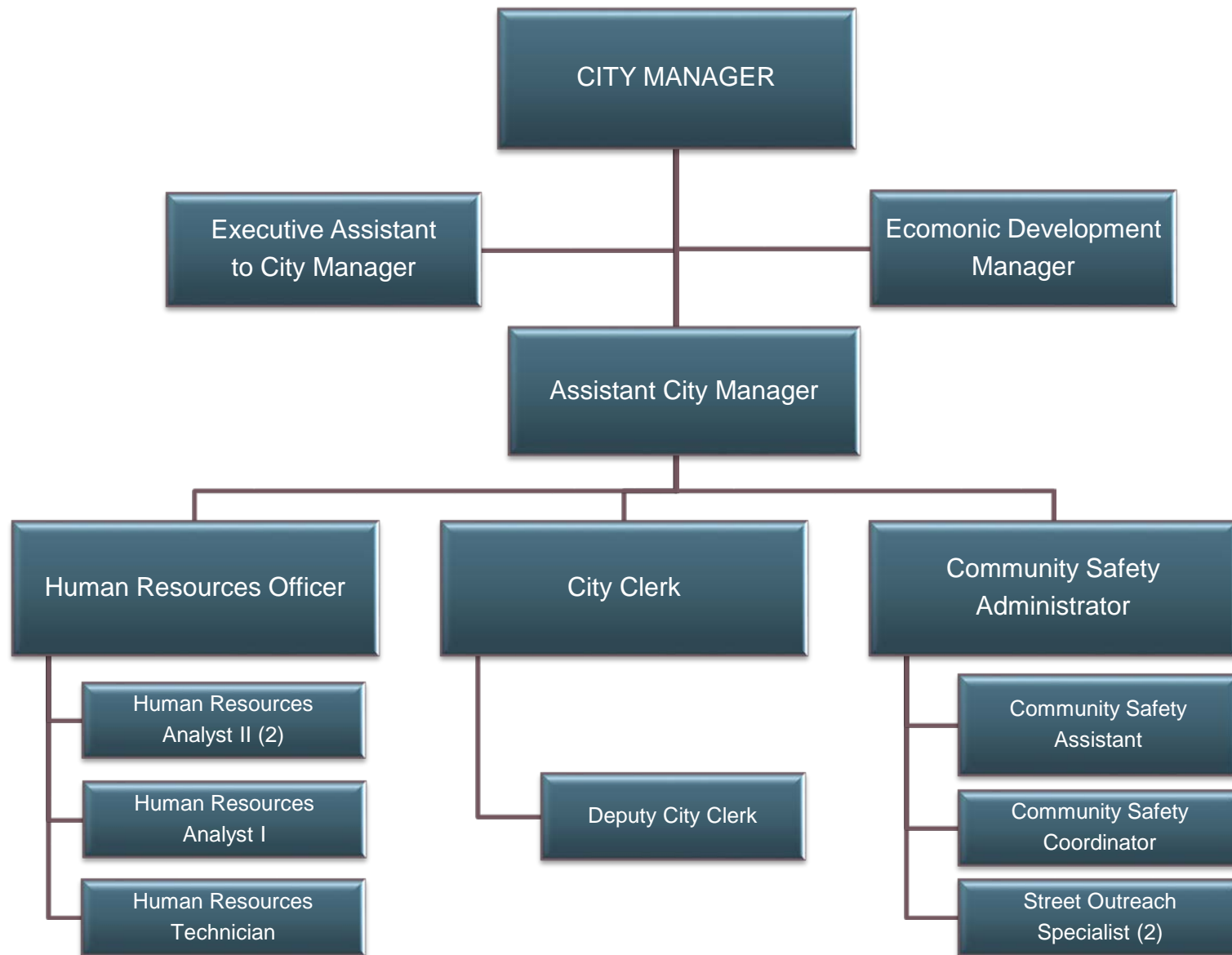
The number of positions funded by Measure G during FY 2017-18 is summarized as follows:

	<u>FY 15/16</u>	<u>FY 16/17</u>	<u>FY 17/18</u>
Police - Sworn	17.0	27.0	29.0
Police - Non-Sworn Support	12.0	12.0	12.0
Fire - Sworn	-	12.0	14.0
Fire - Non-Sworn Support	1.0	1.0	1.0
Code Enforcement	4.0	4.0	4.0
Public Works - Clean-up	1.0	1.0	1.0
Public Works - Park Maint.	1.0	1.0	1.0
Public Works - Streets	6.0	6.0	6.0
Recreation - Youth Prevention	6.0	6.0	6.0
Community Safety - Prevention	1.0	3.0	3.0
Support - Technology	2.0	2.0	2.0
Support - Finance	2.0	2.0	2.0
Support - Human Resources	1.0	1.0	1.0
Support - Administration	1.0	1.0	1.0
Total Positions	<u>55.0</u>	<u>79.0</u>	<u>83.0</u>

A total of 55 positions were funded with Measure G funds in FY 2015-16 and 79 in FY 2016-17, 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 funding expired, and 2 Street Outreach Specialist staff as part of the Community Safety program. In FY 2017-18, 2 more police officers and 2 fire fighters are added. The two fire fighters were previously funded with the SAFER grant funding and now are funded with Measure G as was planned since the inception of Measure G. The two officers are completely new and an increase in the total sworn police count from 172 to 174. By the FY 20-21, 8 School Resource Officers (SRO's) funded with a COPS grant will then switch to Measure G funding, bringing the total sworn police personnel funded with Measure G from 29 to 37. The total sworn count of 174 already includes 8 SRO's, which were added to the sworn count in FY 2015-16 when the grant was originally awarded.

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 2016-17

Effective, Sustainable Government

1. City Manager continues to dialogue with City leaders, site selectors and major business corporations in preparation and planning for the "Forbes Reinventing America AgTech Summit 2017," sponsored by the City.
2. City Manager and Assistant City Manager continue to engage Council and community regarding City services, fiscal management, and implementation of the strategic plan goals and objectives for FY 2017-19.
3. City Manager continues to work with local service providers and County officials to mitigate homeless encampments and solidify planned housing and commercial development in the Chinatown area.
4. City Manager continues to oversee 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. City Manager continues to lead the efforts between the City and County animal shelter consolidated services.
6. City Manager successfully implement DigitalNEST in collaboration with tech and private partners at the Cesar Chavez Library.
7. Ongoing management of the City Council, Measure V, Measure G, and SVBGSA agenda process;
8. Processed one Council initiated ballot measure for the November 2016 election and conducted the 2016 General Municipal Election.
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 processes Republic Services low-income senior discounts.
11. Managed the capital improvements to the City Council Chamber.
12. Managed and supervised completion and implimentation of the City's Communication Strategy, website re-design and "Salinas Now" programming by Boots Road Group, LLC.
13. Human Resources Division completed the 1st phase of Affordable Care Act notification requirements.
14. Human Resources conducted over 100 recruitments, processed over 2,500 applications and processed approximately 70 new regular hires and 43 new temporary hires.
15. 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.
16. Human Resources coordinated the Employee Health & Wellness Fair attended by more than 40 vendors.
17. Human Resources processed over 80 health enrollments and/or changes and respective COBRA notifications.
18. 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.

ADMINISTRATION DEPARTMENT Summary (Continued)

19. Community Safety Division has increased CASP attendance and participation by 10% over this last year.
20. Community Safety Division Unfroze the management position and hired a community Safety Coordinator to improve outreach into the community and maintain the Community Leadership Academy programs.

City Council Goals, Strategies, and Objectives for FY 2017-18

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	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1111 City Manager`s Office	546,284	691,731	757,913	753,600
1113 Community Safety	419,179	622,731	580,488	621,410
1120 City Clerk	262,157	360,643	398,834	409,330
1140 Human Resources	582,248	975,762	1,167,874	1,226,920
1355 Economic Development	299,934	382,975	1,143,122	1,145,640
Total	2,109,802	3,033,842	4,048,231	4,156,900
Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	1,586,918	2,333,015	2,714,306	2,830,770
62 - Supplies & Materials	18,979	42,223	55,889	57,450
63 - Outside Services	160,861	157,105	987,632	1,098,600
64 - Other Charges	237,704	87,535	134,548	149,580
66 - Capital Outlays	23,340	37,798	25,857	20,500
69 - Financial Assistance	82,000	376,167	130,000	
Total	2,109,802	3,033,842	4,048,231	4,156,900
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	1,910,295	2,231,981	3,271,800	3,338,500
1100 Measure V	178,407	266,925	260,598	272,720
1200 Measure G		253,039	492,433	522,280
2505 Recreation Parks	21,100	22,421	23,400	23,400
3112 BJA-Nat'l Forum on Youth		232,010		
8104 Economic Development		27,466		
Total	2,109,802	3,033,842	4,048,231	4,156,900
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
1111 City Manager`s Office	1.500	2.500	2.500	2.500
1113 Community Safety	2.000	3.000	5.000	5.000
1120 City Clerk	2.000	2.000	2.000	2.000
1140 Human Resources	3.500	5.500	5.500	5.500
1355 Economic Development	1.275	1.275	1.000	1.000
Total	10.275	14.275	16.000	16.000

ADMINISTRATION DEPARTMENT

City Manager's Office Division

1111

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	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	532,645	647,577	717,938	727,700
62 - Supplies & Materials	2,432	5,240	5,550	6,650
63 - Outside Services	173	121	2,750	2,750
64 - Other Charges	11,034	10,196	16,675	16,500
66 - Capital Outlays		28,598	15,000	
Total	546,284	691,731	757,913	753,600
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	546,284	605,766	646,653	637,140
1200 Measure G		85,965	111,260	116,460
Total	546,284	691,731	757,913	753,600
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
1111 City Manager`s Office	1.500	2.500	2.500	2.500
Total	1.500	2.500	2.500	2.500

Purpose

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

Division Operations

1. Development and implementation of the Strategic Work plan for the Community Safety Initiative.
2. Continue the Community Alliance for Safety and Peace, a coalition of more than 30 organizations and leaders from Salinas and Monterey County determined to address gang activity.
3. Conduct Community Engagement Presentations on public safety, two per month in the coming fiscal year.
4. Conduct 2 adult community leadership academy programs each resulting in a community impact project
5. Conduct 1 youth academy resulting in 20 youth summer internships
6. Conduct 1 middle school aged youth development program
7. Provide Spanish and English language media interviews and articles on the status of violence reduction efforts in Salinas.
8. Continue to represent the City of Salinas on over 10 local initiatives 2 statewide collaborative and the National Forum on Youth Violence Preventions.
9. Continue to apply for grants that support our strategic plan on violence reduction.

ADMINISTRATION DEPARTMENT

Community Safety Division (Continued)

1113

Performance Measures

Performance Measure / Goal	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 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	6		6		
PSN Steering Committee: Prepare, lead and manage quarterly Steering committee meetings for Federal PSN grant.					
Salinas Night Walks: Prepare, manage and lead bi-monthly meetings. Maintain all volunteer registration forms and waivers. Coordinate all volunteer events and site visit from Faith consultants.	6		6		
La Buena Radio: Prepare, manage and participate in weekly radio show with various CASP members.			N/A		
Junto Podemos: Prepare and participate in meetings as coordinated.	12		12		
PARTS committee: Prepare and participate in monthly meetings.	8		12		
Padres Creando Soluciones: Prepare and participate in meetings as scheduled	3		6		
National Forum on Youth Violence Prevention: Prepare and participate in monthly conference calls of all Forum Cities.	12	12	12	12	12
National Forum on Youth Violence Prevention: Prepare and participate in annual Summit with Forum Cities in Washington DC	2	1	1	1	1
National Forum on Youth Violence Prevention: Prepare and participate in annual working sessions with Forum Cities in Washington DC	1	1	1	1	1
Department of Justice: Prepare and participate in monthly conference calls with OJJDP Program Manager	12	12	12	12	6
CCV/PN - California Cities Violence Prevention Network: Prepare and participate in monthly conference calls.	6	6	6	6	6
CASP General Assembly (Bi-Monthly): Prepare, attend and manage meetings and membership.	22	22	22	22	22
CASP Executive Committee (Monthly): Prepare and manage monthly meetings	10	8	11	8	12
CASP Board of Directors (Quarterly): Prepare and manage quarterly meetings	4	4	4	4	4
Strategic Work Plan Committee: Prepare for and participate in SWP meetings on a monthly basis.	12	11	12	10	10
Cross Functional Team (CFT): Prepare, attend and lead CFT on a bi-monthly basis. Maintain all confidential records and provide all updates of CFT.	22	20	12	12	12
Organizational Capacity Assessment Task Force (Bi-Monthly): Prepare and participate in review and implementation of Organizational Capacity Assessment	12	6	N/A	N/A	N/A
Prevention Committee (Monthly): Prepare and attend meeting including responsibility for minutes.	10	10	0	N/A	10
Community Engagement Committee (Bi-Monthly): Prepare, co-manage and co-lead committee	20		12	N/A	10
Communications Committee (Monthly): Prepare for and attend meeting.	10		10	10	10
Grants Committee (Bi-Monthly): Prepare solicitations to committee and take minutes in addition to general preparation and attendance at meeting	N/A		N/A		
School Climate Leadership Team: Prepare for and participate in monthly meetings with cross collaborative county wide group to implement strategy on improving school climate	12	12	12	11	11
Early Childhood Development Initiative: Create a CASP Sub-Committee and coordinate the Salinas CAT team	4	10	6	12	12
Community Leadership Academy: Conduct 2 adult Leadership Academy's every year. One in English and one in Spanish. Conduct 1 Youth Academy annually. I'd like to add a second Spanish academy for 2015-2016	1	3	3	3	3
Youth Empowerment Strategy Program: Middle School Leadership Development	1		1	1	1
Community Leadership Academy Alumni Committee	6	6	12	10	10
Hire and put 2 street Outreach Specialist to work to reduce and prevent street violence	N/A	N/A	N/A	N/A	2

Major Budget Changes

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

ADMINISTRATION DEPARTMENT

1113 Community Safety Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	202,335	330,768	520,988	554,010
62 - Supplies & Materials	9,392	20,595	24,025	25,800
63 - Outside Services	20,770	16,876	18,725	24,500
64 - Other Charges	186,682	27,809	16,750	17,100
66 - Capital Outlays		9,200		
69 - Financial Assistance		217,483		
Total	419,179	622,731	580,488	621,410
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	219,672	48,731	51,500	64,400
1100 Measure V	178,407	266,925	260,598	272,720
1200 Measure G		52,644	244,990	260,890
2505 Recreation Parks	21,100	22,421	23,400	23,400
3112 BJA-Nat'l Forum on Youth		232,010		
Total	419,179	622,731	580,488	621,410
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
1113 Community Safety	2.000	3.000	5.000	5.000
Total	2.000	3.000	5.000	5.000



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ADMINISTRATION DEPARTMENT

City Clerk Division

1120

Purpose

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

Division Operations

1. Agenda management and preparation for legislative body meetings.
2. Legislative actions recordation through imaging and indexing of historical records of the City Council, Measure V and Measure G Oversight Committee, Successor Agency and Oversight Board.
3. Provide support services to the City Council and the City Manager implementation of public policy via Council actions.
4. Provide public service through information and referral.
5. 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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Conduct Consolidated Election	1	1	1	1	0
Revenue Measure Ballot Initiatives	2	2	1	1	0
Claims Administration	85	75	85	<100	<75
Records Management/Indexing	560	650	660	660	680
Agenda Processing	26	30	29	29	37
Public Information and Referral	5,000	5,000	5000>	5000>	5000>
Capital Improvement Project Bid Agreement Processing	12	15	5	5	10
City of Champions Recognitions	49	48	100	125	120
Fair Political Practices Commission Mandated Filings	250	250	372	372	350

Major Budget Changes

Addition of one (1) Confidential Secretary position.

ADMINISTRATION DEPARTMENT

1120 City Clerk Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	228,084	306,165	319,134	328,650
62 - Supplies & Materials	2,143	4,791	5,027	3,000
63 - Outside Services	16,039	30,989	46,783	57,100
64 - Other Charges	14,374	18,698	21,890	20,580
66 - Capital Outlays	1,517		6,000	
Total	262,157	360,643	398,834	409,330
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	262,157	360,643	398,834	409,330
Total	262,157	360,643	398,834	409,330
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
1120 City Clerk	2.000	2.000	2.000	2.000
Total	2.000	2.000	2.000	2.000

ADMINISTRATION DEPARTMENT

Human Resources

1140

Purpose

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

Division Operations

1. Provide effective and timely personnel recruitments.
2. Conduct classification studies and job description updates.
3. Administer employee health benefits, COBRA and employee leaves.
4. Administer grievance and disciplinary process to include: contract review and interpretation; discussions and negotiations with bargaining unit representatives; coordination and conducting training for City staff; scheduling all hearings and appeals; providing administrative support to Grievance Board.
5. Support the City's labor relations' activities and collective bargaining process.
6. Develop and coordinate employee training and development initiatives to promote positive employee/work relations to include mandated training such as Sexual Harassment.
7. Provide positive customer service to external and internal customers.

Performance Measures

Performance Measure / Goal	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Recruitments	93		25		
Applications Processed/Screened	2,583		750		
New Hire Processing	95		100		
Trainings			12		
Job Description Development & Review	19		25		
Grievances & Discipline	5		0		

Major Budget Changes

None

ADMINISTRATION DEPARTMENT

1140 Human Resources Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	516,445	878,177	951,874	1,028,920
62 - Supplies & Materials	5,012	11,488	19,287	20,000
63 - Outside Services	13,728	56,282	152,624	102,500
64 - Other Charges	25,240	29,815	39,233	55,000
66 - Capital Outlays	21,823		4,857	20,500
Total	582,248	975,762	1,167,874	1,226,920
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	582,248	861,332	1,031,691	1,081,990
1200 Measure G		114,430	136,183	144,930
Total	582,248	975,762	1,167,874	1,226,920
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
1140 Human Resources	3.500	5.500	5.500	5.500
Total	3.500	5.500	5.500	5.500

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. Assist other departments in achieving increased efficiencies and accomplishment of common goals.

Performance Measures

Performance Measure / Goal	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 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	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	107,409	170,327	204,372	191,490
62 - Supplies & Materials		110	2,000	2,000
63 - Outside Services	110,151	52,838	766,750	911,750
64 - Other Charges	374	1,018	40,000	40,400
69 - Financial Assistance	82,000	158,684	130,000	
Total	299,934	382,975	1,143,122	1,145,640
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	299,934	355,509	1,143,122	1,145,640
8104 Economic Development		27,466		
Total	299,934	382,975	1,143,122	1,145,640
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
1355 Economic Development	1.275	1.275	1.000	1.000
Total	1.275	1.275	1.000	1.000

ADMINISTRATION DEPARTMENT

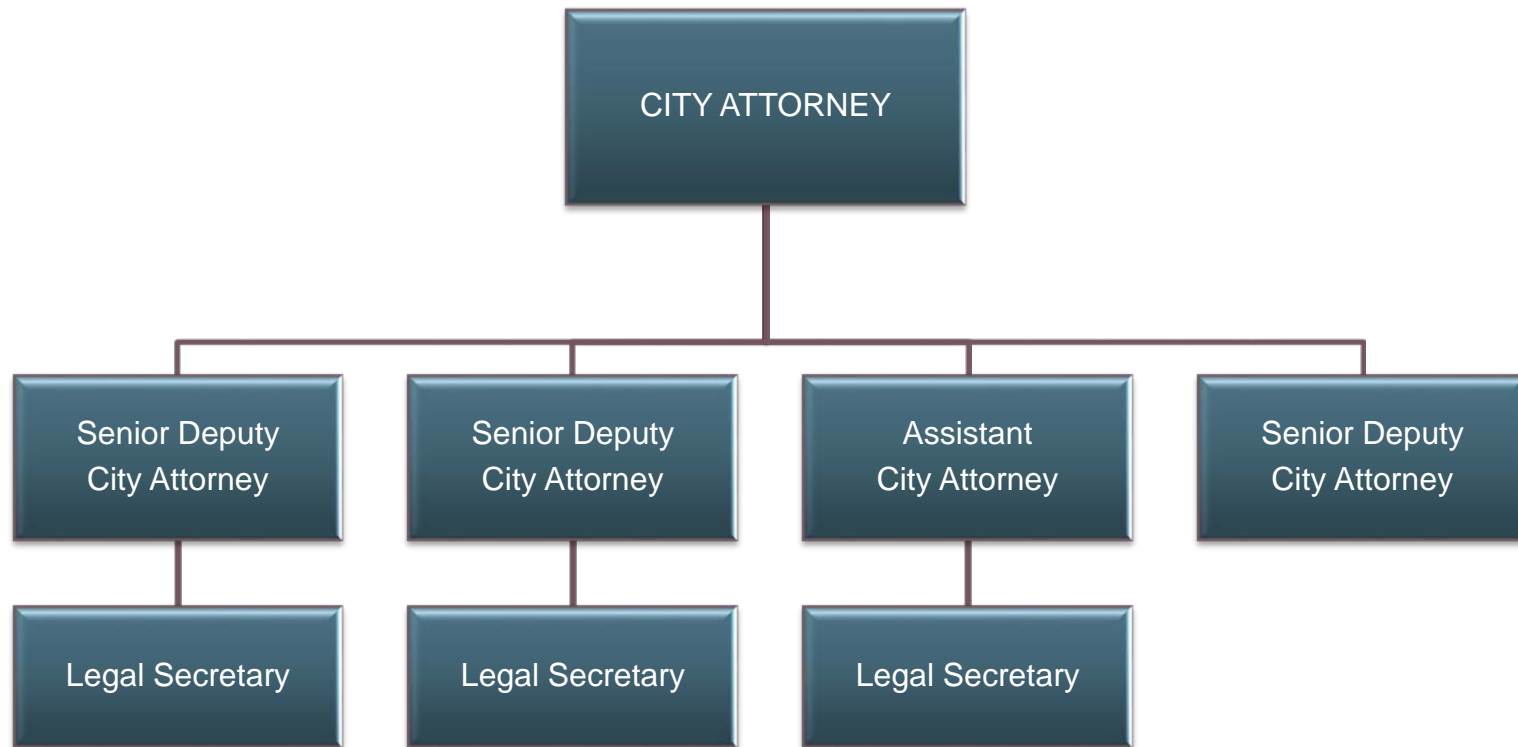
Work Force

Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 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
1111 City Manager's Office Total	1.500	2.500	2.500	2.500
1113 Community Safety				
CASP Program Manager	1.000			
Community Safety Admin		1.000	1.000	1.000
Community Safety Assistant	1.000	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	2.000	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
Human Resource Analyst II	1.000	2.000	2.000	2.000
Human Resources Officer			1.000	1.000
Human Resources Technician	1.000	1.000	1.000	1.000
Sr Human Resources Analyst	1.000	1.000		
1140 Human Resources Total	3.500	5.500	5.500	5.500
1355 Economic Development				
Business Retention Spec	1.000	1.000		
Comm & Economic Dev Dir	0.275	0.275		
Economic Development Mgr			1.000	1.000
1355 Economic Development Total	1.275	1.275	1.000	1.000
Total	10.275	14.275	16.000	16.000

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 2016-17

Economic Diversity and Prosperity

1. **Future Growth Area.** Continued support to the Planning Division in review of the Specific Plans and environmental review thereof; supported efforts related to processing the environmental review.
2. **Plan for and engage a safe, secure, well-managed water supply.** Continued supporting DPW in their efforts related to drafting and approval of multi-agency water agreements and initial implementation of Groundwater Sustainability Act.
3. **Economic Development Element.** Continued support to the Planning Division in the efforts to prepare an Environmental Impact Report for the Economic Development Element.

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.
2. **Implemented New Code Enforcement Strategy.** Successfully Implemented civil action 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.

Effective, Sustainable Government

1. **Customer service employee training and culture.** Provided in-house Sexual Harassment Prevention Training for all managers and supervisors, as well as AB 1234 Ethics training for designated employees. Additional training opportunities will continue to be explored.
2. **Policy Review and Update.** Worked with Human Resources Staff to review and to update outdated or unworkable employment policies, including revisions to the Personnel Manual and Chapter 25 of the City Code.
3. **Internal Services (Insurance).** Completed a full evaluation of the City's insurance portfolio, added transparency to the insurance program, and took action to decrease brokerage and insurance fees and to significantly increase scope and quality of coverages for the City.
4. **Internal Services (Risk Management/Liability).** Completed a full evaluation and modification of contracts with service providers (third party administrators) to add accountability to their handling of City account.
5. **Internal Services (Workers Compensation).** Commissioned a full audit of the City's third party administrator of workers' compensation claims and implemented protocols and standards for improved performance.
6. **City Code Update.** Began a comprehensive review of the City Code and a comprehensive update of the City Code.
7. **Policy Reviews and Updates.** Continued working with all City departments to review and to update City policies and procedures.
8. **In-House Management of Civil Litigation.** Filled vacant Assistant City Attorney position (at the Sr. Deputy City Attorney level) to transition civil litigation matters to in-house management.
9. **Cost Recovery.** Implemented an effective cost-recovery system to maximize recovery of monies owed to the City.

CITY ATTORNEY'S DEPARTMENT

Summary (Continued)

City Council Goals, Strategies, and Objectives for FY 2017-18

Economic Diversity and Prosperity

1. **Love's Travel Stops.** Support Community Development Department in their processing of project to include annexation of additional land into the City and certification of environmental impact report.
2. **Economic Development Element.** Support Administration Department and Community Development Department in certification of environmental impact report for Economic Development Element.
3. **Continue support/work on Future Growth Area Project.** Work with other City departments on continued review of Specific Plans and completion of environmental review; updates to fee programs, as needed; review and update of existing policies, as needed, including Inclusionary Housing Ordinance.

Safe, Livable Community

1. **Continue Support of development of a new Public Safety Facility.** Draft agreements and other documents, as necessary, to support land acquisition and development agreements, as necessary, to develop the Public Safety Facility.
2. **Continue Expansion of Code Enforcement Litigation.** Initiate an increased number of civil actions to abate degraded properties to encourage rehabilitation and redevelopment of degraded properties.

Effective, Sustainable Government

1. **Employee Relations.** Support the Administration Department and Human Resources Division in completing bargaining with the City's various employee groups.
2. **Personnel Policies.** Complete the update Personnel Policies and Procedures Manual to modernize the City's personnel management practices.
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.

Excellent Infrastructure

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

Quality of Life

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

Major Budget Changes

No Change

CITY ATTORNEY DEPARTMENT

Summary

Expenditures by Program	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1400 City Attorney's Office	666,837	994,196	1,101,793	1,044,870
Total	666,837	994,196	1,101,793	1,044,870
Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	553,752	823,971	838,993	879,670
62 - Supplies & Materials	18,104	25,138	27,000	27,000
63 - Outside Services	56,619	75,857	175,800	75,800
64 - Other Charges	8,207	17,034	26,000	22,400
66 - Capital Outlays	30,155	52,196	34,000	40,000
Total	666,837	994,196	1,101,793	1,044,870
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	651,838	979,997	1,091,793	1,034,870
1100 Measure V	14,999	14,199	10,000	10,000
Total	666,837	994,196	1,101,793	1,044,870
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
1400 City Attorney's Office	5.000	5.000	5.000	5.000
Total	5.000	5.000	5.000	5.000

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. Safe, Livable Community Initiative
3. Effective, Sustainable Government Initiative
4. Excellent Infrastructure Initiative
5. Quality of Life Initiative

Performance Measures

Performance Measure / Goal	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
# requests for legal services		1,091	1,100	1,600	1,600
# criminal cases reviewed or prosecuted		307	300	300	400
# Pitchess motions responded to and defended		12	15	15	10
# civil cases filed and defended		7	10	25	10
# Code enforcement cases and nuisance abatements		17	20	15	5
# Public Records Act requests responded to		52	50	100	75
# Economic development agreement and other contracts		231	225	125	200
# Workers Compensation cases presented to CM or CC		22	20	50	50
# Employee hearings, grievances, discipline cases		20	20	5	5
Acquisition or contract to acquire 312 E. Alisal		1	N/A		
Legal support of election and/or revenue measure initiative		2	7	2	2
Legal support of wind down of the SRA		1	N/A		

Major Budget Changes

None

CITY ATTORNEY DEPARTMENT

1400 City Attorney's Office Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	553,752	823,971	838,993	879,670
62 - Supplies & Materials	18,104	25,138	27,000	27,000
63 - Outside Services	56,619	75,857	175,800	75,800
64 - Other Charges	8,207	17,034	26,000	22,400
66 - Capital Outlays	30,155	52,196	34,000	40,000
Total	666,837	994,196	1,101,793	1,044,870
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	651,838	979,997	1,091,793	1,034,870
1100 Measure V	14,999	14,199	10,000	10,000
Total	666,837	994,196	1,101,793	1,044,870
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
1400 City Attorney's Office	5.000	5.000	5.000	5.000
Total	5.000	5.000	5.000	5.000

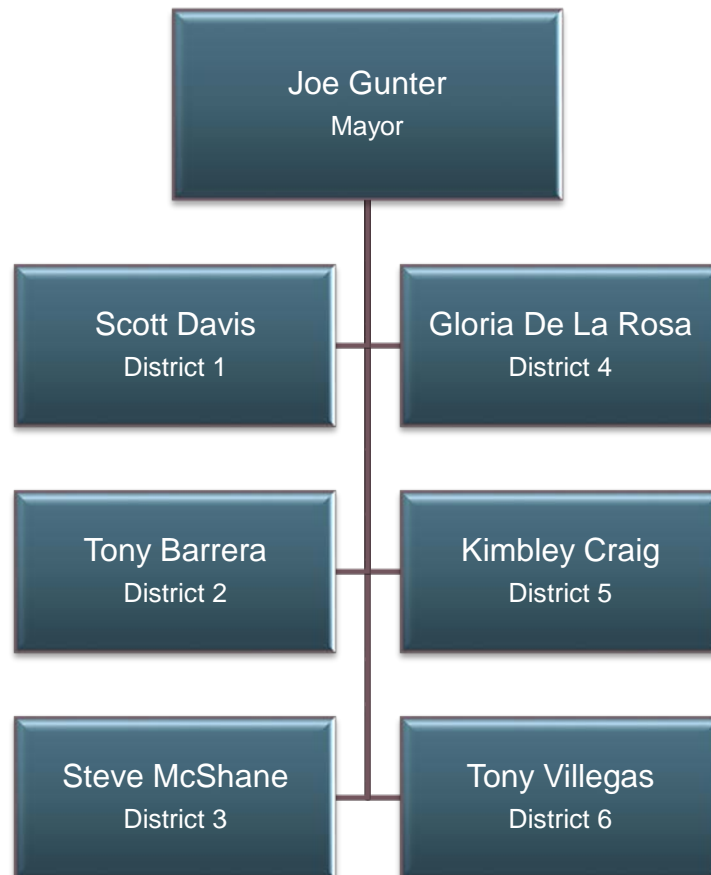
CITY ATTORNEY DEPARTMENT

Work Force

Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 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	2.000
Sr Deputy City Attorney	1.000	1.000	2.000	2.000
1400 City Attorney's Office Total	5.000	5.000	5.000	5.000
Total	5.000	5.000	5.000	5.000

CITY COUNCIL DEPARTMENT

Organizational Chart



CITY COUNCIL DEPARTMENT

Summary

Purpose

The City Council is comprised of seven members, and serves as the policy-making and legislative body of the City of Salinas. Six council members are elected by district for a four-year term, and the Mayor is elected at-large for a two-year term. The Council meets on Tuesdays at said hour/date as established by notice. Special Meetings and Study Sessions may occur on other days of the week as necessary.

Top Accomplishments for FY 2016-17

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

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

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

- Develop and implement the Alisal Market Place
- Revitalization China Town
- Enhanced Permit Center Operations
- 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
- Implement a comprehensive communication strategy
- Housing issues including farmworker housing and inclusionary housing ordinance
- City support for Public Arts projects including work on a public arts policy
- 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	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 City Council	209,371	240,279	238,010	202,460
Total	209,371	240,279	238,010	202,460
Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	200,558	233,696	221,000	187,150
62 - Supplies & Materials	464	2,559	10,295	3,200
63 - Outside Services	350	407	500	500
64 - Other Charges	7,999	3,617	6,215	11,610
Total	209,371	240,279	238,010	202,460
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	209,371	240,279	238,010	202,460
Total	209,371	240,279	238,010	202,460
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 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 2017-18

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 implement recommendations outlined in the Department of Justice Collaborative Reform Report
- Continue to expand Code Enforcement delivery
- Inventory and determine cost effectiveness of outside consultants
- Begin Design/Build process for Public Safety Facility
- 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
- El Gabilan Library expansion project design and begin project construction

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	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	200,558	233,696	221,000	187,150
62 - Supplies & Materials	464	2,559	10,295	3,200
63 - Outside Services	350	407	500	500
64 - Other Charges	7,999	3,617	6,215	11,610
Total	209,371	240,279	238,010	202,460
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	209,371	240,279	238,010	202,460
Total	209,371	240,279	238,010	202,460
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
1000 City Council	7.000	7.000	7.000	7.000
Total	7.000	7.000	7.000	7.000

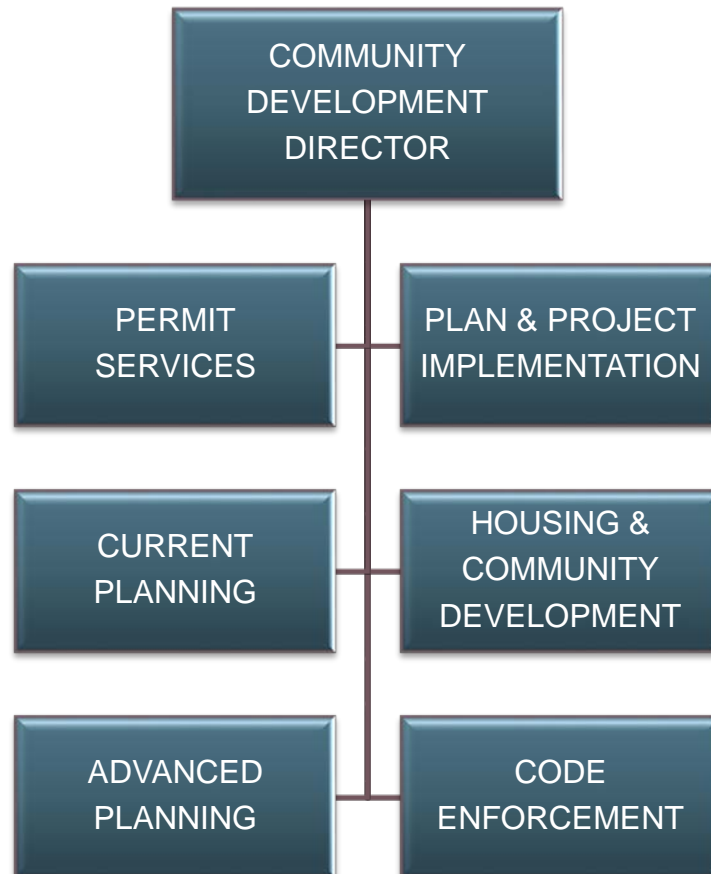
CITY COUNCIL DEPARTMENT

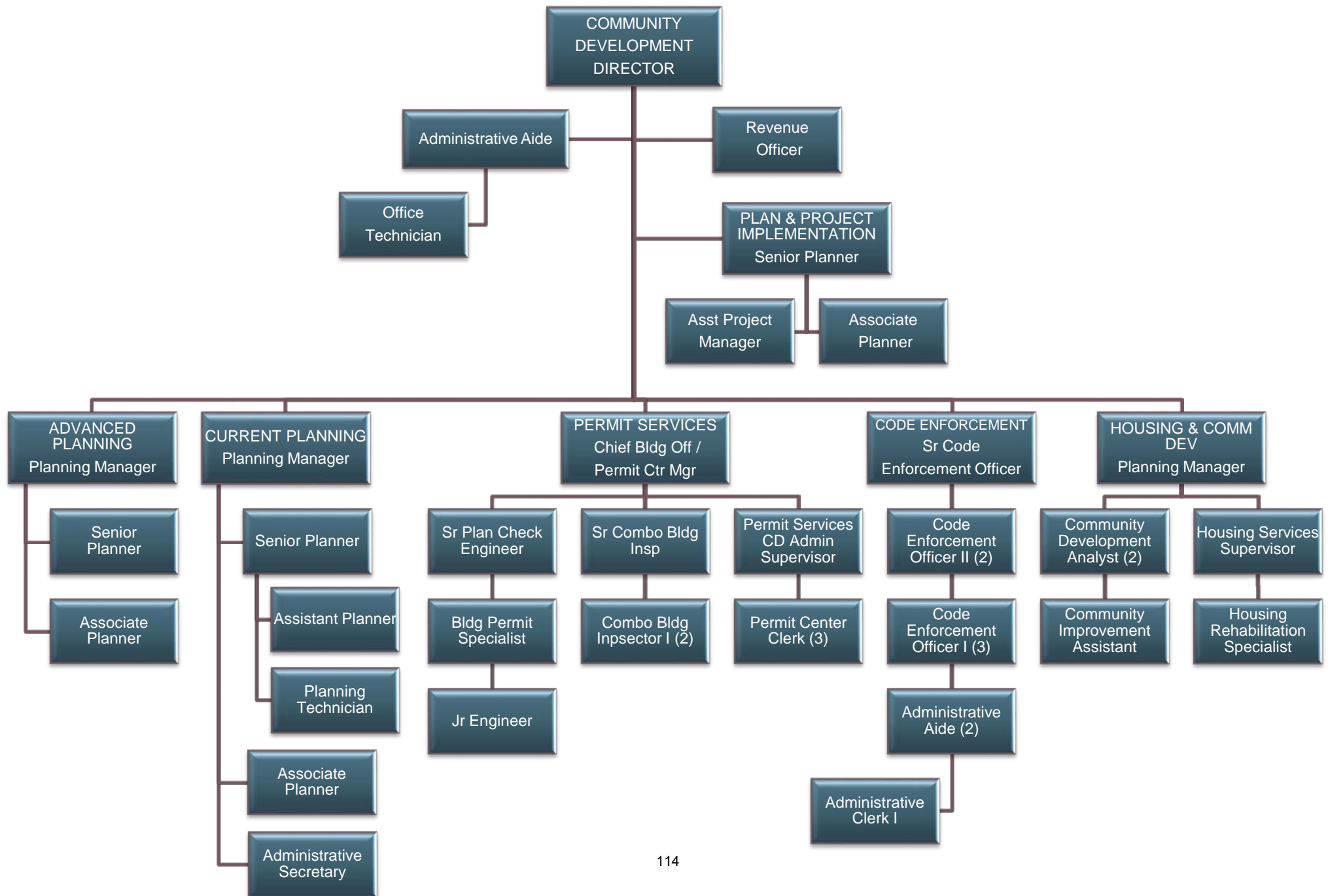
Work Force

Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 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 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 2016-17

1. Plan & Project Implementation Division

- a. Released public review draft Environmental Impact Report for the draft Economic Development Element.
- b. Initiated implementation of the draft Economic Development Element.
 - i. Selected master consultant to prepare Alisal Vibrancy Plan (AVP).
 - ii. Formed resident steering committee to guide Plan process.
 - iii. Conducted community outreach at community events.
 - iv. Awarded five VISTA volunteers to support AVP engagement, plan and projects.
 - v. Completed Service Learning project with Stanford students to create methodology for surveying exterior condition of residential units in East Salinas.
- c. Provided Small Business Support.
 - i. Provided staff liaison support for SUBA.
 - ii. 13 businesses received 36 hours of classroom and individual technical support.
 - iii. Assisted with processing 4 microloan applications through Fresno CDFI.
 - iv. Received 33 Grow Salinas Fund loan in-take applications; processed six complete applications.
- d. Initiated implementation of Salinas Downtown Vibrancy Plan.
 - i. Designated staff liaison for Salinas City Center Improvement Association Community Benefit District.
 - ii. Completed Downtown Housing Market Assessment and corresponding downtown parking analysis.
 - iii. Established 1-year pilot program waiving fees for Sidewalk Café permits.

2. Special Projects/Advanced Planning Division

- a. Completed the Subdivision Ordinance Update.
- b. Submitted the Housing Element Annual Progress Report for 2016 to the State of California.
- c. Initiated Visión Salinas (General Plan Visioning and Major Project Outreach Coordination).
- d. Initiated the environmental process for the Central Area Specific Plan, part of the Future Growth Area.
 - i. Completed Funding Agreement with applicant.
 - ii. NOP for the preparation of the DEIR to be released by 2nd quarter of 2017.
- e. Processed Draft West Area Specific Plan and DEIR.
 - i. DEIR to be completed by 2nd quarter of 2017.
- f. Initiated the Farmworker Housing Study and Action Plan for Salinas Valley and Pajaro Valley.

3. Current Planning & Permit Services Divisions

- a. Issued 3,667 permits with a valuation over \$60 million in 2016.
- b. Offered counter service from 8:00 am – 5:00 pm, Monday – Friday serving 11,988 customers.
- c. Achieved full cost recovery for the Permit Services Division.
- d. Completed plan and permit reviews and inspections within allotted timeframe, 520 “over-the-

COMMUNITY DEVELOPMENT DEPT. Summary (Continued)

counter” reviews, 1,675 total reviews at an average time of 4 calendar days.

- e. Conducted all inspections via electronic devices.
- f. Drafted and presented the Accessory Dwelling Ordinance for adoption by City Council.
- g. Amended the Zoning Code to facilitate economic development.
- h. Initiated development of a specific plan DEIR for the Salinas Travel Center.

4. Code Enforcement Division

- a. Addressed 1,736 code complaints.
- b. Updated and revamped the Ordinance Booklet to inform residents of common code violations.
- c. Began weekend enforcement of mobile vendors, garage sales and blight.
- d. Facilitated the issuance of 136 permits to correct code violations.
- e. Worked collaboratively with the Legal Department for successful receivership of one of the worst properties in the City and initiated receivership of two additional properties.

5. Housing & Community Development Division

- a. Completed the City's Action Plan for FY 17-18 and CAPER for FY 16-17 for the City's federal HUD funding (CDBG, HOME, & ESG).
- b. Funded 23 public services agencies to provide critical programming to over 1,900 youth, seniors, and homeless.
- c. Updated the City's Inclusionary Housing Ordinance.
- d. Entered into a funding agreement with Monterey County Housing Authority Development Corporation for the construction of 50 units of family housing through Haciendas Phase 3.
- e. Entered into a Development Agreement with MidPen for the development of a mixed use building, with 90-unit affordable housing development and completed the NEPA.
- f. Assisted in the rehabilitation of 40 affordable housing units through continued investment in Vista de la Terraza.
- g. Completed the affordable senior housing (Haciendas Senior).
- h. Entered in MOU for additional funding of the Old Municipal Pool Building Retrofit Phase 2.
- i. Worked with the Monterey Bay Economic Partnership to establish a regional housing trust fund.

City Council Goals, Strategies, and Objectives for FY 2017-18.

Economic Development Initiative (Economic Diversity and Prosperity)

1. Consider certification of EIR and adoption of EDE GPA by October 2017.
2. Continue to work with business organizations such as the Chamber of Commerce, the Oldtown Salinas Association, Hispanic Chamber of Commerce and the Salinas United Business Association (SUBA) to create a shop local initiative and adopt official local preference policies for City procurement of all goods and services.
3. Establish locations for small business incubation and acceleration that feature low cost, flexible space with the availability of business support services.
4. Draft Plan through community-driven process and engagement strategy. Identify chronically vacant and dilapidated retail locations and provide incentives, such as for leasehold improvements and façade renovation.
5. Assist in the coordination of homeless services that focuses on rapid rehousing in Chinatown.
6. Assist in financing and permitting of 21 Soledad (90 mixed-used housing development with targeted units for homeless).
7. Consider certification of EIR and Process Specific Plan entitlements for the West Area in the Future Growth Area by December 2017 and the Central Area Specific Plan by Spring of 2018.
8. Develop a new action plan to improved Permit Center operations by December 2017.
9. Reduce the number of days it takes to approve plans.

COMMUNITY DEVELOPMENT DEPT.

Summary (Continued)

Economic Development Initiative (Safe, Livable Community)

1. Complete a report on 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. Work with the Legal Department to increase the number of distressed and dangerous properties in receivership and address blighted properties with abatement warrants.
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. Complete a comprehensive Farmworker Housing Study and Action Plan by December of 2017.
2. Implement recommended regulatory and zoning changes identified in Downtown Housing Market Study including adoption of an adaptive reuse ordinance for city center area.
3. Identify additional grant opportunities and incentives to expand housing production at a variety of income levels and for special needs populations (seniors, homeless, disabled).
4. Continue citywide visioning to help jumpstart General Plan Update and initiate formal planning process for General Plan by March 2018.

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 homeless service providers and the County on housing navigation to improve use of housing voucher program to assist the homeless.

Key Performance Metrics (5 year targets)

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

Major Budget Changes

With the goal of creating a vibrant, diversified and resilient economy with jobs that provide residents with well-paying, career-ladder employment opportunities, CDD was been re-organized into six divisions. Last year's budget reflected this re-organization with most major budget changes taking place in the newest division, Plan & Project Implementation. This year, there are few major budget changes.

The department continues to focus on the development of Alisal Vibrancy and Chinatown Revitalization Plans, implementation of the Downtown Vibrancy Plan, and final adoption of the Economic Development Element. In addition, CDD would be able to create a more data driven approach to housing development with the completion of a target market study for the Downtown, Chinatown, and the Alisal and a comprehensive Farmworker Housing Study and Action Plan. Through our involvement in the Emergency Solution Grants (ESG) and Chinatown Revitalization Plan, 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 beginning with community visioning already underway. The only staffing request is for a full-time Administrative Secretary to assist with case file management and coordination of the Planning Commission, and the Design Review Board and Building Board of Appeals when established. This Administrative Secretary will be shared between Current Planning and Permit Services and will be a vital part in facilitating the processing of development applications.

COMMUNITY DEVELOPMENT DEPARTMENT

Summary

Expenditures by Program	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
3111 Plan & Project Implementation	602,913	620,163	1,067,210	1,188,530
3350 Permit Services	1,743,440	1,554,972	1,961,435	
3353 Code Enforcement	472,643	769,870	1,073,335	1,180,050
3461 Advanced Planning	274,909	411,572	455,983	298,170
3462 Current Planning	602,608	835,975	860,168	941,440
Housing and Community Development	2,048,787	1,980,404	4,591,472	4,064,404
Total	5,745,300	6,172,955	10,009,603	7,672,594
Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	3,281,494	3,787,532	5,338,627	4,058,380
62 - Supplies & Materials	34,142	43,059	130,670	65,450
63 - Outside Services	731,076	656,520	1,345,650	447,250
64 - Other Charges	156,379	127,395	323,084	139,800
66 - Capital Outlays	3,506	6,349	34,653	524,100
69 - Financial Assistance	1,538,703	1,552,100	2,836,920	2,437,614
Total	5,745,300	6,172,955	10,009,603	7,672,594
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	2,999,065	3,226,441	4,752,416	3,067,243
1100 Measure V	266,449	385,749	384,455	403,280
1200 Measure G		258,839	475,720	516,110
2602 HSA - Affordable Housing	59,191	115,763	137,248	71,791
2910 Community Development	1,321,175	1,108,825	2,059,145	2,229,837
2930 Home Investment Partnership	595,032	870,820	1,406,592	671,652
2940 Emergency Shelter Grant	134,403	188,115	193,149	178,648
2941 Emergency Solutions Grant			600,878	534,033
2955 Neighborhood Stabilization Prog	311,485	4,254		
2957 Inclusionary Housing	58,500	14,148		
Total	5,745,300	6,172,955	10,009,603	7,672,594

COMMUNITY DEVELOPMENT DEPARTMENT

Summary

Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
3111 Plan & Project Implementation	3.560	3.560	6.000	7.000
3350 Permit Services	9.925	10.925	11.750	
3353 Code Enforcement	5.000	8.000	8.000	9.000
3461 Advanced Planning	2.000	3.000	3.000	2.000
3462 Current Planning	4.600	4.600	5.000	5.700
Housing and Community Development	3.900	3.880	6.000	6.000
Total	28.985	33.965	39.750	29.700

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

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Adoption of the Economic Development Element by October of 2017			100% Complete	60% Complete	100% Complete
Creation of a downtown housing development action plan including necessary zone changes by December of 2017			75% Complete	70% 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 Micro Business Loan Program by partnering with other community organizations and financial institutions by December of 2017			60% Complete	50% Complete	100% Complete
Adoption of the Alisal Vibrancy Plan by June of 2018			50% Complete	20% Complete	75% Complete

Major Budget Changes

The most significant budget request is for \$25,700 for the required City cost share for five (5) VISTA volunteers. These VISTAs will facilitate programs and projects in support of the preparation and implementation of the EDE and Alisal Vibrancy Plan. VISTA volunteers will develop programs and projects that assess housing conditions and connect low-income individuals and families with housing resources, support neighborhood businesses and entrepreneurs to facilitate growth and more employment opportunities through increased access to capital, create a health-speaker curriculum in local recreation centers, and increase the capacity of the library's volunteering tutoring and educational programs.

COMMUNITY DEVELOPMENT DEPARTMENT

3111 Plan & Project Implementation Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	493,336	536,890	884,110	1,031,130
62 - Supplies & Materials	4,107	6,946	15,100	14,600
63 - Outside Services	51,192	48,936	133,000	98,500
64 - Other Charges	54,278	27,118	26,000	35,300
66 - Capital Outlays		273	9,000	9,000
Total	602,913	620,163	1,067,210	1,188,530
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	171,914	298,640	971,500	1,083,080
1200 Measure G			95,710	105,450
2910 Community Development	418,998	308,523		
2940 Emergency Shelter Grant	12,001	13,000		
Total	602,913	620,163	1,067,210	1,188,530
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
3111 Plan & Project Implementation	3.560	3.560	6.000	7.000
Total	3.560	3.560	6.000	7.000

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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Number of cases investigated	770	1,258	1,200	1,800	2,100
Average time to resolve a code enforcement case	8 months	6 months	4 months	4 months	4 months
Average time to respond to a complaint	2 weeks	1 week	72 hours	72 hours	48 hours
Number of proactive code enforcement actions coordinated	2	3	10	5	6
Number of educational or outreach events held	6	6	12	12	12

Major Budget Changes

There are few changes to the Division's budget from last year. The most significant change would be the addition of two Full-Time Code Enforcement. The additional resources would allow the Division to address Abandoned Vehicles parked in the public right-of-way, along with additional enforcement on weekends for blight, vendors and garage sales. It is anticipated that these positions will result in additional revenue through citations, which can help offset these costs.

COMMUNITY DEVELOPMENT DEPARTMENT

3353 Code Enforcement Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	455,798	676,970	1,017,535	1,101,500
62 - Supplies & Materials	2,651	10,504	28,970	23,500
63 - Outside Services		56,775	2,950	12,350
64 - Other Charges	10,688	25,621	21,700	33,700
66 - Capital Outlays	3,506		2,180	9,000
Total	472,643	769,870	1,073,335	1,180,050
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	206,194	204,201	308,870	366,110
1100 Measure V	266,449	385,749	384,455	403,280
1200 Measure G		179,920	380,010	410,660
Total	472,643	769,870	1,073,335	1,180,050
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
3353 Code Enforcement	5.000	8.000	8.000	9.000
Total	5.000	8.000	8.000	9.000

COMMUNITY DEVELOPMENT

Advanced Planning Division

3461

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. Implement the 2015-2023 Housing Element, including preparation of the Annual Housing Element Report to the State.
3. Process Specific Plans, Environmental Impact Reports, and related entitlements for the Future Growth Area located north of Boronda Road.
4. Provide staff assistance to the Future Growth Area City Council Subcommittee.
5. Process annexations and sphere of influence amendments to facilitate the development of the south Boronda area and other large-scale development proposals.
6. Oversee and complete a Park Fee Nexus Study.
7. Oversee the preparation and facilitate the completion of the Farmworker Housing Study and Action Plan for the Salinas Valley and Pajaro Valley.
8. Coordinate with AMBAG, Building Healthy Communities, school districts, other public agencies and interested parties in regard to long-range, regional, and community planning issues.
9. 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).
10. 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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Complete and Submit Annual Housing Element Progress Report to State by April 1st				100%	100%
Completion of Farmworker Housing Study and Action Plan by the 1st quarter of 2018					100%
Adoption of West Area Specific Plan by 4th Quarter of 2017				60%	100%
Undertake General Plan Update					20%

Major Budget Changes

None

COMMUNITY DEVELOPMENT DEPARTMENT

3461 Advance Planning Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	220,038	369,376	262,983	149,170
62 - Supplies & Materials	3,799	2,413	7,100	8,100
63 - Outside Services	49,402	37,744	163,500	116,900
64 - Other Charges	1,670	1,767	17,900	18,500
66 - Capital Outlays		273	4,500	5,500
Total	274,909	411,572	455,983	298,170
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	274,909	411,572	455,983	298,170
Total	274,909	411,572	455,983	298,170
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
3461 Advance Planning	2.000	3.000	3.000	2.000
Total	2.000	3.000	3.000	2.000

COMMUNITY DEVELOPMENT

Current Planning Division

3462

Purpose

The Current Planning Division ensures that development projects and proposals conform to the General Plan and Zoning Code regulations or any other applicable regulations and standards. The Division is responsible for diligently and expeditiously processing administrative applications (Site Plan Reviews, Parcel Maps, Lot Line Adjustments, Lot Mergers, Temporary Use of Land Permits, Home Occupation Permits, Master Sign Plans, and Sign Permits), as well as discretionary development applications including, but not limited to, General Plan and Zoning Code Amendments, Specific Plans, Planned Unit Development Permits, Tentative Maps, and Conditional Use Permits in order to facilitate economic development. Staff also prepare/coordinate environmental evaluations (CEQA) for all development projects.

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Complete and Submit Annual Housing Element Progress Report to State by April 1st				100%	100%
Completion of Farmworker Housing Study and Action Plan by the 1st quarter of 2018					100%
Adoption of West Area Specific Plan by 4th Quarter of 2017				60%	100%
Undertake General Plan Update					20%

Major Budget Changes

For many years, Current Planning had its own clerical support, but fiscal challenges resulted in elimination of this clerical support, shifting more of these duties onto planners. As caseload has increased, planners have had difficulty keeping up with records management, required notification, and Planning Commission support. Last fiscal year, the Division was finally able to hire a part-time Administrative Secretary who has greatly assisted the Division in improving records management, maintaining accurate minutes, improving communication, and allowing technical staff to process cases more expeditiously. However, the demand for clerical support is much greater than the hours allocated for part-time. The addition of a full-time Administrative Secretary shared with the Permit Services Division will allow for the necessary support to more efficiently process development applications. The Secretary will also assist in managing the Design Review Board and Building Board of Appeals once established.

COMMUNITY DEVELOPMENT DEPARTMENT

3462 Current Planning Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	565,377	800,697	797,068	836,840
62 - Supplies & Materials	2,946	10,931	8,100	8,100
63 - Outside Services	27,765	10,094	45,100	78,600
64 - Other Charges	6,520	8,449	9,300	17,300
66 - Capital Outlays		5,804	600	600
Total	602,608	835,975	860,168	941,440
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	602,608	835,975	860,168	941,440
Total	602,608	835,975	860,168	941,440
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
3462 Current Planning	4.600	4.600	5.000	5.700
Total	4.600	4.600	5.000	5.700

COMMUNITY DEVELOPMENT

Housing & Community Development Division

Purpose

The Housing and Community Division enhances the Salinas community by assisting low and moderate income families, reducing slum and blight, and responding to emergencies through the administration of Housing and Urban Development grants and other housing resources and policies. Each year, the Division effectively manages three HUD grants: Community Development Block Grant (CDBG), HOME Investment Partnerships Program (HOME), and Emergency Solutions Grant (ESG). In addition, the Division actively fosters housing development by creating incentives (density bonus) and regulations (inclusionary housing), preserving existing affordable housing, providing rehabilitation assistance for lower income households, and funding the development of new affordable housing units. The Housing and Community Division is also managing a new State Emergency Solutions Grant 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.
5. Ensure implementation of the Updated HUD plans: the 5-year Consolidated Plan; the Alisal Homeownership Neighborhood Revitalization Strategy Area, and the Analysis of Impediments to Fair Housing Choice.
6. Manage the City's Citizen Participation Plan.
7. Support the use of mortgage revenue bonds and federal low-income housing tax credits to develop needed housing.
8. Provide technical assistance for housing rehabilitation, accessibility modifications, deed-restricted affordable units, and loan portfolio management.
9. Implement inclusionary housing program.
10. Continue to partner and collaborate with various agencies including the County Continuum of Care in addressing homelessness.
11. Participate in the State ESG program through HUD to increase funding to Monterey and San Benito Counties to assist homeless.
12. Continue to manage division and Housing Successor Agency-funded housing projects' financial and beneficiary data using the online system.

Performance Measures

Performance Measure / Goal	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Number of grant applications processed through annual RFP process	40	34	37	42	40
Number of payments and reports processed for grantees	420	600	602	400	400
Number of affordable housing funding agreements processed	5	10	6	10	5
Number of new affordable housing units developed with City funding	40	5	50	60	60
Number of applications approved for rehabilitation loans or grants	10	10	20	12	10

Major Budget Changes

In terms of HUD funding, the 10 Soledad St. and Steaming Ahead projects were cancelled during FY 16-17. Funds from the cancelled projects, closed projects, and program income were allocated to the MidPen 21 Soledad St. housing project, Old Municipal Pool Building retrofit project, Franciscan Workers for the operation of the Chinatown Health Services Center, rehabilitation of Vista De La Terraza apartments, and Interim Inc. for their Shelter Outreach Plus program. The Division requested an additional \$31,920 for the Chinatown Revitalization Plan to expand the scope of work based on community input and to develop a comprehensive strategy to address homelessness in the neighborhood.

HOUSING AND COMMUNITY DEVELOPMENT

Summary

Expenditures by Program	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
3112 Public Services	349,888	358,562		
3220 Housing & Community Development	155,763	230,667	1,049,823	928,290
3221 Rehabilitation	187,632	241,875	677,247	293,128
3222 NSP	311,485	4,254		
3225 First Time Home Buyers	32,322	6,015		
3230 Inclusionary Housing	58,500	14,148		
3240 Special Programs	953,197	1,124,882	2,864,402	2,842,986
Total	2,048,787	1,980,404	4,591,472	4,064,404

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	353,809	271,753	1,023,196	939,740
62 - Supplies & Materials	1,269		14,500	11,150
63 - Outside Services	87,998	123,808	473,100	140,900
64 - Other Charges	67,008	32,742	225,384	35,000
66 - Capital Outlays			18,373	500,000
69 - Financial Assistance	1,538,703	1,552,100	2,836,920	2,437,614
Total	2,048,787	1,980,404	4,591,472	4,064,404

Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund		1	194,460	378,443
2602 HSA - Affordable Housing	59,191	115,763	137,248	71,791
2910 Community Development	902,177	800,303	2,059,145	2,229,837
2930 Home Investment Partnership	595,032	870,820	1,406,592	671,652
2940 Emergency Shelter Grant	122,402	175,115	193,149	178,648
2941 Emergency Solutions Grant			600,878	534,033
2955 Neighborhood Stabilization Prog	311,485	4,254		
2957 Inclusionary Housing	58,500	14,148		
Total	2,048,787	1,980,404	4,591,472	4,064,404

HOUSING AND COMMUNITY DEVELOPMENT

Summary

Workforce by Program		14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
3220	Housing & Community Development	1.630	1.630	4.906	4.859
3221	Rehabilitation	1.250	1.230	0.397	0.385
3222	NSP	0.110	0.110		
3225	First Time Home Buyers	0.250	0.250		
3230	Inclusionary Housing	0.180	0.180	0.025	
3240	Special Programs	0.480	0.480	0.672	0.756
Total		3.900	3.880	6.000	6.000

COMMUNITY DEVELOPMENT DEPARTMENT

Housing & Community Development Division

3220 Housing & Community Development

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	119,957	113,359	633,530	746,240
62 - Supplies & Materials			10,500	6,650
63 - Outside Services	27,090	102,227	162,037	140,400
64 - Other Charges	8,716	4,142	225,384	35,000
66 - Capital Outlays			18,373	
69 - Financial Assistance		10,938		
Total	155,763	230,667	1,049,823	928,290
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund		1	194,460	378,443
2602 HSA - Affordable Housing	59,191	115,763	137,248	71,791
2910 Community Development			489,134	404,000
2930 Home Investment Partnership	96,572	114,902	199,251	39,720
2940 Emergency Shelter Grant			13,365	13,810
2941 Emergency Solutions Grant			16,365	20,526
Total	155,763	230,667	1,049,823	928,290
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
3220 Housing & Community Development	1.630	1.630	4.906	4.859
Total	1.630	1.630	4.906	4.859

COMMUNITY DEVELOPMENT DEPARTMENT

Housing & Community Development Division

3221 Rehabilitation

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	117,613	95,647	132,276	65,128
62 - Supplies & Materials	1,269		4,000	4,500
63 - Outside Services	18,053	20,102	1,000	500
64 - Other Charges	37,200	18,600		
69 - Financial Assistance	13,497	107,526	539,971	223,000
Total	187,632	241,875	677,247	293,128
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
2910 Community Development	173,160	233,205	677,247	293,128
2930 Home Investment Partnership	14,472	8,670		
Total	187,632	241,875	677,247	293,128
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
3221 Rehabilitation	1.250	1.230	0.397	0.385
Total	1.250	1.230	0.397	0.385

COMMUNITY DEVELOPMENT DEPARTMENT

Housing & Community Development Division

3240 Special Programs

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	32,909	38,330	257,390	128,372
63 - Outside Services	7,195	1,478	310,063	
66 - Capital Outlays				500,000
69 - Financial Assistance	913,093	1,085,074	2,296,949	2,214,614
Total	953,197	1,124,882	2,864,402	2,842,986
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
2910 Community Development	501,531	383,650	892,763	1,532,709
2930 Home Investment Partnership	451,666	741,232	1,207,341	631,932
2940 Emergency Shelter Grant			179,784	164,838
2941 Emergency Solutions Grant			584,513	513,507
Total	953,197	1,124,882	2,864,402	2,842,986
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
3240 Special Programs	0.480	0.480	0.672	0.756
Total	0.480	0.480	0.672	0.756

COMMUNITY DEVELOPMENT DEPARTMENT

Work Force

Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
3111 Plan & Project Implementation				
Administrative Aide	0.500	0.500	0.750	0.750
Assistant Development Dir	0.415	0.415		
Assistant Planner				1.000
Associate Planner			1.000	1.000
Asst Redevelopment Project Mgr			1.000	
Com Dev Admin Supervisor	0.400	0.400		
Comm Improve Asst	0.800	0.800		
Community Dev Analyst	0.420	0.420		
Community Development Dir	0.195	0.195	1.000	1.000
Housing Services Supv	0.160	0.160		
Office Technician			1.000	1.000
Planning Manager	0.590	0.590		
Project Coordinator				1.000
Revenue Officer	0.080	0.080	0.250	0.250
Senior Planner			1.000	1.000
3111 Plan & Project Implementation Total	3.560	3.560	6.000	7.000
3350 Permit Services				
Bldg Permit Spec	1.000	1.000	1.000	
Comb Bldg Insp I			1.000	
Comb Bldg Inspector II	3.000	2.000	1.000	
Comm & Economic Dev Dir	0.175	0.175		
Office Technician		1.000		
Permit Center Clerk	3.000	3.000	4.000	
Permit Ctr Mgr/Bldg Off	1.000	1.000	1.000	
Plan Checker I			1.000	
Plan Checker II	1.000	1.000	1.000	
Revenue Officer	0.750	0.750	0.750	
Sr Combo Bldg Insp		1.000	1.000	
3350 Permit Services Total	9.925	10.925	11.750	

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

COMMUNITY DEVELOPMENT DEPARTMENT

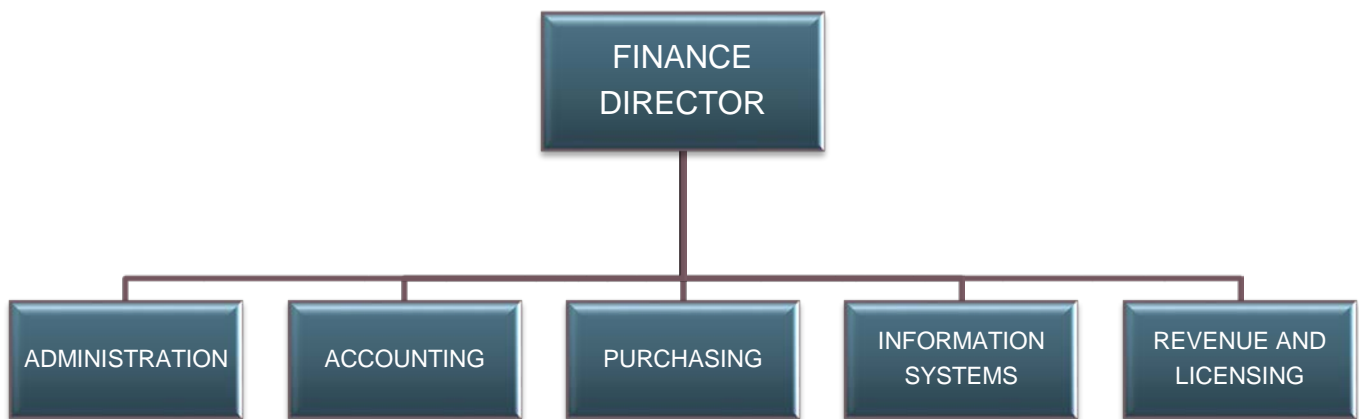
Work Force

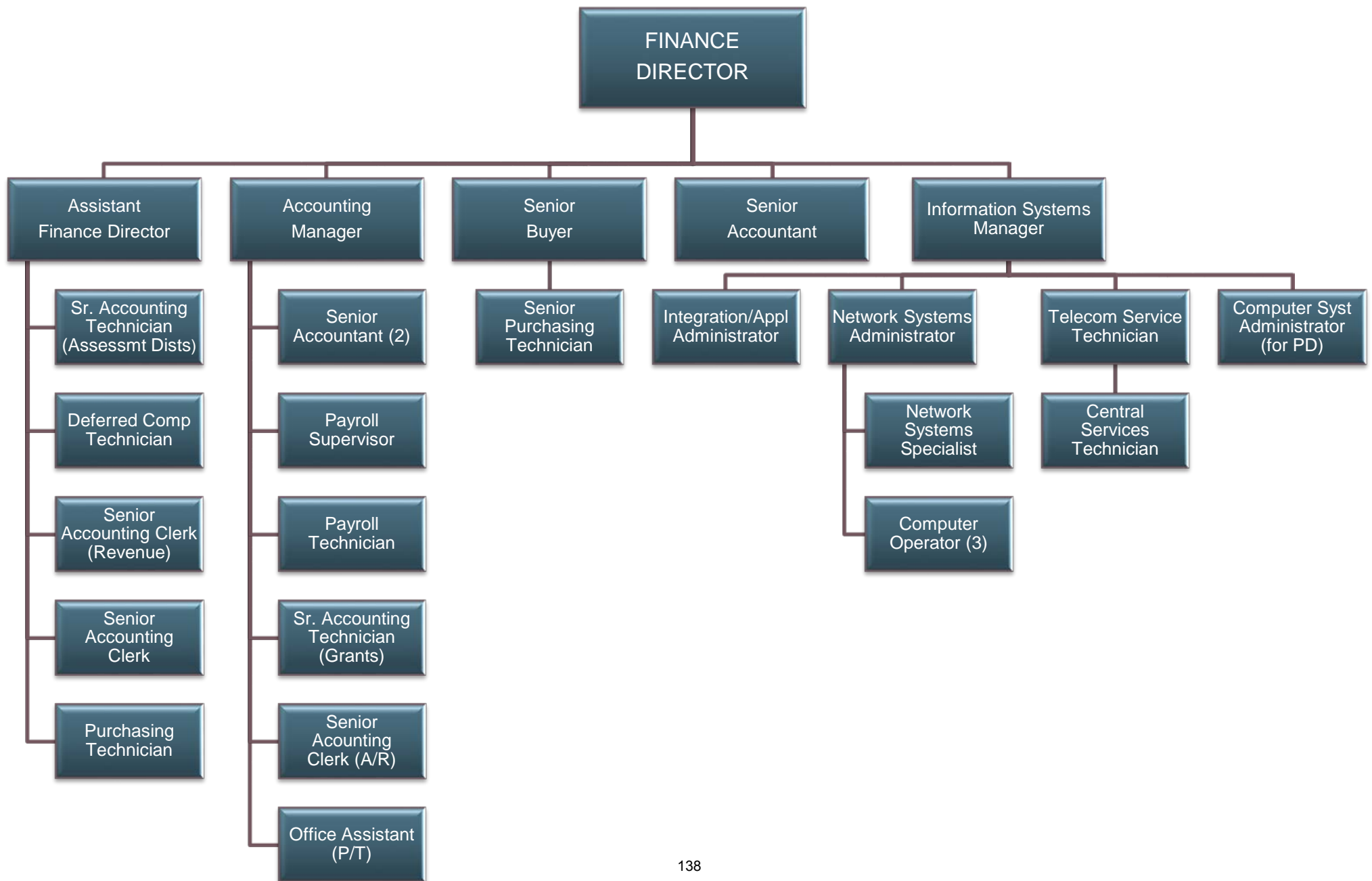
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
3353 Code Enforcement				
Administrative Aide			1.000	2.000
Administrative Clerk I			1.000	1.000
Administrative Clerk II	1.000	1.000		
Code Enforcement Officer I	3.000	4.000	3.000	4.000
Code Enforcement Officer II		2.000	2.000	1.000
Senior Code Enforcement Officer	1.000	1.000	1.000	1.000
3353 Code Enforcement Total	5.000	8.000	8.000	9.000
3461 Advance Planning				
Associate Planner			1.000	
Planning Manager	1.000	1.000	1.000	1.000
Senior Planner	1.000	2.000	1.000	1.000
3461 Advance Planning Total	2.000	3.000	3.000	2.000
3462 Current Planning				
Administrative Secretary				0.700
Assistant Development Dir	0.375	0.375		
Assistant Planner	1.000	1.000	1.000	1.000
Associate Planner	1.000	1.000	1.000	1.000
Community Development Dir	0.225	0.225		
Planning Manager	1.000	1.000	1.000	1.000
Planning Technician			1.000	1.000
Senior Planner	1.000	1.000	1.000	1.000
3462 Current Planning Total	4.600	4.600	5.000	5.700
Housing & Community Development				
Assistant Development Dir	0.080	0.080		
Com Dev Admin Supervisor	0.600	0.600		
Comm Improve Asst	0.200	0.200	1.000	1.000
Community Dev Analyst	0.600	0.580	2.000	3.000
Housing Rehab Specialist	1.000	1.000	1.000	0.000
Housing Services Supv	0.840	0.840	1.000	1.000
Planning Manager	0.410	0.410	1.000	1.000
Revenue Officer	0.170	0.170		
Housing & Community Development Total	3.900	3.880	6.000	6.000
Total	28.985	33.965	39.750	29.700



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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 2016-17

Effective, Sustainable Government

1. Strategically and collaboratively worked with departments and City Manager to balance the FY 2017-18 year budget
2. A new data backup solution was implemented to better support the data recovery needs of the City
3. New physical security measures have been installed in our data center
4. Moving forward with in-sourcing, and posting positions for, the help desk function of the Department
5. Partnering with Departments to help them achieve efficiencies related to technology and other related areas
6. Implementing and refining the Gigabit CENIC circuit connection for the Salinas Public Libraries
7. Installing new Wi-Fi at all Library locations
8. Continue to manage, facilitate and support the Measure V and G Committee
9. Completed the annual financial statements and audit with a clean audit opinion.

City Council Goals, Strategies, and Objectives for FY 2017-18

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:** Coordinate issuing bonds to fund the new police station.
2. **Update Technology in Public Safety:** Support implementation of new Records Management Database software project.

Effective, Sustainable Government

1. **Technology Upgrades:**
 - a. Improve and enhance the datacenter and computers for all departments – added additional servers and storage to further improve storage and performance across the City
 - b. Continuing to refine the network for the CENIC circuit for the Libraries
 - c. Upgrade the network City-wide – new switches are being installed across the City
 - d. Completing the installation of all-new Wi-Fi for all City locations, started in early 2017
 - e. Continuing to develop a business partner service approach to support all departments
 - f. Refining all Department processes to improve the responsiveness and communication for effective support across the City
 - g. Business Continuity Plan collaboration with all Departments will be starting soon
 - h. A Disaster Recovery Plan is being planned out and measures are being put in-place to better sustain data delivery
 - i. A new data backup solution was implemented to better support the data recovery needs of the City

FINANCE DEPARTMENT Summary (Continued)

- j. 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:** Coordinate issuing bonds to fund the expansion of the library.

Major Budget Changes

Transition out Help Desk contract and transition in to provide the service in-house.

FINANCE DEPARTMENT

Summary

Expenditures by Program	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
2030 Finance Administration	517,386	594,352	688,027	713,890
2031 Accounting	1,061,493	1,386,042	1,483,039	1,539,420
2032 Purchasing	243,087	290,618	335,143	344,230
2033 Information Technology	1,067,441	1,455,360	1,931,953	1,898,210
2034 Revenue & Licensing	28,176	110,557	281,050	255,620
Total	2,917,583	3,836,929	4,719,212	4,751,370
Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	2,324,503	3,053,880	3,690,012	4,084,170
62 - Supplies & Materials	41,540	33,477	48,900	68,200
63 - Outside Services	492,407	579,312	790,600	440,650
64 - Other Charges	13,510	4,230	22,700	30,850
66 - Capital Outlays	45,453	165,307	167,000	127,500
67 - Store Inventory	170	723	-	-
Total	2,917,583	3,836,929	4,719,212	4,751,370
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	2,861,347	3,688,033	4,180,152	4,195,560
1100 Measure V	56,236	37,243	62,000	62,000
1200 Measure G		111,654	477,060	493,810
Total	2,917,583	3,836,929	4,719,212	4,751,370
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
2030 Finance Administration	2.000	2.000	2.000	2.000
2031 Accounting	10.000	11.000	11.000	10.000
2032 Purchasing	2.000	2.000	2.000	2.000
2033 Information Technology	5.000	8.000	8.000	10.000
2034 Revenue & Licensing		1.000	1.000	2.000
Total	19.000	24.000	24.000	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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Present annual budget by first meeting in June	1		1		
Prepare and present five year financial forecast	1		1		
Present mid-year budget review to City Council in Feb	1		1		
Number of favorable sales tax audit misallocation findings	All		All		
Value of favorable sales tax audit misallocation findings	All		All		
Revenue measures - Hire public outreach firm	1		-		
Revenue measures - Hire polling firm	1		-		
Revenue measures - Hold public meetings	4		-		
Cost of Finance Department total per capita	\$ 22.42		\$ 29.27		

Major Budget Changes

None

FINANCE DEPARTMENT

2030 Finance Administration Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	515,392	517,947	563,927	588,490
62 - Supplies & Materials	683	1,556	1,000	1,000
63 - Outside Services		74,850	122,800	123,100
64 - Other Charges	1,311		300	1,300
Total	517,386	594,352	688,027	713,890
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	517,386	594,352	688,027	713,890
Total	517,386	594,352	688,027	713,890
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
2030 Finance Administration	2.000	2.000	2.000	2.000
Total	2.000	2.000	2.000	2.000

FINANCE DEPARTMENT

Accounting Division

2031

Purpose

Maintain the accuracy and reliability of all City's financial transactions for all funds. These transactions include accounts payable, accounts receivable, general ledger accounting, enterprise accounting, internal service accounting, financial reporting, administration of the employee payroll and management of all grants. 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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Number of claims/invoices processed	8,800		8,925		
Number of journal entries processed	3,100		7,300		
Complete annual audit by December	1		1		
Number of paychecks processed	5,100		5,450		
Number of Deferred Comp paychecks processed	230		240		
Number of deferred compensation changes processed	588		600		
Number of accounts receivable invoices billed	5,300		6,000		
Number of accounts receivable sent to collections	650		700		
Publish monthly financial reports to Council within 60 days	100%		100%		

Major Budget Changes

None

FINANCE DEPARTMENT

2031 Accounting Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	1,005,750	1,285,500	1,395,239	1,440,920
62 - Supplies & Materials	20,694	24,727	21,800	25,300
63 - Outside Services	28,676	27,072	64,200	64,300
64 - Other Charges	6,373	1,660	1,800	8,900
66 - Capital Outlays		47,083		
Total	1,061,493	1,386,042	1,483,039	1,539,420
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	1,055,114	1,354,990	1,348,989	1,400,560
1100 Measure V	6,379	6,999	7,000	7,000
1200 Measure G		24,052	127,050	131,860
Total	1,061,493	1,386,042	1,483,039	1,539,420
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
2031 Accounting	10.000	11.000	11.000	10.000
Total	10.000	11.000	11.000	10.000

FINANCE DEPARTMENT

Purchasing Division

2032

Purpose

Acquire goods and services for all City departments including agencies and organizations which the City serves as fiscal agent. Purchasing services entail the processing of purchase orders for supplies, departmental support for the development of bid specifications; and providing information to departments on products, services and prices.

Division Operations

1. Provide timely delivery of supplies and materials to departments.
2. Verify that all goods are received in good condition.
3. Annually update City fixed assets records.
4. Conduct on-line auction of surplus property.
5. Arrange lease-purchase financing as necessary.
6. Manage and coordinate buy local purchasing ordinance.
7. Process and review all purchase orders for accounting accuracy.
8. Monitor all grant purchases for grant compliance.

Performance Measures

Performance Measure / Goal	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Number of purchase orders issued	8,420		9,000		
New purchasing card holder training (# of trainees)	4		3		
Number of purchases facilitated	4,500		4,200		
Number of bids facilitated	5		5		
Number buy local purchases	7		10		
Number of receipt and inspection of goods delivered	2,000		2,000		
Number of online auctions of surplus properties	5		6		

Major Budget Changes

None

FINANCE DEPARTMENT

2032 Purchasing Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	235,871	285,464	328,143	335,230
62 - Supplies & Materials	2,719	2,784	4,800	4,800
63 - Outside Services	2,060	1,259	1,700	1,700
64 - Other Charges	2,267	388	500	2,500
67 - Store Inventory	170	723	-	-
Total	243,087	290,618	335,143	344,230
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	243,087	290,618	335,143	344,230
Total	243,087	290,618	335,143	344,230
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Cost of Information Systems per capita	\$ 9.94				
Number of help desk tickets handled	2,500	2,700	2,800	3,000	3,200
Number of special projects started	47	40	50	50	50
Number of special projects completed	40	38			

Major Budget Changes

None

FINANCE DEPARTMENT

2033 Information Technology Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	567,490	922,499	1,218,353	1,526,610
62 - Supplies & Materials	16,008	773	15,200	31,000
63 - Outside Services	435,031	413,841	511,400	195,050
64 - Other Charges	3,459	2,082	20,000	18,050
66 - Capital Outlays	45,453	116,165	167,000	127,500
Total	1,067,441	1,455,360	1,931,953	1,898,210
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	1,017,584	1,379,987	1,611,973	1,571,660
1100 Measure V	49,857	30,243	55,000	55,000
1200 Measure G		45,130	264,980	271,550
Total	1,067,441	1,455,360	1,931,953	1,898,210
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
2033 Information Technology	5.000	8.000	8.000	10.000
Total	5.000	8.000	8.000	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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Number of receipts receipted	28,410		28,800		
Annual update of City-wide fee schedule			1		
Number of hotel/motel TOT audits	3		5		
Number of business license audits	0		50		
Number of new business licenses recovered from audit	0		40		
Value of business license audit findings	n/a		\$ 15,000		

Major Budget Changes

None

FINANCE DEPARTMENT

2034 Revenue & Licensing Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits		42,471	184,350	192,920
62 - Supplies & Materials	1,436	3,636	6,100	6,100
63 - Outside Services	26,640	62,290	90,500	56,500
64 - Other Charges	100	100	100	100
66 - Capital Outlays		2,060		
Total	28,176	110,557	281,050	255,620
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	28,176	68,086	196,020	165,220
1200 Measure G		42,471	85,030	90,400
Total	28,176	110,557	281,050	255,620
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
2034 Revenue & Licensing		1.000	1.000	2.000
Total		1.000	1.000	2.000

FINANCE DEPARTMENT

Work Force

Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
2030 Finance Administration				
Accounting Officer	1.000	1.000		
Assistant Finance Director			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
Deferred Compensation Technician		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	2.000	3.000	3.000
Sr Accounting Clerk	2.000	2.000	2.000	1.000
Sr Accounting Technician	2.000	2.000	1.000	1.000
Supervising Accountant	1.000	1.000		
2031 Accounting Total	10.000	11.000	11.000	10.000
2032 Purchasing				
Purchasing Technician	1.000	1.000		
Senior Buyer	1.000	1.000	1.000	1.000
Sr Purchasing Tech			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	1.000	3.000
Computer Systems Administrator			1.000	1.000
Information Systems Mgr		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
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	5.000	8.000	8.000	10.000

FINANCE DEPARTMENT

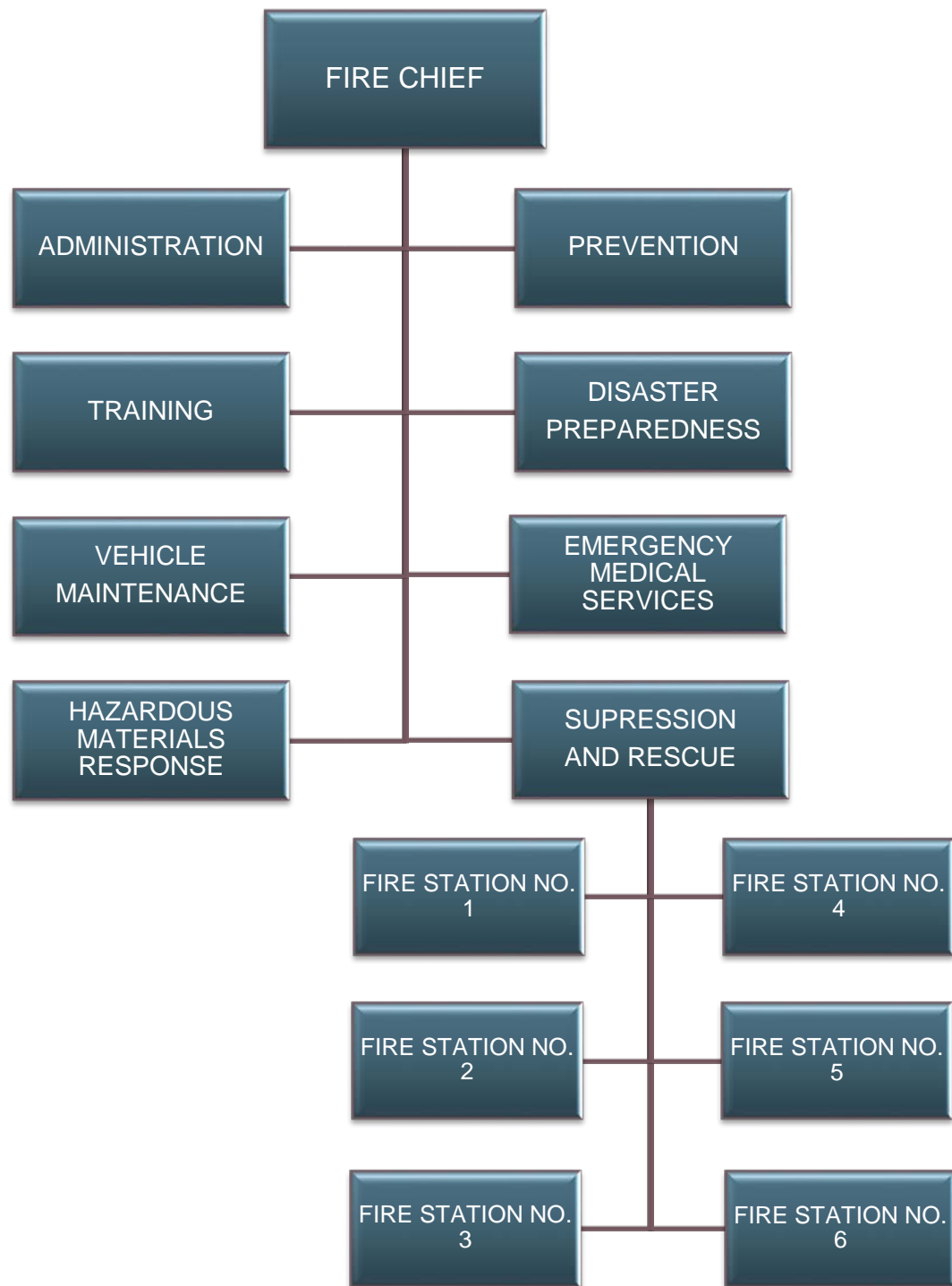
Work Force

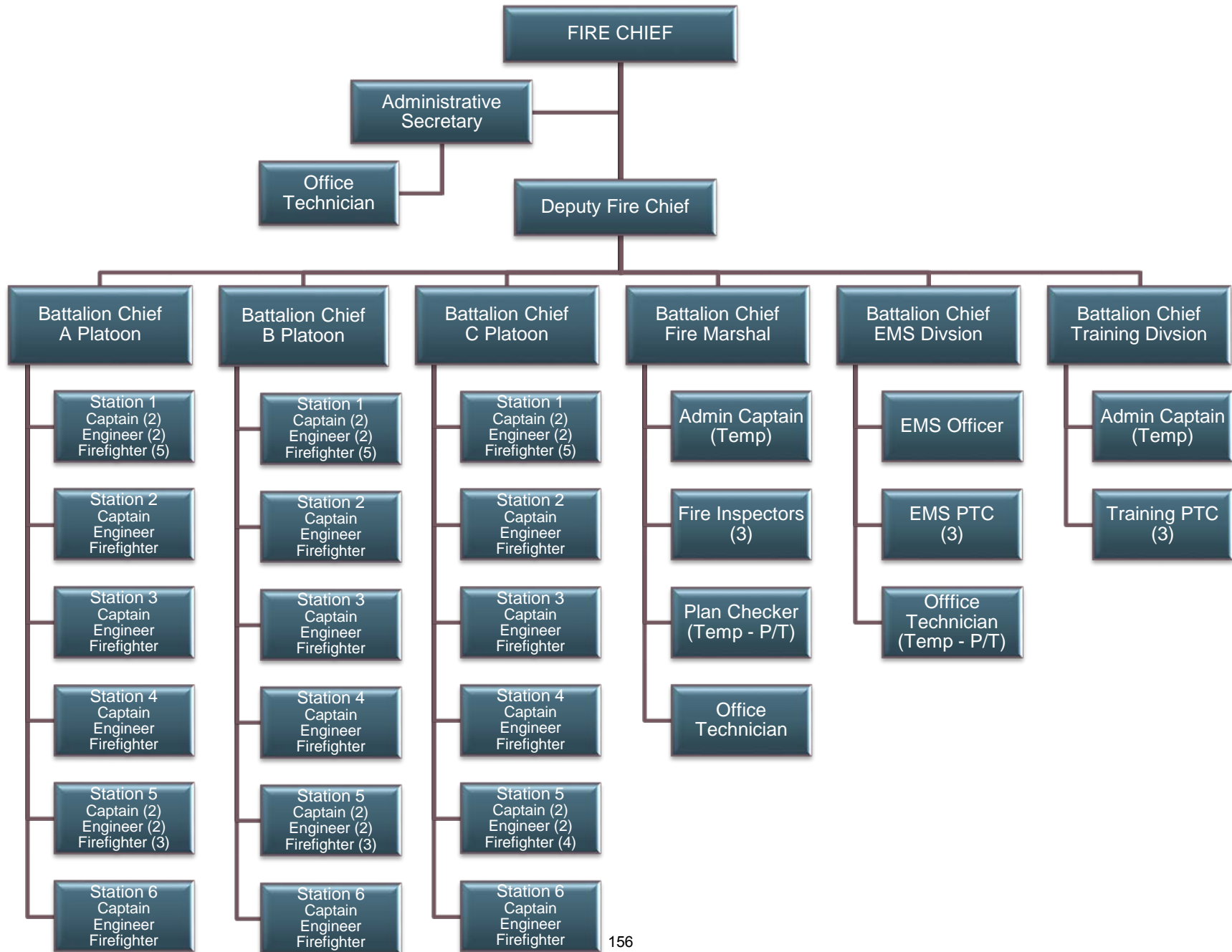
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
2034 Revenue & Licensing				
Sr Accounting Clerk		1.000	1.000	2.000
2034 Revenue & Licensing Total		1.000	1.000	2.000
Total	19.000	24.000	24.000	26.000



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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 2016-17

1. Grants

SAFER - The City received a \$2.9 million SAFER grant to retain seven (7) Firefighters and hire four (4) new Firefighters in late 2013. The grant will also pay for a third year of salary and benefits for veteran hires. Several of these positions will transition from SAFER funding to Measure G beginning in mid-2017; a total of 13 positions. An additional SAFER Grant application for six (6) new firefighter positions was applied for in February of 2017 and these positions will be used to staff and emergency response squad program in the 17/18 Fiscal Year. This grant has a value of close to 1.5 million.

Urban Area Security Initiatives (UASI) – The Fire Department has received approval of a \$237,000 grant proposal to replace a 2004 Haz Mat Vehicle and Trailer with a modern Type 1 Haz Mat Rescue response vehicle. Matching funds for the total cost are being provided by Measure G and the vehicle is scheduled for delivery during the 1st quarter of 2017. The vehicle was placed into front line service in May.

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

California Department of Transportation (Cal-DOT) - \$1,200,000 Staff was awarded a grant for a new Type II Haz/Mat Emergency Response vehicle, equipment and training to provide for additional safety and response to Crude by Rail (CBR) Incidents in the City of Salinas and greater Monterey County. This grant would provide all future training for the Haz/Mat Team and the vehicle will be utilized as a reserve for the new Type I being delivered. Estimated delivery is during the 3rd quarter of 2017.

Assistance to Firefighters Grant (AFG) - The Fire Department was awarded an AFG for new Thermal Imaging Cameras (TIC's) of \$110,000. These were purchased and are now available on all front line fire apparatus improving life safety across the community.

Donation of Equipment - The Fire Department received a large cache of exercise equipment from a local corporation valued at over \$60,000 and these have been placed in stations across the City to help support the Health & Wellness Program for Firefighters.

2. **Firefighter Academies** - The Fire Department conducted a successful fire academy of eight (8) firefighters who graduated in June of 2015. A second fire academy of nine (9) firefighters was started in January of 2016 and will graduate in late May, 2016. A third academy of seven (7) recruits began training in January of 2017 and will be placed on-line in early May.
3. **Haz/Mat Response Program**- the Fire Department has received all components necessary to conduct and inspection for an upgrade to Type I from our current rating of Type II. A type I team can respond to all Haz/Mat

FIRE DEPARTMENT

Summary (Continued)

emergencies and will enhance coverage for the City of Salinas and greater Monterey County. The inspection will be scheduled for June 2017

4. **Battalion Chief and Fire Captain Promotional Exams** –The Fire Department promoted the following personnel in the 16/17 Budget: two (2) Fire Engineers, three (3) Fire Captains.
5. **Apparatus Purchases** –The Fire Department took delivery of a new fire engine and this was placed into service at Fire Station 5 in March 2016. A new tiller ladder truck was assigned as Truck 2 at Fire Station 5 in early July, 2017. In September 2015, an additional fire engine was approved and ordered in response to irreparable mechanical damage to a reserve fire engine. This fire engine was placed into service at Fire Station 2 in June 2016.
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 2017-18

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. A series of PSA's were constructed with PG&E in December of 2016.

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.

FIRE DEPARTMENT

Summary (Continued)

- 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.

Effective, Sustainable Government

- 1. **Employee Customer Service:** Develop the “Salinas Way” and implement said recommendations department wide. Scheduled for implementation in November of 2017.
- 2. **Technology Upgrades:**
 - a. Pursue grant-funding opportunities to enhance and upgrade Fire Department technology to improve operational effectiveness and minimize impacts to the General Fund.
- 3. **Improve Emergency Response Operations:**
 - a. Data analysis – Make operational changes based on analysis to achieve maximum effectiveness and efficiencies of resources.
 - b. Implement best business practices to increase organizational effectiveness, accountability and communications.
 - c. Maintain and update Auto Aid and Mutual Aid agreements with neighboring jurisdictions. A new service contract with the Monterey County Regional Fire District was implemented by Council in July, 2017.
 - d. Pursue Assistance to Firefighter Grants for equipment, training and apparatus.
- 4. **Safety & Training:**
 - a. Trained fire personnel to the latest fire service techniques and best practices.
 - b. Ensure compliance with State/Federal training mandates.
 - c. Provide fire personnel the appropriate level of safety gear, equipment and apparatus necessary to perform their duties in a safe and effective manner.
 - 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.

FIRE DEPARTMENT Summary (Continued)

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.

In FY2016-17, the Fire Department accomplished these major fiscal changes:

1. Reconstruct Fire Station 5.
2. Purchase \$1.7 million in new equipment, apparatus and training from various grant programs.
3. Implement a 2nd Tiller Truck Company at Fire Station 5.
4. Begin a multi-year process to bring ambulance transport to the community.
5. Implement a Battalion Chief position to oversee the SFD EMS Division.
6. Upgraded the County Haz/Mat Team to Type I capabilities.

FIRE DEPARTMENT

Summary

Expenditures by Program	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
4505 Fire Administration	533,425	547,188	647,219	551,310
4510 Suppression	17,310,100	19,562,931	17,008,465	18,826,670
4520 Emergency Medical Services	665,459	607,890	863,560	1,344,830
4530 Prevention	326,604	512,921	813,329	903,120
4540 Training	277,523	408,993	485,690	564,050
4560 Vehicle Maintenance	248,253	343,118	394,732	381,990
4570 Hazardous Material Control	177,757	182,749	230,937	251,880
Total	19,539,121	22,165,790	20,443,932	22,823,850
Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	18,141,970	19,912,829	18,630,232	20,810,800
62 - Supplies & Materials	357,633	321,376	443,757	577,500
63 - Outside Services	726,986	1,120,304	982,664	907,500
64 - Other Charges	228,461	82,106	165,347	381,050
66 - Capital Outlays	84,071	729,176	221,932	147,000
Total	19,539,121	22,165,790	20,443,932	22,823,850
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	17,538,245	18,814,777	18,322,737	19,496,190
1100 Measure V	58,170	143,454	97,265	108,820
1200 Measure G		939,552	1,290,370	2,224,570
2501 Emergency Medical Service Fund	665,459	606,745	733,560	994,270
3111 SAFER 2013	1,277,247	1,661,263		
Total	19,539,121	22,165,790	20,443,932	22,823,850
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
4505 Fire Administration	2.000	3.000	4.000	3.000
4510 Suppression	83.000	89.000	89.000	89.000
4520 Emergency Medical Services	1.000	1.000	1.000	2.000
4530 Prevention	3.000	4.000	4.000	5.000
4540 Training	1.000	1.000	1.000	1.000
Total	90.000	98.000	99.000	100.000

FIRE DEPARTMENT

Administration

4505

Purpose

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

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Firefighters Per Capita	0.5	0.5	0.7	0.6	0.7
Authorized Staffing	94	96	106	96	100
Overtime Costs	\$ 1,800,000	\$ 1,771,388	\$ 1,000,000	\$ 1,400,000	\$ 1,000,000
Dollar Value of Grant Applications	\$ 1,256,472	\$ 1,500,000	\$ 400,000	\$ 3,188,542	TBD
Dollar Value of Grants Awarded	TBD	\$ 1,514,360	TBD	\$ 1,688,541	\$ 1,500,000

Major Budget Changes

1. Filled one (1) vacant Office Technician position.
2. Hired additional firefighters to staff a second ladder truck in the City.
3. Began design of an emergency Squad Program.
4. Received over \$1.7 million in grant funding for fire department emergency operations.
5. Increased Advanced Life Support (ALS) coverage to all SFD emergency responses.
6. Placed into service two (2) new engine companies and one (1) new tiller ladder trucks.
7. Completed improvements to Fire Station 5.
8. Implemented fueling stations and emergency generator upgrades for six (6) fire stations.
9. Enhanced new Water Rescue Training standards and equipment for the Department.
10. Hired seven (7) firefighter positions to cover vacations, vacancies and time off due to injuries to save overtime and increase minimum staffing levels.

Major Budget Changes

In FY2016-17 the Fire Department accomplished these major fiscal changes:

1. Reconstruct Fire Station 5.
2. Purchase \$1.7 million in new equipment, apparatus and training from various grant programs.
3. Implement a 2nd Tiller Truck Company at Fire Station 5.
4. Begin a multi-year process to bring ambulance transport to the community.
5. Implement a Battalion Chief position to oversee the SFD EMS Division.
6. Upgraded the County Haz/Mat Team to Type I capabilities.

FIRE DEPARTMENT

4505 Fire Administration Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	485,046	463,976	572,884	496,910
62 - Supplies & Materials	9,346	5,206	8,300	8,900
63 - Outside Services	19,115	64,136	45,600	24,800
64 - Other Charges	5,522	1,488	17,800	20,700
66 - Capital Outlays	14,396	12,381	2,635	
Total	533,425	547,188	647,219	551,310
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	487,376	478,702	561,529	455,040
1100 Measure V	46,049	60,401		
1200 Measure G		8,085	85,690	96,270
Total	533,425	547,188	647,219	551,310
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
4505 Fire Administration	2.000	3.000	4.000	3.000
Total	2.000	3.000	4.000	3.000



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FIRE DEPARTMENT

Suppression and Rescue

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 13,800 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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
4 Minute Response - NFPA Standard	51.40%	57.40%	90%	66.40%	90%
4-6 Minute Response - General Plan Service Standard	86.60%	84.80%	90%	82.00%	90%
17 Firefighters at structure fires within 8 minutes - NFPA Standard	81.20%	79.50%	90%	80%	90%
Number of structure fires contained by 1st alarm assignment	97	105	100%	14	100%
Total Structure Fires	109	119	0	130	0
Total Other Type Fires	259	493	0	442	0

FIRE DEPARTMENT Suppression and Rescue (Continued)

4510

Major Budget Changes:

1. Conduct a Battalion Chief and Fire Captain promotional process in the 2nd quarters of FY 2017/2018.
2. Purchase one fire pumper to replace the aging fire pumper at Fire Station 4 serving the Alisal Community.
3. Purchase a new squad unit in anticipation of implanting a squad response program at the beginning of FY 2018-19.
4. Purchase two (2) utility pick-up trucks to replace units that are 20+ years old.
5. Implement first phase of updated Standard Operating Guidelines (SOG) program.
6. Continue implementation of Next Generation Radio System (NGEN) project.
7. Fully implement electronic staffing program initiated in 4th quarter of FY 2016/17.
8. Enhance run card and box card system to more efficiently address emergency response needs in the community.
9. Begin replacement of mobile data computers and GPS modems in all apparatus.

FIRE DEPARTMENT

4510 Suppression Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	16,242,006	17,867,783	15,923,600	17,597,770
62 - Supplies & Materials	221,045	195,408	259,765	244,200
63 - Outside Services	625,893	843,155	734,300	741,200
64 - Other Charges	163,215	1,964		163,500
66 - Capital Outlays	57,941	654,620	90,800	80,000
Total	17,310,100	19,562,931	17,008,465	18,826,670
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	16,032,853	17,130,765	15,920,785	16,843,370
1200 Measure G		770,904	1,087,680	1,983,300
3111 SAFER 2013	1,277,247	1,661,263		
Total	17,310,100	19,562,931	17,008,465	18,826,670
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
4510 Suppression	83.000	89.000	89.000	89.000
Total	83.000	89.000	89.000	89.000



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FIRE DEPARTMENT

Emergency Medical Services

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, 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.
7. Plan, develop, and respond to a request for proposal process from Monterey County for ambulance transport services in the City of Salinas and adjacent jurisdictions.

Performance Measures

Performance Measure / Goal	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Number of Paramedics	24	26	30	29	33
Number of EMT's	48	70	72	62	67
EMS Training Hours	1,235	1,066	1,500	1,428	1,600
Total EMS Responses	9,221	10,796	9,900	10,500	11,000

Major Budget Changes

1. Addition of one (1) Battalion Chief position to provide management oversight of the EMS division and oversee the development of a response to an ambulance transportation RFP from Monterey County.
2. Continue collections from the ALS/VAC Cost Recovery Fee Program.
3. Maintain paramedic and EMT licenses in accordance with state and local requirements.
4. Provide administrative oversight and participation on numerous County and State of California EMS Committees.
5. Implement new county mandated quality assurance program.
6. Provided initial training and accreditation to four (4) new SFD firefighter/paramedics and two (2) new firefighter/EMT's.
7. Plan, develop, and respond to a request for proposal from Monterey County for ambulance transport services in the City of Salinas and adjacent jurisdictions.

FIRE DEPARTMENT

4520 Emergency Medical Services Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	641,551	560,409	763,960	1,138,830
62 - Supplies & Materials	10,489	17,370	19,300	63,300
63 - Outside Services	4,447	14,246	34,300	37,800
64 - Other Charges	8,972	15,864	46,000	89,900
66 - Capital Outlays				15,000
Total	665,459	607,890	863,560	1,344,830

Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund		1,145	130,000	350,560
2501 Emergency Medical Service Fund	665,459	606,745	733,560	994,270
Total	665,459	607,890	863,560	1,344,830

Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
4520 Emergency Medical Services	1.000	1.000	1.000	2.000
Total	1.000	1.000	1.000	2.000

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.
3. Conduct annual inspections of high hazard and commercial 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. Coordinate investigations of major fire incidents.

Performance Measures

Performance Measure / Goal	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Fire & Life Safety Education	105	20	20	25	25
Public Safety Demonstrations	10	10	10	15	15
Total Number of Multi-Family Inspections	414	827	900	808	1,000
Total Number of Commercial/Fire Permit Inspections	1,034	767	900	886	1,000
Fire Code Complaint Inspections	459	282	450	378	500
Number of Fire Plan Checks	950	672	900	681	1,000
Number of Development Reviews (DRC)	95	95	80	95	90

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.
6. Hire a part-time temporary position as a SME to assist in training new personnel, assist in implementing the Business Inspection Program, and assist in maintaining currency of all State mandated multi-family (R-2) and special hazard inspections.

FIRE DEPARTMENT

4530 Prevention Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	309,434	467,312	690,273	842,970
62 - Supplies & Materials	10,092	9,266	10,263	40,000
63 - Outside Services	3,199	33,292	9,068	7,100
64 - Other Charges	3,879	3,051	10,725	13,050
66 - Capital Outlays			93,000	
Total	326,604	512,921	813,329	903,120
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	314,483	429,330	712,064	790,300
1100 Measure V	12,121	83,053	97,265	108,820
1200 Measure G		537	4,000	4,000
Total	326,604	512,921	813,329	903,120
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
4530 Prevention	3.000	4.000	4.000	5.000
Total	3.000	4.000	4.000	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.

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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Total Number of Training Hours (Department)	46,000	55,568	30,000	27,000	30,000
Mandated Training Compliance (Department) - %	50%	80%	100%	80%	100%
Number of Firefighters Trained - Class A Burn Trailers	69	75	93	93	100

Major Budget Changes

1. Conduct one (1) 20-week Firefighter Academy beginning in January 2018 for newly hired fire recruits.
2. Continue administration of probationary firefighter training for 14 employees.
3. Upgrade one (1) Administrative Fire Captain to manage recruit fire training.
4. Enhance Water Rescue Training Program with additional training and equipment for potential typing as a regional water rescue resource.
5. Coordinate recruit and promotional testing with Human Resources and Operations Division for battalion chief, fire captain, fire engineer, firefighter, and firefighter paramedic positions.
6. Begin implementation of new training and evaluation standards for State of California Firefighter I requirements.
7. Continue training fire department staff in tiller ladder truck operations.
8. Implement enhanced electronic training program to maximize accuracy of training hours and increase efficiency and consistency of training.
9. Develop training facility plan in anticipation of the loss of the 801 Abbott Street lease.
10. Support all divisions with required training and education to maximize organizational effectiveness.
11. Provide multi-company training for all personnel in support of NFPA and ISO requirements.

FIRE DEPARTMENT

4540 Training Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	207,775	275,858	340,946	391,050
62 - Supplies & Materials	17,614	10,502	26,526	34,100
63 - Outside Services	9,898	7,240	13,296	16,500
64 - Other Charges	38,637	53,218	70,822	70,400
66 - Capital Outlays	3,599	62,175	34,100	52,000
Total	277,523	408,993	485,690	564,050
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	277,523	312,810	379,690	430,050
1200 Measure G		96,183	106,000	134,000
Total	277,523	408,993	485,690	564,050
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 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.

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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Scheduled Maintenance Compliance - %	60%	100%	100%	100%	100%
Aerial & Ground Ladder Testing Compliance - %	100%	100%	100%	100%	100%

Major Budget Changes

1. Work with City Administration, Police and Public Works on a Fleet Centralization and Maintenance Program for all SFD light and heavy apparatus. This Program will develop the concepts for transitioning from sworn to civilian mechanic staff for all future Division repairs and maintenance.
2. Identify alternatives to enable maintenance staff to perform maintenance on all larger apparatus (ladder trucks, hazmat vehicle, command vehicle).
3. Work with Public Works and selected vendor to transition asset tracking into the newly acquired system.
4. Provide continued training for maintenance personnel.
5. Refurbish two (2) HME reserve fire engines to maintain maximum life expectancy.

FIRE DEPARTMENT

4560 Vehicle Maintenance Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	90,051	107,380	131,732	117,590
62 - Supplies & Materials	82,334	77,529	107,000	173,000
63 - Outside Services	64,434	158,157	146,000	80,000
64 - Other Charges	3,299	53	10,000	11,400
66 - Capital Outlays	8,135			
Total	248,253	343,118	394,732	381,990
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	248,253	282,132	394,732	381,990
1200 Measure G		60,986		
Total	248,253	343,118	394,732	381,990

FIRE DEPARTMENT

Hazardous Materials Division

4570

Purpose

The Hazardous Material Response Division is responsible for the effective control and initial mitigation of hazardous material emergencies in order to protect life, the environment and property. Eighteen (18) fire suppression personnel are cross-trained and equipped as Hazardous Materials Specialists. The Haz Mat Team also provides technical support, advice and training to Salinas businesses that utilize potentially hazardous materials in processing or manufacturing. Under the Monterey County Hazardous Materials Response Plan, the City's Haz Mat Team provides emergency responses to the Salinas community and the County of Monterey through a contractual partnership consisting of the City of Salinas, City of Seaside and County of Monterey Department of Environmental Health. New developments for this Division include the necessary response to Chemical, Biological, Nuclear, Radiological and Explosive (CBRNE) and Weapons of Mass Destruction (WMD) training, equipment and capabilities.

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Total Training Hours	1,164	1,853	1,600	1,210	3,500
Annual CUPA Reimbursement	\$ 165,832	\$ 155,760	\$ 170,000	\$ 179,130	\$ 180,000

Major Budget Changes

1. Train 10 firefighters to the HazMat Specialist level in support of State of California Type I status.
2. Increase training hours for existing members to maintain Type I status.
3. Maintain newly acquired equipment in support of Type I requirements.
4. Develop operational response requirements for San Benito County agreement.

FIRE DEPARTMENT

4570 Hazardous Material Control Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	166,107	170,110	206,837	225,680
62 - Supplies & Materials	6,713	6,094	12,603	14,000
63 - Outside Services		78	100	100
64 - Other Charges	4,937	6,468	10,000	12,100
66 - Capital Outlays			1,397	
Total	177,757	182,749	230,937	251,880
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	177,757	179,893	223,937	244,880
1200 Measure G		2,857	7,000	7,000
Total	177,757	182,749	230,937	251,880

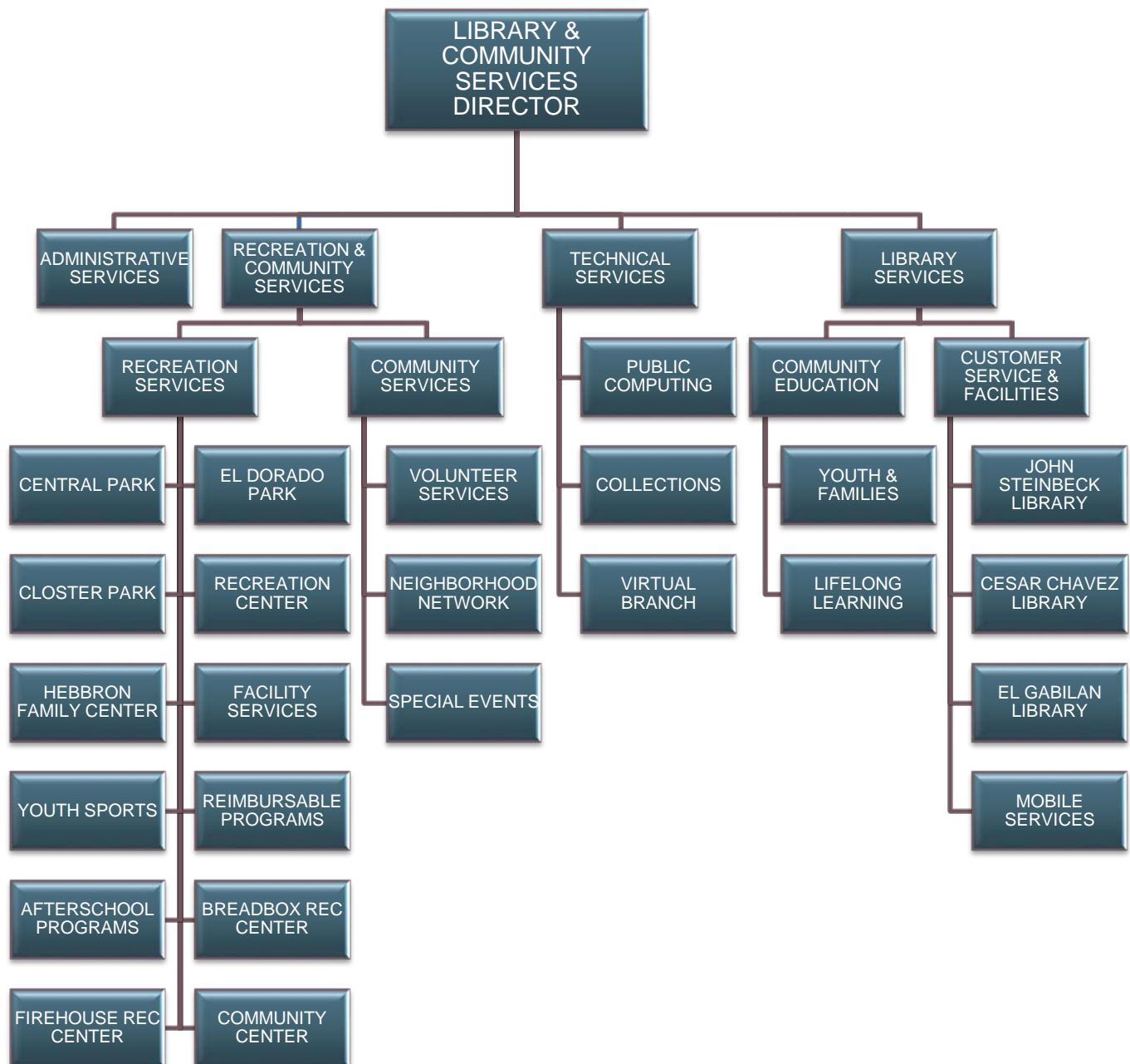
FIRE DEPARTMENT

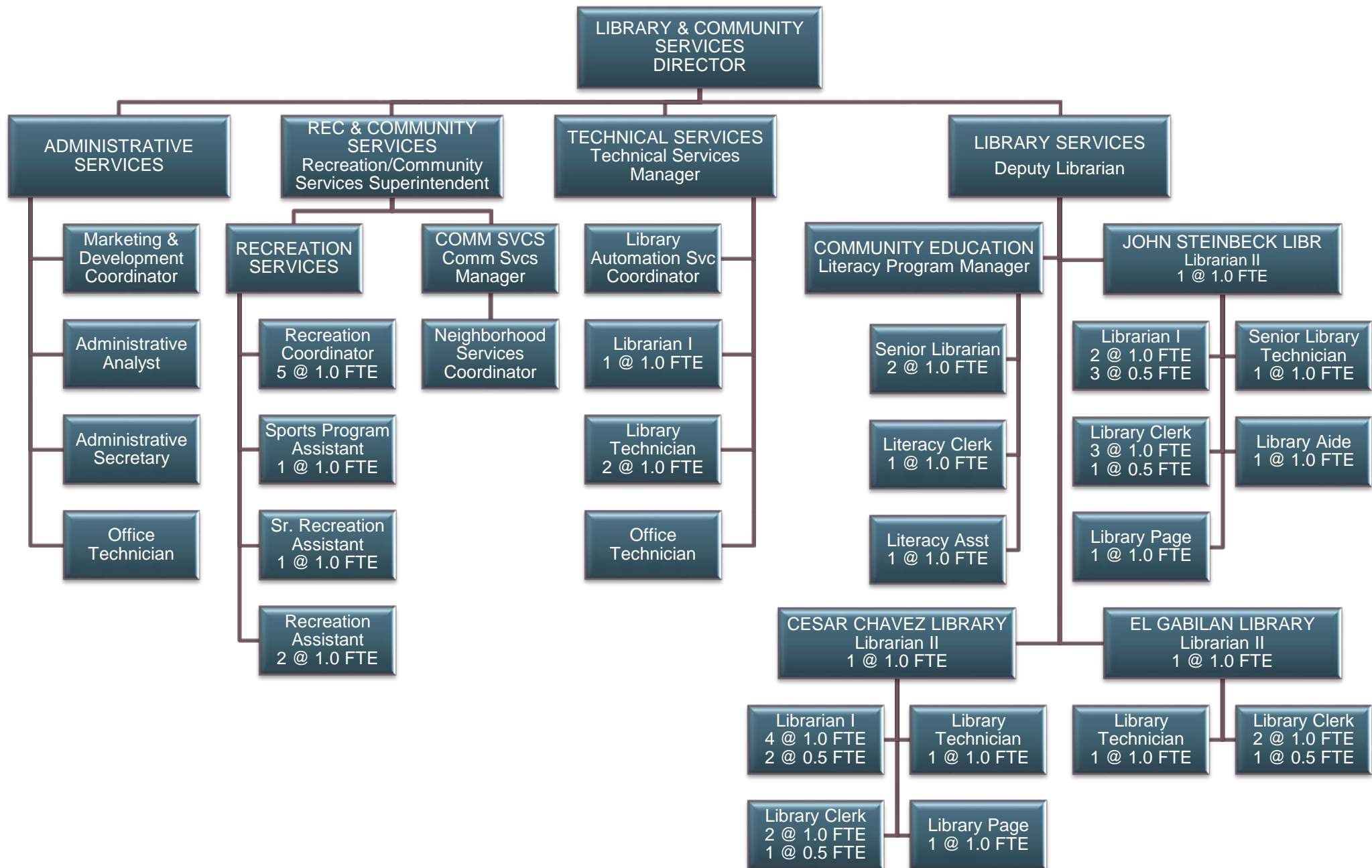
Work Force

Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 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	2.000	3.000	4.000	3.000
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	21.000	24.000	24.000	24.000
Fire Engineer	24.000	24.000	24.000	24.000
Fire Recruit			9.000	7.000
Firefighter	23.000	23.000	28.000	30.000
Firefighter (Grant 2014)	11.000	14.000		
4510 Suppression Total	83.000	89.000	89.000	89.000
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	1.000	2.000
4530 Prevention				
BC/Fire Marshal		1.000	1.000	1.000
Fire Inspector	3.000	3.000	3.000	3.000
Office Technician				1.000
4530 Prevention Total	3.000	4.000	4.000	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	90.000	98.000	99.000	100.000

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 FY16-17

Economic Diversity and Prosperity

- Provided community service opportunities for youth and adults to strengthen skill development and workforce readiness. Residents performed nearly 21,000 community service hours.
- Engaged over 2,000 participants to assist with GED completion, literacy and family literacy (supporting parents through structured programming to assist them with helping their children to read.)
- Added digital resources to the Library's collection such as Learning Express, Rosetta Stone and Lynda.com to connect customers to careers and provide support for academic advancement through language learning, technology instruction, test preparation tools and other vocational tutorials and e-books.
- Logged over 6,000 hours of reading from children engaged in the Library's summer reading program. 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).
- Opened the Digital Nest programming location at the Cesar Chavez Library that will connect youth ages 16-24 to skills and careers in technology.

Safe, Livable Community

- Implemented a weekly Saturday Night Teen Program that logged over 2,122 visits and 1,131 unduplicated participants in order to reduce violence and provide positive alternatives for youth
- Over 220,600 residents visited recreation centers and 3,687 youth ages 5-18 participated in various sports programs.
- Conducted 5 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.

Effective, Sustainable Government.

- Reorganized Library Division to incorporate education and literacy throughout the organization and collapse silos that prevent greater efficiency and effectiveness.
- Continued to explore methods where Library and Recreation services can collaborate to provide increased programming opportunities.

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.
- Through Federal and State Grants, implemented new Internet services within the Library that significantly increased bandwidth for customers.
- Began the visioning and design process for a new El Gabilan Branch Library.

LIBRARY AND COMMUNITY SERVICES DEPARTMENT

Summary (Continued)

- In order to increase field quality, organized soccer leagues to form a maintenance committee and to implement a monthly volunteer work day at the Constitution Soccer Complex.
- Initiated a Master Plan process for parks, recreation and library facilities.

Quality of Life

- Provided over 18,000 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.

LIBRARY AND COMMUNITY SERVICES DEPARTMENT

Summary

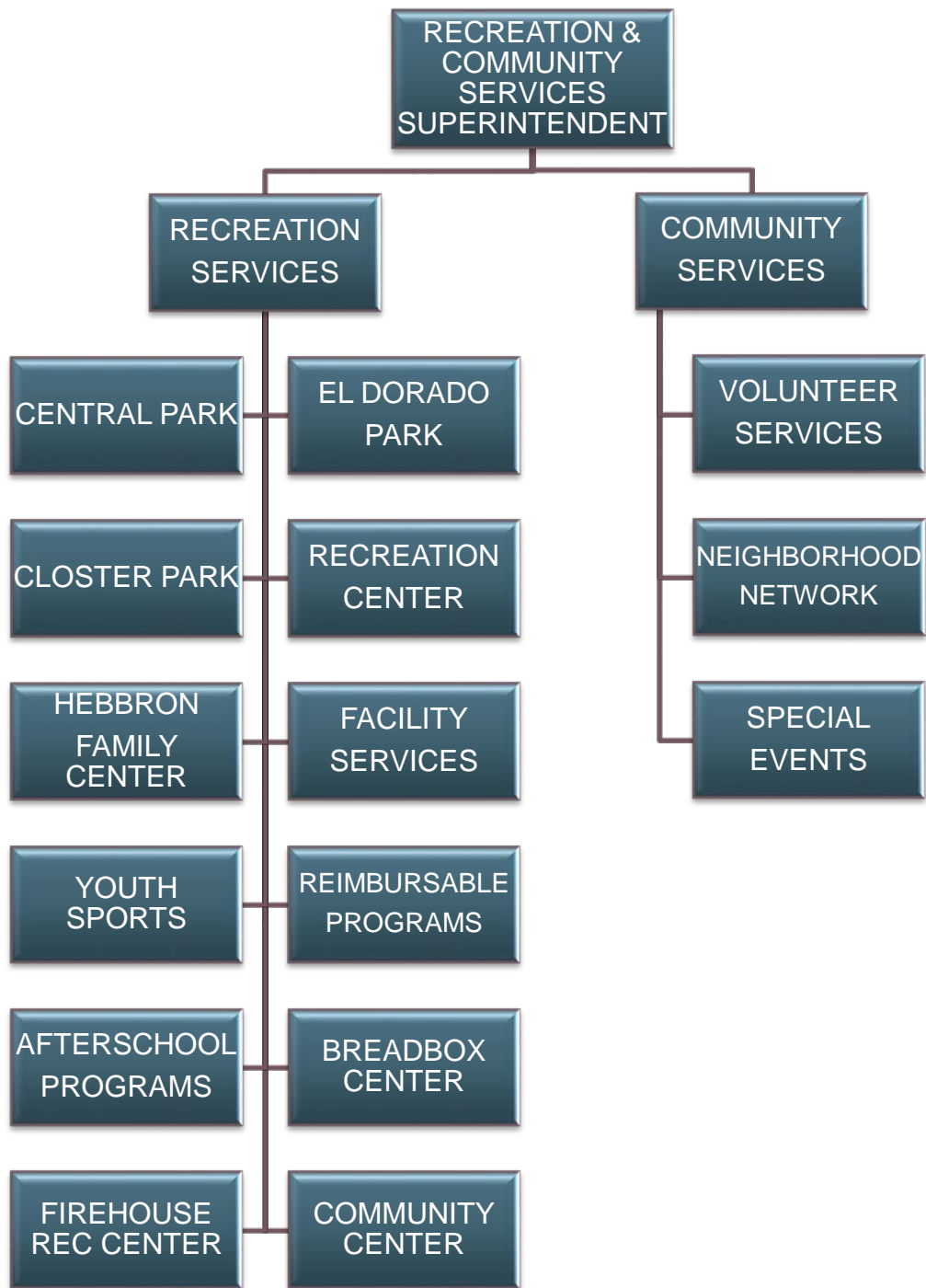
	14-15	15-16	16-17	17-18
Expenditures by Program	Actual	Actual	Amended	Proposed
Parks and Community Services	1,668,562	2,050,891	2,785,494	2,894,030
Library	3,556,485	4,055,471	4,947,911	5,260,140
Total	5,225,047	6,106,361	7,733,405	8,154,170
	14-15	15-16	16-17	17-18
Workforce by Program	Authorized	Authorized	Authorized	Proposed
Parks and Community Services	8.640	14.000	14.000	14.000
Library	43.500	43.500	43.500	41.000
Total	52.140	57.500	57.500	55.000



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PARKS AND COMMUNITY SERVICES

Organizational Chart





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PARKS & COMMUNITY SERVICES

Summary

Expenditures by Program	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
6231 Recreation Admin	320,049	497,636	724,534	754,920
6232 Neighborhood Services	26,601	33,294	138,520	133,040
6233 Closter Park	6,400	8,532	19,700	19,800
6234 El Dorado Park	29,313	30,579	33,600	35,655
6235 Central Park	19,140	18,201	20,100	21,700
6236 Facility Services	919	40	9,200	9,200
6237 Reimbursable Rec Activities	69,521	69,064	162,500	163,900
6238 Youth Sports	159,620	171,376	183,661	194,945
6239 Recreation Center	56,889	53,513	102,026	75,050
6240 Firehouse Rec Center	34,527	52,141	88,300	98,650
6241 Hebbbron Heights Rec Center	60,996	78,050	90,700	93,675
6242 Afterschool Programs	344,405	464,431	633,399	656,205
6243 Community Center	267,398	294,040	289,118	320,400
6244 Breadbox Rec Center	130,703	121,106	110,226	116,590
6245 Firehouse After School	21,400			
6246 Hebbbron Family Center	120,681	156,934	145,310	148,400
6247 Sherwood Rec Center		1,953	34,600	51,900
Total	1,668,562	2,050,891	2,785,494	2,894,030
Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	1,117,495	1,492,840	2,007,443	2,106,480
62 - Supplies & Materials	116,710	116,996	187,850	180,400
63 - Outside Services	403,295	430,351	531,976	565,750
64 - Other Charges	23,462	5,301	36,955	38,100
66 - Capital Outlays	7,600	5,403	21,270	3,300
Total	1,668,562	2,050,891	2,785,494	2,894,030
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	810,269	766,443	885,913	921,435
1100 Measure V	782,932	901,290	1,125,755	1,072,815
1200 Measure G		268,119	773,826	899,780
2910 Community Development	75,361	115,039		
Total	1,668,562	2,050,891	2,785,494	2,894,030

PARKS & COMMUNITY SERVICES

Summary

Workforce by Program		14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
6231	Recreation Admin	3.000	5.000	5.000	5.000
6232	Neighborhood Services		1.000	1.000	1.000
6238	Youth Sports	1.000	1.000	1.000	1.000
6242	Afterschool Programs	2.000	5.619	5.670	5.670
6244	Breadbox Rec Center	0.830	0.381	0.330	0.330
6246	Hebbron Family Center	1.810	1.000	1.000	1.000
Total		8.640	14.000	14.000	14.000



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PARKS AND COMMUNITY SERVICES Administration

6231

Purpose

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

Division Operations

1. Provide support and oversight to the Advance and Current Planning Divisions.
2. Provide effective leadership and direction through the use of strategic planning tools and methods.
3. Provide the Library and Community Service Commission with opportunities for input on critical Library, Recreation, Park and Neighborhood/Volunteer services.
4. Continue to practice excellent customer service.
5. Coordinate the Capital Improvement Program with the expansion and improvement of recreation and park facilities.
6. Monitor lease 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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Number of Employees (including temporary)	79	80	107	107	107
Number of Attendees at Recreation Centers	219,986	220,635	240,000	240,000	240,000
Number of Youth Commission Events/Activities	5	5	7	0	0
Number of Participants Attending Youth Commission Events	1,000	500	750	0	0
Number of Special Event Permits Issued	104	126	120	125	125
Number of Annual Hours Spent in Support of CASP	95	125	100	140	140
Number of Annual Hours Spent Attending Community Meetings/Events	150	140	200	130	150

Major Budget Changes

None

PARKS AND COMMUNITY SERVICES

6231 Recreation Admin Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	281,734	476,200	667,734	688,720
62 - Supplies & Materials	2,302	2,591	5,000	5,500
63 - Outside Services	13,571	15,340	20,700	30,200
64 - Other Charges	22,442	3,505	31,100	30,500
Total	320,049	497,636	724,534	754,920

Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	205,273	184,202	214,734	217,090
1100 Measure V	114,776	226,811	301,360	278,600
1200 Measure G		86,623	208,440	259,230
Total	320,049	497,636	724,534	754,920

Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
6231 Recreation Admin	3.000	5.000	5.000	5.000
Total	3.000	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 and town hall meetings.
2. Coordinate a city-wide volunteer services program in collaboration with city departments by providing a structure for recruiting and training volunteers, recognizing their work and compiling statistics and reports regarding the contributions of volunteers.
3. Support neighborhood efforts by assisting with clean-ups, block parties, and with information on community resources and beautification.
4. Administer the City's Neighborhood Grant program
5. Provide excellent customer service.

Performance Measures

Performance Measure / Goal	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Council District Cleanups	7	7	7	6	7
Community Meetings	5	0	7	16	15
City-wide Volunteer Hours Performed	22,865	21,667	30,000	23,000	24,000

Major Budget Changes

None

PARKS AND COMMUNITY SERVICES

6232 Neighborhood Services Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	14,793	26,979	124,295	117,140
62 - Supplies & Materials	10,142	3,806	10,770	10,800
63 - Outside Services	1,666	1,732	2,500	3,100
64 - Other Charges			955	2,000
66 - Capital Outlays		777		
Total	26,601	33,294	138,520	133,040

Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1100 Measure V	26,601	17,799	34,200	34,200
1200 Measure G		15,496	104,320	98,840
Total	26,601	33,294	138,520	133,040

Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
6232 Neighborhood Services		1.000	1.000	1.000
Total		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.

Performance Measures

Performance Measure / Goal	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
*Unavailable. Facility leased to Salinas Boxing Club. In FY14-15 the Summer Recreation Program was restored.	1,394	1,682	1,500	3,092	1,800

Major Budget Changes

None

PARKS AND COMMUNITY SERVICES

6233 Closter Park Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits		4,763	10,500	10,500
62 - Supplies & Materials		1,698	2,500	2,500
63 - Outside Services	6,400	2,070	6,700	6,800
Total	6,400	8,532	19,700	19,800
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	3,919	1,689	3,600	3,700
1100 Measure V	2,481	382	3,800	3,800
1200 Measure G		6,461	12,300	12,300
Total	6,400	8,532	19,700	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 and social prevention programs for youth of all ages
2. Offer fee based community classes and cultural programs
3. Continue to practice excellent customer service.
4. Keep the park and Recreation Center in good condition.

Performance Measures

Performance Measure / Goal	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Number of Program Attendees	32,765	39,172	40,000	79,327	60,000

Major Budget Changes

None

PARKS AND COMMUNITY SERVICES
6234 El Dorado Park Division

	14-15	15-16	16-17	17-18
Expenditures by Character	Actual	Actual	Amended	Proposed
61 - Salaries & Benefits	16,239	20,450	19,700	22,655
62 - Supplies & Materials	3,716	1,126	5,800	5,800
63 - Outside Services	9,358	9,002	8,100	7,200
Total	29,313	30,579	33,600	35,655

		14-15	15-16	16-17	17-18
Expenditures by Fund		Actual	Actual	Amended	Proposed
1000	General Fund	9,568	6,965	5,600	5,700
1100	Measure V	19,745	23,417	27,800	29,755
1200	Measure G		197	200	200
Total		29,313	30,579	33,600	35,655

PARKS AND COMMUNITY SERVICES

Central Park

6235

Purpose

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

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Program Attendees	24,610	23,139	25,000	23,000	24,000

Major Budget Changes

None

PARKS AND COMMUNITY SERVICES

6235 Central Park Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	11,411	10,394	10,000	11,500
62 - Supplies & Materials	4,064	3,193	4,900	4,900
63 - Outside Services	3,665	4,614	5,200	5,300
Total	19,140	18,201	20,100	21,700

Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	3,396	2,242	2,700	2,800
1100 Measure V	15,744	15,812	17,200	18,700
1200 Measure G		147	200	200
Total	19,140	18,201	20,100	21,700

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, Hebbron Family Center and Recreation Center when available at the approved fee schedule
3. Continue to practice excellent customer service.
4. Collaborate with school districts on shared use opportunities.
5. Continue to work with theatrical groups, musicians and teen bands to provide programs, summer concerts and community entertainment at Sherwood Park Outdoor stage and Natividad Creek Park.
6. Continue to administer bounce – house reservations at three park sites.

Performance Measures

Performance Measure / Goal	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Revenue Collected	\$ 9,127	\$ 10,498	\$ 8,500	\$ 10,000	\$ 10,000
Bounce House Permits Issued	38	26	35	34	36

Major Budget Changes

None

PARKS AND COMMUNITY SERVICES

6236 Facility Services Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	854		7,500	7,500
62 - Supplies & Materials			500	500
64 - Other Charges	65	40	1,200	1,200
Total	919	40	9,200	9,200
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	919	40	9,200	9,200
Total	919	40	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 Hebbbron Family Center.
4. Provide karate programs for ages 5-18 at El Dorado Park and Hebbbron Family Center.

Performance Measures

Performance Measure / Goal	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Revenue Collected	\$ 56,245	\$ 41,827	\$ 45,000	\$ 44,000	\$ 44,000

Major Budget Changes

None

PARKS AND COMMUNITY SERVICES
6237 Reimbursable Rec Activities Division

	14-15	15-16	16-17	17-18
Expenditures by Character	Actual	Actual	Amended	Proposed
61 - Salaries & Benefits	37,028	34,939	35,600	35,600
62 - Supplies & Materials	3,478	10,893	17,900	17,900
63 - Outside Services	29,015	23,232	108,200	109,600
64 - Other Charges			800	800
Total	69,521	69,064	162,500	163,900

Expenditures by Fund		14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000	General Fund	69,521	69,064	162,500	163,900
Total		69,521	69,064	162,500	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 practice excellent customer service.

Performance Measures

Performance Measure / Goal	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Number of Registered Participants	3,500	3,936	3,900	4,000	4,200
Volunteer Coaches Hours Performed	12,362	13,026	14,000	14,000	14,200
Revenue Collected	\$ 90,846	\$ 101,015	\$ 90,000	\$ 101,225	\$ 145,000

Major Budget Changes

None

PARKS AND COMMUNITY SERVICES

6238 Youth Sports Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	123,345	129,059	138,061	148,645
62 - Supplies & Materials	32,687	31,032	33,200	33,200
63 - Outside Services	2,829	10,892	11,000	11,000
64 - Other Charges	759	393	1,400	2,100
Total	159,620	171,376	183,661	194,945

Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	159,620	165,481	177,461	188,745
1200 Measure G		5,894	6,200	6,200
Total	159,620	171,376	183,661	194,945

Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Number of Registrations Taken	3,500	3,687	3,900	4,100	4,200
Number of Program Attendees	42,297	42,066	45,000	44,000	44,000

Major Budget Changes

None

PARKS AND COMMUNITY SERVICES

6239 Recreation Center Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	23,819	21,990	23,000	26,450
62 - Supplies & Materials	15,906	8,363	10,200	14,900
63 - Outside Services	16,968	21,796	64,026	28,900
64 - Other Charges	196	1,363	1,500	1,500
66 - Capital Outlays			3,300	3,300
Total	56,889	53,513	102,026	75,050

Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	26,900	21,786	20,900	21,700
1100 Measure V	29,989	30,653	74,100	37,550
1200 Measure G		1,074	7,026	15,800
Total	56,889	53,513	102,026	75,050

PARKS AND COMMUNITY SERVICES

Firehouse Recreation Center

6240

Purpose

Provide a variety of recreational activities for youth and seniors.

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Number of Program Attendees	23,990	14,438	20,000	20,000	16,000
Senior Volunteer Hours Performed	5,369	3,107	6,500	3,500	3,600
Number of Senior Meals Served	6,829	3,841	5,000	4,050	6,000

Major Budget Changes

None

PARKS AND COMMUNITY SERVICES

6240 Firehouse Rec Center Division

	14-15	15-16	16-17	17-18
Expenditures by Character	Actual	Actual	Amended	Proposed
61 - Salaries & Benefits	12,742	24,591	29,000	33,350
62 - Supplies & Materials	6,100	11,053	25,800	25,800
63 - Outside Services	15,685	16,497	33,500	39,500
Total	34,527	52,141	88,300	98,650
	14-15	15-16	16-17	17-18
Expenditures by Fund	Actual	Actual	Amended	Proposed
1000 General Fund	24,527	18,876	25,700	31,700
1100 Measure V	10,000	10,040	10,500	12,075
1200 Measure G		23,225	52,100	54,875
Total	34,527	52,141	88,300	98,650

PARKS AND COMMUNITY SERVICES

Hebbron Heights Recreation Center

6241

Purpose

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

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Number of Program Attendees	47,990	52,007	61,000	60,000	61,000
Number of Programs	1,668	1,126	2,000	1,132	1,150
Teen Volunteer Hours Performed	328	292	300	360	375

Major Budget Changes

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

PARKS AND COMMUNITY SERVICES
6241 Hebbbron Heights Rec Center Division

	14-15	15-16	16-17	17-18
Expenditures by Character	Actual	Actual	Amended	Proposed
61 - Salaries & Benefits	42,236	50,382	51,600	59,175
62 - Supplies & Materials	5,064	10,359	14,930	15,000
63 - Outside Services	13,696	17,308	24,170	19,500
Total	60,996	78,050	90,700	93,675

	14-15	15-16	16-17	17-18
Expenditures by Fund	Actual	Actual	Amended	Proposed
1000 General Fund	17,495	15,143	15,200	15,300
1100 Measure V	43,501	43,737	45,200	51,155
1200 Measure G		19,170	30,300	27,220
Total	60,996	78,050	90,700	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.
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, Hebbron Family Center and the Cesar Chavez Library.
7. Continue to practice excellent customer service.

Performance Measures

Performance Measure / Goal	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Number of Free Lunches Served (Summer)	17,483	17,222	18,000	17,500	17,600
Number of Youth Field Trip Participants	275	844	300	900	900
Number of Summer Camp Participants	492	420	500	450	475

Major Budget Changes

None

PARKS AND COMMUNITY SERVICES

6242 Afterschool Programs Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	298,022	415,008	584,699	603,205
62 - Supplies & Materials	13,984	12,841	12,830	10,000
63 - Outside Services	32,399	32,334	24,900	43,000
66 - Capital Outlays		4,248	10,970	
Total	344,405	464,431	633,399	656,205

Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	26,999	(2,061)		
1100 Measure V	317,406	381,394	474,969	473,035
1200 Measure G		85,098	158,430	183,170
Total	344,405	464,431	633,399	656,205

Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
6242 Afterschool Programs	2.000	5.619	5.670	5.670
Total	2.000	5.619	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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Facility was leased thru July 2013 and the facility was underrenovation from December 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	56	80	61	65
Number of Facility Attendees	39,376	43,385	50000	45,000	46500

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	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	34,929	57,345	89,718	110,000
62 - Supplies & Materials		455	16,120	1,400
63 - Outside Services	232,469	236,240	176,280	209,000
66 - Capital Outlays			7,000	
Total	267,398	294,040	289,118	320,400
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	235,998	268,437	224,718	238,000
1100 Measure V	31,400	25,148	62,000	55,000
1200 Measure G		455	2,400	27,400
Total	267,398	294,040	289,118	320,400

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.

Performance Measures

Performance Measure / Goal	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Number of Program Attendees	39031	48121	45,000	47600	47000

Major Budget Changes

None

PARKS AND COMMUNITY SERVICES

6244 Breadbox Rec Center Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	89,876	92,213	69,226	75,390
62 - Supplies & Materials	8,776	9,761	10,650	10,700
63 - Outside Services	24,451	19,131	30,350	30,500
66 - Capital Outlays	7,600			
Total	130,703	121,106	110,226	116,590

Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	26,134	14,579	23,600	23,600
1100 Measure V	50,608	34,023	64,626	68,945
1200 Measure G		22,326	22,000	24,045
2910 Community Development	53,961	50,179		
Total	130,703	121,106	110,226	116,590

Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
6244 Breadbox Rec Center	0.830	0.381	0.330	0.330
Total	0.830	0.381	0.330	0.330

BLOCK GRANT

Hebbron Family Center Division

6246

Purpose

Youth Crime and Gang Violence Prevention Initiative.

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Number of program attendees	47,990	52,007	61,000	60,000	61,000
Number of programs	1,668	1,126	2,000	1,132	1,150
Teen Volunteer Hours Performed	328	292	300	360	375

Major Budget Changes

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

PARKS AND COMMUNITY SERVICES

6246 Hebbbron Family Center Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	111,067	128,524	135,310	138,400
62 - Supplies & Materials	8,491	9,824	10,000	10,000
63 - Outside Services	1,123	18,587		
Total	120,681	156,934	145,310	148,400
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1100 Measure V	120,681	92,074	10,000	10,000
1200 Measure G			135,310	138,400
2910 Community Development		64,860		
Total	120,681	156,934	145,310	148,400
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
6246 Hebbbron Family Center	1.810	1.000	1.000	1.000
Total	1.810	1.000	1.000	1.000

PARKS AND COMMUNITY SERVICES

Sherwood Rec Center

6247

Purpose

Operate the Sherwood Hall events and activities.

Division Operations

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

Major Budget Changes

None

PARKS AND COMMUNITY SERVICES

6247 Sherwood Rec Center Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits			11,500	18,250
62 - Supplies & Materials			6,750	11,500
63 - Outside Services		1,575	16,350	22,150
66 - Capital Outlays		378		
Total		1,953	34,600	51,900
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1200 Measure G		1,953	34,600	51,900
Total		1,953	34,600	51,900

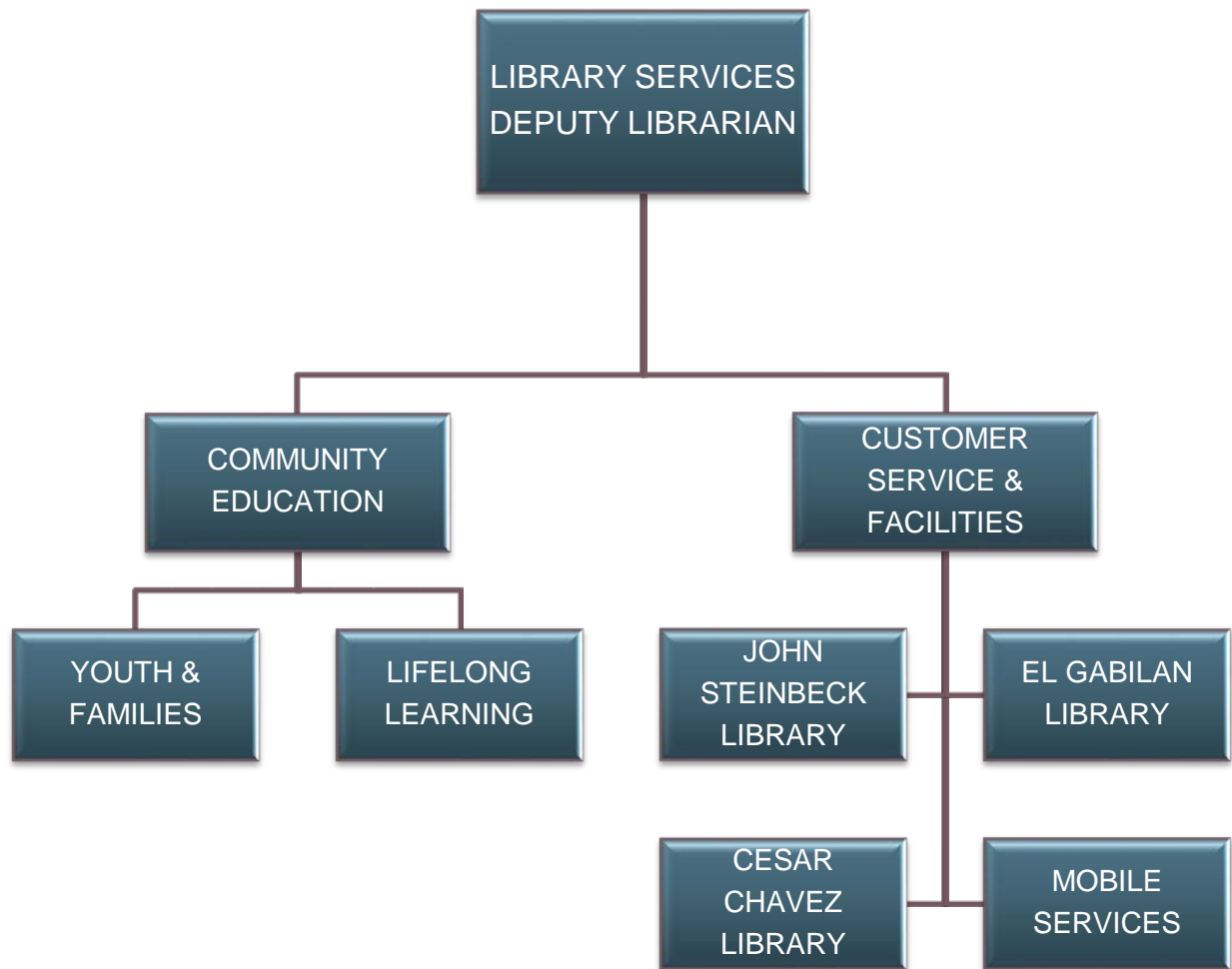
PARKS AND COMMUNITY SERVICES

Work Force

Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
6231 Recreation Admin				
Administrative Analyst I		1.000	1.000	1.000
Administrative Secretary	1.000	1.000	1.000	
Community Services Manager	2.000	2.000	1.000	1.000
Office Technician				1.000
Rec/Com Svcs Superintendent			1.000	1.000
Recreation Coordinator		1.000	1.000	1.000
6231 Recreation Admin Total	3.000	5.000	5.000	5.000
6232 Neighborhood Services				
Neighborhood Svcs Coord		1.000	1.000	1.000
6232 Neighborhood Services Total		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
Recreation Coordinator	2.000	2.619	2.670	2.670
Senior Recreation Assistant			1.000	1.000
Sports Program Asst		1.000		
6242 Afterschool Programs Total	2.000	5.619	5.670	5.670
6244 Breadbox Rec Center				
Recreation Asst	0.500			
Recreation Coordinator	0.330	0.381	0.330	0.330
6244 Breadbox Rec Center Total	0.830	0.381	0.330	0.330
6246 Hebbbron Family Center				
Recreation Asst	0.500			
Recreation Coordinator	1.310	1.000	1.000	1.000
6246 Hebbbron Family Center Total	1.810	1.000	1.000	1.000
Total	8.640	14.000	14.000	14.000

LIBRARY

Organizational Chart





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LIBRARY

Summary

Expenditures by Program	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
6005 Library Administration	128,571	374,908	479,070	668,840
6009 Technology Services	309,556	326,961	663,485	1,038,380
6010 Support Services	783,094	776,126	1,031,940	
6011 Steinbeck Library	679,419	782,937	864,550	1,189,390
6012 Cesar Chavez Library	988,320	1,006,508	1,099,776	1,065,300
6013 El Gabilan Library	412,423	486,060	529,086	516,150
6015 Community Education	255,102	301,971	280,004	782,080
Total	3,556,485	4,055,471	4,947,911	5,260,140
Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	2,910,796	3,253,934	3,994,561	4,364,390
62 - Supplies & Materials	279,764	242,507	289,450	284,500
63 - Outside Services	347,174	468,091	490,885	543,400
64 - Other Charges	13,320	13,300	25,265	25,850
66 - Capital Outlays	5,431	77,639	147,750	42,000
Total	3,556,485	4,055,471	4,947,911	5,260,140
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1100 Measure V	3,556,485	4,055,471	4,947,911	5,260,140
Total	3,556,485	4,055,471	4,947,911	5,260,140
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
6005 Library Administration	3.000	3.000	3.000	4.000
6009 Technical Services	3.000	3.000	4.000	6.000
6010 Support Services	8.000	8.000	8.000	
6011 Steinbeck Library	8.000	7.000	7.500	11.000
6012 Cesar Chavez Library	13.000	14.000	12.500	10.500
6013 El Gabilan Library	5.500	5.500	5.500	4.500
6015 Community Education	3.000	3.000	3.000	5.000
Total	43.500	43.500	43.500	41.000

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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Number of Volunteer Hours Performed		5,012	5,000	5,000	5,500
Grant funding awarded to LCS Divisions	N/A	N/A	\$ 250,000.00	\$ 255,257.00	\$ 300,000.00
LCS Customer Service Satisfaction Index					90% Good/Excellent
Library Visitors per capita	3.75	3.30	3.10	2.79	3.10
Library Circulation per capita	2.48	2.23	2.48	2.30	2.33
Library Materials per capita	1.24	1.33	1.43	1.42	1.49
Registered borrower as a % of service population	41%	48%	55%	53%	60%

Major Budget Changes

None

LIBRARY

6005 Library Administration Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	113,896	355,532	452,620	645,490
62 - Supplies & Materials	81	401	3,000	500
63 - Outside Services	4,680	8,683	3,185	2,000
64 - Other Charges	9,914	10,292	20,265	20,850
Total	128,571	374,908	479,070	668,840
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1100 Measure V	128,571	374,908	479,070	668,840
Total	128,571	374,908	479,070	668,840
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
6005 Library Administration	3.000	3.000	3.000	4.000
Total	3.000	3.000	3.000	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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Website Hits	471,042	424,991	400,000	350,000	450,000
Public Computer Sessions	146,356	144,502	150,000	145,000	155,000
Public Computer Sessions per capita	0.93	0.92	0.93	0.90	0.96
# of Public Computers per 1,000 residents	0.75	0.74	0.73	0.73	1.00
LCS Website satisfaction index					90% Good/Excellent
Average wait time for public computers			10 minutes	10 minutes	10 minutes
Collection turnover rate	2.00	1.67	1.74	1.63	2.00
Collection growth rate	-6%	8%	10%	9%	5%
Digital material circulation as a % of total circulation	0%	0%	2%	1%	3%

Major Budget Changes

None

LIBRARY

6009 Technology Services Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	283,277	231,030	380,573	601,580
62 - Supplies & Materials		148	27,000	234,400
63 - Outside Services	20,848	18,145	108,162	155,400
64 - Other Charges				5,000
66 - Capital Outlays	5,431	77,639	147,750	42,000
Total	309,556	326,961	663,485	1,038,380
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1100 Measure V	309,556	326,961	663,485	1,038,380
Total	309,556	326,961	663,485	1,038,380
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
6009 Technical Services	3.000	3.000	4.000	6.000
Total	3.000	3.000	4.000	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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Circulation of materials	169,810	155,884	180,000	160,000	180,000
Number of Visitors	235,296	219,488	200,000	180,000	200,000
JSL Collection turnover	1.34	1.18	1.32	1.17	2.00
Customer service satisfaction index					90% Good/Excellent
Program satisfaction index					90% Good/Excellent
Program attendance (JSL)			3,000	3,529	4,000

Major Budget Changes

None

LIBRARY

6011 Steinbeck Library Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	531,726	603,955	691,050	1,010,190
62 - Supplies & Materials	8,759	13,635	23,100	16,700
63 - Outside Services	138,934	165,348	150,400	162,500
Total	679,419	782,937	864,550	1,189,390
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1100 Measure V	679,419	782,937	864,550	1,189,390
Total	679,419	782,937	864,550	1,189,390
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
6011 Steinbeck Library	8.000	7.000	7.500	11.000
Total	8.000	7.000	7.500	11.000

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 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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Circulation of materials	147,504	135,473	150,000	145,000	150,000
Number of Visitors (CCL)	247,603	218,762	200,000	190,000	200,000
CC Collection turnover	3.67	3.01	3.17	3.06	3.25
Customer service satisfaction index					90% Good/Excellent
Program satisfaction index					90% Good/Excellent
Program attendance (CCL)			7,000	8,703	9,500

Major Budget Changes

None

LIBRARY

6012 Cesar Chavez Library Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	874,262	884,667	1,016,476	1,003,600
62 - Supplies & Materials	4,179	4,463	23,100	8,000
63 - Outside Services	109,879	117,378	60,200	53,700
Total	988,320	1,006,508	1,099,776	1,065,300
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1100 Measure V	988,320	1,006,508	1,099,776	1,065,300
Total	988,320	1,006,508	1,099,776	1,065,300
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
6012 Cesar Chavez Library	13.000	14.000	12.500	10.500
Total	13.000	14.000	12.500	10.500

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 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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Circulation of Materials (EG)	71,642	59,615	70,000	66,000	70,000
Number of Visitors	101,081	80,505	80,000	75,000	80,000
El Gabilan collection turnover	2.92	2.24	2.44	2.30	2.50
Customer service satisfaction index					90% Good/Excellent
Program satisfaction index					90% Good/Excellent
Program attendance (EG)			800	902	1,000

Major Budget Changes

None

LIBRARY

6013 El Gabilan Library Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	356,549	418,438	460,786	403,950
62 - Supplies & Materials	1,971	2,279	6,400	5,400
63 - Outside Services	53,903	65,343	61,900	106,800
Total	412,423	486,060	529,086	516,150

Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1100 Measure V	412,423	486,060	529,086	516,150
Total	412,423	486,060	529,086	516,150

Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
6013 El Gabilan Library	5.500	5.500	5.500	4.500
Total	5.500	5.500	5.500	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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
# of Adult Learners (unduplicated)	539	590	600	500	600
Volunteer Tutor hours	4,269	1,072	1,500	1,000	1,500
Number of Homework Center Students (unduplicated)	83	47	47	35	100
Number of Homework Center visits	13,024	11,564	12,000	9,000	10,000
Total Library Program attendance		15,414	20,000	20,694	22,000
Program attendance per capita		0.10	0.10	0.08	0.10
Program satisfaction index					90% Good/Excellent
% of Salinas youth with a library card			65%	62%	75%
% of Salinas youth participating in Summer Reading Program			5%	1%	5%
Early childhood program attendance (duplicated)		4,425	8,000	8,114	8,800

Major Budget Changes

None

LIBRARY

6015 Community Education Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	251,802	298,616	276,004	699,580
62 - Supplies & Materials	3,223	3,355	3,500	19,500
63 - Outside Services	77		500	63,000
Total	255,102	301,971	280,004	782,080
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1100 Measure V	255,102	301,971	280,004	782,080
Total	255,102	301,971	280,004	782,080
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
6015 Community Education	3.000	3.000	3.000	5.000
Total	3.000	3.000	3.000	5.000

LIBRARY

Work Force

Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
6005 Library Administration				
Administrative Secretary				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
Office Technician	1.000	1.000	1.000	
6005 Library Administration Total	3.000	3.000	3.000	4.000
6009 Technical Services				
Lib Automation Svc Coord			1.000	1.000
Librarian I				1.000
Librarian II	1.000	1.000	1.000	
Library Technician				2.000
Office Technician				1.000
Sr Library Technician	1.000	1.000	1.000	
Technical Services Manager	1.000	1.000	1.000	1.000
6009 Technical Services Total	3.000	3.000	4.000	6.000
6010 Support Services				
Librarian I		1.000	1.000	
Librarian II	1.000	1.000	1.000	
Library Aide	2.000	1.000	1.000	
Library Clerk	1.000	1.000	1.000	
Library Technician	1.000	1.000	1.000	
Office Technician	1.000	1.000	1.000	
Sr Library Technician	2.000	2.000	2.000	
6010 Support Services Total	8.000	8.000	8.000	
6011 Steinbeck Library				
Librarian I	2.000	1.500	3.000	3.500
Librarian II	1.000	1.000	1.000	1.000
Library Aide				1.000
Library Clerk	3.000	3.500	3.500	3.500
Library Page	1.000			1.000
Sr Library Technician	1.000	1.000		1.000
6011 Steinbeck Library Total	8.000	7.000	7.500	11.000

LIBRARY

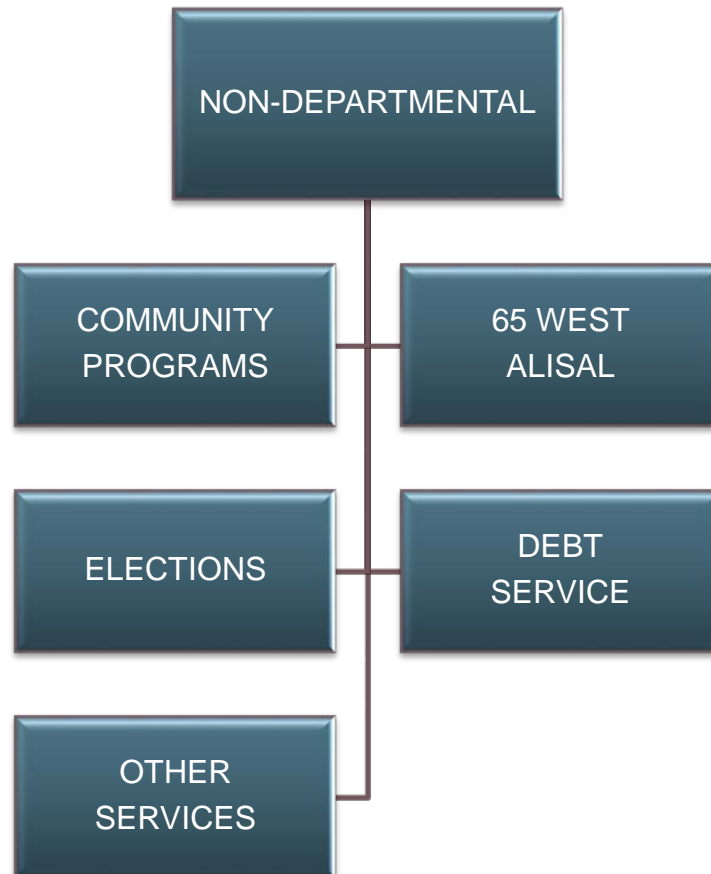
Work Force

Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
6012 Cesar Chavez Library				
Librarian I	6.000	6.500	5.000	5.000
Librarian II	1.000	1.000	1.000	1.000
Library Clerk	3.000	3.500	3.500	2.500
Library Page	1.000	1.000	1.000	1.000
Library Technician	2.000	2.000	2.000	1.000
6012 Cesar Chavez Library Total	13.000	14.000	12.500	10.500
6013 El Gabilan Library				
Librarian I	1.000	1.000	1.000	
Librarian II	1.000	1.000	1.000	1.000
Library Clerk	1.500	1.500	1.500	2.500
Library Page	1.000	1.000	1.000	
Library Technician	1.000	1.000	1.000	1.000
6013 El Gabilan Library Total	5.500	5.500	5.500	4.500
6015 Community Education				
Community Education Manager				1.000
Literacy Assistant	1.000	1.000	1.000	1.000
Literacy Clerk	1.000	1.000	1.000	1.000
Literacy Program Mgr	1.000	1.000	1.000	
Senior Librarian				2.000
6015 Community Education Total	3.000	3.000	3.000	5.000
Total	43.500	43.500	43.500	41.000



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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 2016-17

Organizational Effectiveness Initiative

1. Successfully made all debt service payments during the year
2. Tracked all of the severance and retirement incentives

City Council Goals, Strategies, and Objectives for FY 2017-18

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	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
8001 Community Programs	217,438	211,432	160,000	160,000
8002 Elections		3,076	710,000	
8003 65 West Alisal	68,115	56,268	37,900	46,300
8004 Debt Service	3,254,762	9,789,470	2,972,800	2,443,557
8005 Other Services	8,936,538	6,059,343	7,004,925	7,299,600
8010 Intermodal Transp Center	21,271	91,728	134,160	132,660
Total	12,498,124	16,211,318	11,019,785	10,082,117
Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	2,685,161	722,762	471,400	560,500
62 - Supplies & Materials		1,700	14,683	14,700
63 - Outside Services	3,646,004	1,266,667	2,113,286	1,324,860
64 - Other Charges	4,317,957	4,187,809	5,124,932	5,473,000
65 - Debt Service	1,066,872	9,776,820	2,972,800	2,443,557
66 - Capital Outlays	19,682	57,074	137,179	230,500
69 - Financial Assistance	762,448	198,487	185,505	35,000
Total	12,498,124	16,211,318	11,019,785	10,082,117
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	8,531,483	6,103,716	7,610,685	7,086,760
1100 Measure V	591,300	191,300	201,300	191,300
1200 Measure G			10,000	10,000
2506 PEG Cable Franchise	120,579	126,832	225,000	350,500
4101 1997 COPs	786,564	628,190	792,900	
4103 Steinbeck COP		12,651		
4104 2014 COP Consolidation	2,468,198	228,736	237,600	236,125
4108 Energy Improvement		986,499	1,245,950	1,509,560
4109 2015 Refunding COP 2005 A & B		7,933,395	696,350	697,872
Total	12,498,124	16,211,318	11,019,785	10,082,117

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	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	206,904	211,278		
64 - Other Charges	216	154	160,000	160,000
69 - Financial Assistance	10,318			
Total	217,438	211,432	160,000	160,000
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	217,438	211,432	160,000	160,000
Total	217,438	211,432	160,000	160,000

Purpose

Conduct all municipal elections.

Division Operations

1. Conduct municipal elections.

Major Budget Changes

None

NON-DEPARTMENTAL

8002 Elections Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
63 - Outside Services		3,076	710,000	
Total		3,076	710,000	
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund		3,076	710,000	
Total		3,076	710,000	

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	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
62 - Supplies & Materials		1,663	4,300	13,500
63 - Outside Services	68,115	54,605	33,600	32,800
Total	68,115	56,268	37,900	46,300

Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	68,115	56,268	37,900	46,300
Total	68,115	56,268	37,900	46,300

NON-DEPARTMENTAL

Debt Service Division

8004

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	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
63 - Outside Services	2,187,890	12,651		
65 - Debt Service	1,066,872	9,776,820	2,972,800	2,444,557
Total	3,254,762	9,789,470	2,972,800	2,444,557

Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
4101 1997 COPs	786,564	628,190	792,900	
4103 Steinbeck COP		12,651		
4104 2014 COP Consolidation	2,468,198	228,736	237,600	236,125
4108 Energy Improvement		986,499	1,245,950	1,509,560
4109 2015 Refunding COP 2005 A & B		7,933,395	696,350	698,872
Total	3,254,762	9,789,470	2,972,800	2,444,557

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

	14-15	15-16	16-17	17-18
Expenditures by Character	Actual	Actual	Amended	Proposed
61 - Salaries & Benefits	2,478,257	511,485	471,400	560,500
62 - Supplies & Materials		37	8,083	
63 - Outside Services	1,368,728	1,105,567	1,254,026	1,160,600
64 - Other Charges	4,317,741	4,186,695	4,948,732	5,313,000
66 - Capital Outlays	19,682	57,074	137,179	230,500
69 - Financial Assistance	752,130	198,487	185,505	35,000
Total	8,936,538	6,059,343	7,004,925	7,299,600
	14-15	15-16	16-17	17-18
Expenditures by Fund	Actual	Actual	Amended	Proposed
1000 General Fund	8,224,659	5,741,211	6,568,625	6,747,800
1100 Measure V	591,300	191,300	201,300	191,300
1200 Measure G			10,000	10,000
2506 PEG Cable Franchise	120,579	126,832	225,000	350,500
Total	8,936,538	6,059,343	7,004,925	7,299,600

NON-DEPARTMENTAL Intermodal Transportation Center

8010

Purpose

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

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

Division Operations

2. Provide centralized site for Intermodal Transportation in the City

Major Budget Changes

None

NON-DEPARTMENTAL

8010 Intermodal Transp Center Division

	14-15	15-16	16-17	17-18
Expenditures by Character	Actual	Actual	Amended	Proposed
62 - Supplies & Materials			2,300	1,200
63 - Outside Services	21,271	90,768	115,660	131,460
64 - Other Charges		960	16,200	
Total	21,271	91,728	134,160	132,660

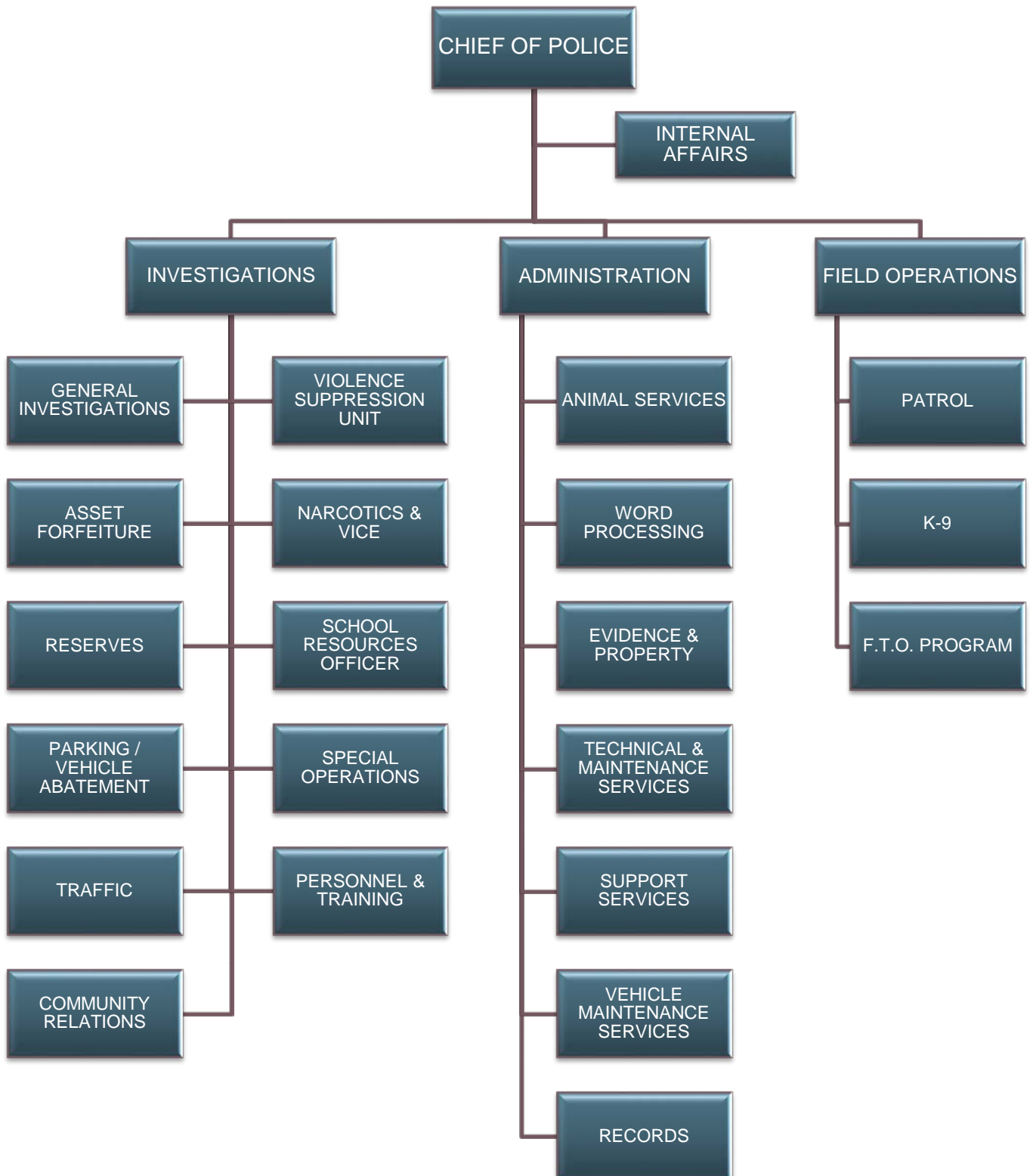
	14-15	15-16	16-17	17-18
Expenditures by Fund	Actual	Actual	Amended	Proposed
1000 General Fund	21,271	91,728	134,160	132,660
Total	21,271	91,728	134,160	132,660

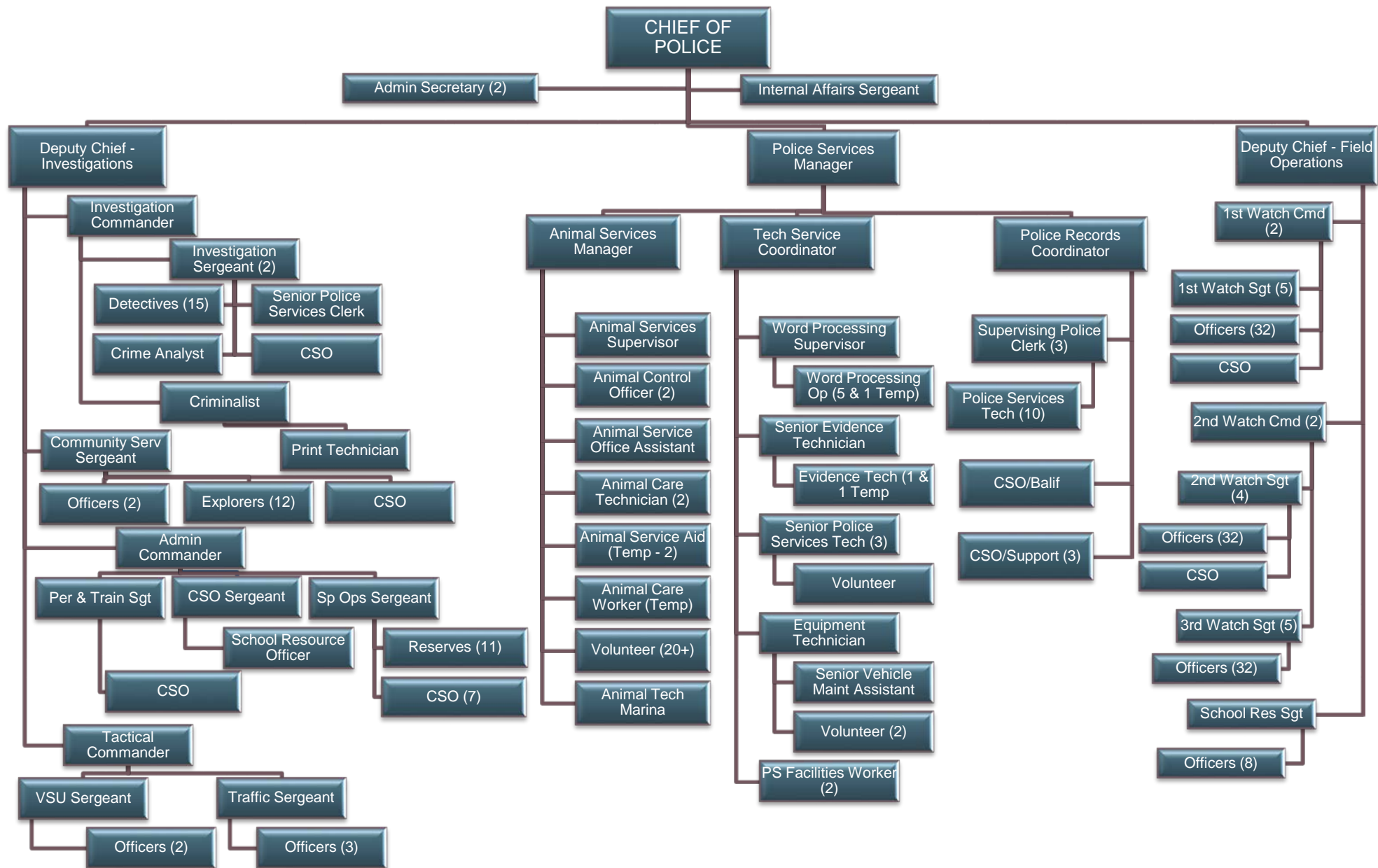


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POLICE DEPARTMENT

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 2016-2017

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 2017-18

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	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
4110 Police Administration	743,298	1,092,999	1,193,290	1,258,537
4111 Community Relations	602,926	388,373	671,196	276,680
4112 Personnel & Training	617,927	887,720	883,308	932,300
4116 Special Operations	585,296	653,434	736,681	712,076
4130 Support Services	3,423,700	4,365,975	4,308,729	4,502,001
4131 Technical Services	323,814	405,573	577,153	532,173
4132 Word Processing	491,626	509,488	633,707	637,460
4133 Evidence & Property	185,345	247,527	253,958	321,700
4134 Records	974,269	1,147,816	1,320,011	1,428,440
4137 Maintenance Services			876	210,570
4170 Animal Control Services	799,163	795,557	992,399	1,005,450
4171 Animal Control Svc -Agencies	53,686	97,765	74,870	94,170
4220 Field Operations	19,354,086	25,435,319	26,415,338	32,693,106
4221 Traffic	604,362	230,512	345,645	382,260
4250 Reserves	55,672	59,682	57,000	57,000
4340 Investigations	3,550,658	4,703,160	5,538,368	5,341,760
4341 Narcotics	960,032	65,649	41,650	169,700
4342 School Resource Officers			3,614,118	1,570,170
4343 Violence Suppression	2,281,959	944,447	1,566,638	1,378,870
4380 Asset Seizure	17,483	20,000	25,000	20,000
4390 Joint Gang Task Force	919,262	112,018	513,970	
Total	36,544,564	42,163,015	49,763,905	53,524,423
Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	32,365,300	37,085,503	44,545,946	47,989,671
62 - Supplies & Materials	711,028	672,098	825,777	945,266
63 - Outside Services	2,971,540	3,730,985	3,911,847	3,866,373
64 - Other Charges	452,839	250,937	334,218	640,260
66 - Capital Outlays	43,857	423,491	146,117	82,853
Total	36,544,564	42,163,015	49,763,905	53,524,423

POLICE DEPARTMENT

Summary

Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	31,818,792	35,172,429	37,004,038	40,786,040
1100 Measure V	2,796,598	3,578,115	3,509,651	3,507,001
1200 Measure G		2,397,648	4,910,656	6,396,986
2201 Sales Tax-SB172	600,000	400,000	400,000	600,000
2202 Supplemental Law Enf - AB3229	200,000	200,000	200,000	600,000
2502 Asset Seizure	17,483	20,000	25,000	20,000
2504 Vehicle Abatement	139,923	115,779	204,131	166,490
3104 COPS Hiring 2011	883,496	184,591		
3163 2014 COPS Hiring SRO			3,400,528	1,332,800
3302 Cal ID / RAN Grant	88,272	94,452	109,901	115,106
Total	36,544,564	42,163,015	49,763,905	53,524,423
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
4110 Police Administration	3.000	5.000	5.000	5.000
4111 Community Relations	5.000	6.000	3.000	1.000
4112 Personnel & Training	1.000	1.000	1.000	3.000
4116 Special Operations	5.500	5.500	5.500	5.500
4130 Support Services	6.000	7.000	7.000	7.000
4131 Technical Services	3.000	3.000	4.000	3.000
4132 Word Processing	5.000	6.000	6.000	6.000
4133 Evidence & Property	2.000	2.000	2.000	2.000
4134 Records	11.000	14.000	13.000	14.000
4137 Maintenance Services				2.000
4170 Animal Control Services	7.000	7.000	7.000	7.000
4171 Animal Control Svc -Agencies	1.000	1.000	1.000	1.000
4220 Field Operations	94.000	114.000	129.000	140.000
4221 Traffic	3.000	3.000	1.000	1.000
4340 Investigations	21.000	21.000	24.000	21.000
4341 Narcotics	5.000	5.000		
4342 School Resource Officers		9.000	9.000	9.000
4343 Violence Suppression	11.000	11.000	8.000	4.000
4390 Joint Gang Task Force	5.000	5.000	2.000	
Total	188.500	225.500	227.500	231.500



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POLICE DEPARTMENT

Administration Division

4110

Purpose

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

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Customer Referrals	n/a		n/a		
Billings/Purchase Order Completions	n/a		n/a		
Travel Authorizations	n/a		n/a		

Major Budget Changes

None

POLICE DEPARTMENT

4110 Police Administration Unit

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	711,913	1,018,069	1,149,773	1,212,670
62 - Supplies & Materials	7,592	44,275	5,739	5,800
63 - Outside Services	341	7,839	300	
64 - Other Charges	23,452	14,378	16,550	20,800
66 - Capital Outlays		8,439	20,928	19,267
Total	743,298	1,092,999	1,193,290	1,258,537
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	743,298	934,643	919,510	950,597
1200 Measure G		158,356	273,780	307,940
Total	743,298	1,092,999	1,193,290	1,258,537
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
4110 Police Administration	3.000	5.000	5.000	5.000
Total	3.000	5.000	5.000	5.000

POLICE DEPARTMENT

Community Relations Unit

4111

Purpose

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

Division Operations

1. Present crime prevention programs through Neighborhood Watch and public presentations/community events.
2. Through the PAL and Explorer program, support, coordinate, and facilitate youth activities and programs.
3. Strengthen communication with Salinas's residents through a variety of traditional and non-traditional public outreach initiatives, including conducting community academies.
4. Continue the COPS philosophy within the organization and community through programs such as the Police Activities League, Police Explorers, and other programs providing linkages between the Department and community.
5. Continue to support the Police/Community Advisory Committee in their efforts to build a safe and peaceful community.
6. Continue to reach out to the community through a variety of recruitment activities.

Performance Measures

Performance Measure / Goal	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Neighborhood Watch Presentations	5		50		
Community Presentations	20		100		

Major Budget Changes

Several vacant positions to be filled.

POLICE DEPARTMENT

4111 Community Relations Unit

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	586,209	385,699	667,246	258,780
62 - Supplies & Materials	2,885	2,675	3,950	4,100
64 - Other Charges	13,832			13,800
Total	602,926	388,373	671,196	276,680
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	602,926	388,373	671,196	276,680
Total	602,926	388,373	671,196	276,680
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
4111 Community Relations	5.000	6.000	3.000	1.000
Total	5.000	6.000	3.000	1.000

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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
POST Mandated CPT (hours per officer)	24		24		
POST Mandated Perishable Skills Training (hours per officer)	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	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	413,679	577,299	410,308	439,100
62 - Supplies & Materials	62,015	21,423	40,725	56,500
63 - Outside Services	15,529	51,771	121,500	123,800
64 - Other Charges	126,704	232,777	310,000	312,900
66 - Capital Outlays		4,451	775	
Total	617,927	887,720	883,308	932,300
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	617,927	726,493	758,308	757,300
1200 Measure G		161,227	125,000	175,000
Total	617,927	887,720	883,308	932,300
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
4112 Personnel & Training	1.000	1.000	1.000	3.000
Total	1.000	1.000	1.000	3.000

POLICE DEPARTMENT

Special Operations Unit

4116

Purpose

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

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Special Events Planned and Managed	27		50		
Special Events Staffed and Supervised with Police Officers	12		20		
Alcohol Permit Review	248		300		

Major Budget Changes

None

POLICE DEPARTMENT

4116 Special Operations Unit

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	575,696	644,934	706,481	678,976
62 - Supplies & Materials	6,699	8,500	20,200	20,200
63 - Outside Services			10,000	10,000
64 - Other Charges	2,901			2,900
Total	585,296	653,434	736,681	712,076
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	253,174	271,176	298,294	329,400
1100 Measure V	192,199	266,479	234,256	146,026
1200 Measure G				70,160
2504 Vehicle Abatement	139,923	115,779	204,131	166,490
Total	585,296	653,434	736,681	712,076
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
4116 Special Operations	5.500	5.500	5.500	5.500
Total	5.500	5.500	5.500	5.500

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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Investigate/reconstruct major crime scenes	14		36		
Latent Print Investigations	199		200		
Firearms Processed	208		200		
Internal Investigations Completed	33		20		

Major Budget Changes

None

POLICE DEPARTMENT

4130 Support Services Unit

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	712,095	853,700	1,040,003	1,214,775
62 - Supplies & Materials	98,127	74,880	74,700	73,966
63 - Outside Services	2,596,649	3,269,735	3,178,524	3,192,400
64 - Other Charges	7,550	1,952	5,502	10,860
66 - Capital Outlays	9,279	165,708	10,000	10,000
Total	3,423,700	4,365,975	4,308,729	4,502,001

Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	3,249,098	4,048,360	3,899,174	4,022,530
1100 Measure V	86,330	87,452	174,735	196,695
1200 Measure G		135,711	124,919	167,670
3302 Cal ID / RAN Grant	88,272	94,452	109,901	115,106
Total	3,423,700	4,365,975	4,308,729	4,502,001

Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
4130 Support Services	6.000	7.000	7.000	7.000
Total	6.000	7.000	7.000	7.000

POLICE DEPARTMENT

Technical Services Division

4131

Purpose

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

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Complete Uniform Crime Reports	12		12		
Process Citations for Court	7,000		7,000		

Major Budget Changes

None

POLICE DEPARTMENT

4131 Technical Services Unit

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	298,724	370,843	520,230	478,800
62 - Supplies & Materials	17,225	15,593	27,650	23,200
63 - Outside Services	6,450	19,137	29,273	29,273
64 - Other Charges	888			900
66 - Capital Outlays	527			
Total	323,814	405,573	577,153	532,173
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	323,814	404,972	566,153	521,173
1200 Measure G		601	11,000	11,000
Total	323,814	405,573	577,153	532,173
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
4131 Technical Services	3.000	3.000	4.000	3.000
Total	3.000	3.000	4.000	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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Police Reports completed	17,120		18,000		

Major Budget Changes

None

POLICE DEPARTMENT

4132 Word Processing Unit

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	394,818	404,218	500,507	508,860
62 - Supplies & Materials	3,405	6,226	8,200	2,500
63 - Outside Services	92,313	99,043	125,000	125,000
64 - Other Charges	1,090			1,100
Total	491,626	509,488	633,707	637,460
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	491,626	509,488	565,737	558,380
1200 Measure G			67,970	79,080
Total	491,626	509,488	633,707	637,460
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
4132 Word Processing	5.000	6.000	6.000	6.000
Total	5.000	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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Process evidence into storage	10,982		12,782		
Purge evidence	7,645		15,000		

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	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	178,348	241,478	243,239	313,900
62 - Supplies & Materials	5,235	5,959	5,820	6,000
64 - Other Charges	1,762	90	280	1,800
66 - Capital Outlays			4,619	
Total	185,345	247,527	253,958	321,700
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	185,345	247,527	243,958	311,700
1200 Measure G			10,000	10,000
Total	185,345	247,527	253,958	321,700
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
4133 Evidence & Property	2.000	2.000	2.000	2.000
Total	2.000	2.000	2.000	2.000

POLICE DEPARTMENT

Records Division

4134

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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Arrest Packets Completed for Court	5,264		5,300		
Reports Processed	18,944		20,000		

Major Budget Changes

None

POLICE DEPARTMENT

4134 Records Unit

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	960,532	1,134,413	1,278,168	1,412,540
62 - Supplies & Materials	10,976	13,128	17,600	13,000
63 - Outside Services			3,000	
64 - Other Charges	2,761	275	300	2,900
66 - Capital Outlays			20,943	
Total	974,269	1,147,816	1,320,011	1,428,440

Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	971,807	978,419	1,104,261	1,204,360
1100 Measure V	2,462	802	2,500	2,500
1200 Measure G		168,595	213,250	221,580
Total	974,269	1,147,816	1,320,011	1,428,440

Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
4134 Records	11.000	14.000	13.000	14.000
Total	11.000	14.000	13.000	14.000



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POLICE DEPARTMENT

4137 Maintenance Services Unit

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits				195,570
62 - Supplies & Materials			858	15,000
64 - Other Charges			18	
Total			876	210,570
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund			876	210,570
Total			876	210,570
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
4137 Maintenance Services				2.000
Total				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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Animals Licensed	6,700		7,000		
Animals Returned to Owner	446		500		

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	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	635,018	623,316	790,999	813,450
62 - Supplies & Materials	42,426	39,432	66,300	52,800
63 - Outside Services	117,891	132,810	109,750	110,400
64 - Other Charges	3,828		350	3,800
66 - Capital Outlays			25,000	25,000
Total	799,163	795,557	992,399	1,005,450

Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	705,064	670,474	870,149	878,710
1100 Measure V	94,099	118,717	110,750	113,240
1200 Measure G		6,366	11,500	13,500
Total	799,163	795,557	992,399	1,005,450

Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
4170 Animal Control Services	7.000	7.000	7.000	7.000
Total	7.000	7.000	7.000	7.000

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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Animals Received (City of Marina only)	90		100		

Major Budget Changes

None

POLICE DEPARTMENT

4171 Animal Control Svc -Agencies Unit

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	52,979	97,765	74,870	93,470
64 - Other Charges	707			700
Total	53,686	97,765	74,870	94,170
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	53,686	97,765	74,870	94,170
Total	53,686	97,765	74,870	94,170
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Community Oriented Policing Activities (per patrol officer per year)**	n/a		100		

Major Budget Changes

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

POLICE DEPARTMENT

4220 Field Operations Unit

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	18,708,459	24,790,815	25,846,071	31,771,120
62 - Supplies & Materials	405,506	407,905	483,781	625,100
63 - Outside Services	54,671	52,278	56,500	89,500
64 - Other Charges	178,362		400	178,800
66 - Capital Outlays	7,088	184,322	28,586	28,586
Total	19,354,086	25,435,319	26,415,338	32,693,106
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	16,521,667	20,516,383	20,116,989	24,056,490
1100 Measure V	1,148,923	2,369,732	1,841,702	2,509,910
1200 Measure G		1,764,612	3,856,647	4,926,706
2201 Sales Tax-SB172	600,000	400,000	400,000	600,000
2202 Supplemental Law Enf - AB3229	200,000	200,000	200,000	600,000
3104 COPS Hiring 2011	883,496	184,591		
Total	19,354,086	25,435,319	26,415,338	32,693,106
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
4220 Field Operations	94.000	114.000	129.000	140.000
Total	94.000	114.000	129.000	140.000

POLICE DEPARTMENT

Traffic Unit

4221

Purpose

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

Division Operations

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

Performance Measures

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Percent reduction in collisions at five most accident-prone locations	n/a		n/a		
Percent Reduction in Fatal Accidents	n/a		n/a		

Major Budget Changes

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

POLICE DEPARTMENT

4221 Traffic Unit

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	594,076	219,306	338,545	366,360
62 - Supplies & Materials	1,453	11,206	7,100	7,100
64 - Other Charges	8,833			8,800
Total	604,362	230,512	345,645	382,260
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	604,362	230,512	345,645	382,260
Total	604,362	230,512	345,645	382,260
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
4221 Traffic	3.000	3.000	1.000	1.000
Total	3.000	3.000	1.000	1.000

POLICE DEPARTMENT

Reserves 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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Patrol hours per Reserve Officer per Year	0		0		
Special Event hours per Reserve Officer per Year	281		250		
Truancy Abatement hours worked	899		900		
City Council Security Hours per Year	240		240		

Major Budget Changes

None

POLICE DEPARTMENT

4250 Reserves Unit

Expenditures by Character		14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits		54,445	59,012	55,000	55,000
62 - Supplies & Materials		1,227	670	2,000	2,000
Total		55,672	59,682	57,000	57,000
Expenditures by Fund		14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund		55,672	59,682	57,000	57,000
Total		55,672	59,682	57,000	57,000

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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Investigations Completed	391		442		
Average Clearance Rate/All Cases	86 percent		85 percent		

Major Budget Changes

Several positions are vacant in this unit.

POLICE DEPARTMENT

4340 Investigations Unit

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	3,499,087	4,671,429	5,428,068	5,185,160
62 - Supplies & Materials	7,459	10,466	9,482	7,500
63 - Outside Services		17,215	100,000	105,000
64 - Other Charges	44,112	1,465	818	44,100
66 - Capital Outlays		2,586		
Total	3,550,658	4,703,160	5,538,368	5,341,760

Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	3,469,023	4,391,407	5,231,121	4,838,430
1100 Measure V	81,635	309,572	304,247	326,350
1200 Measure G		2,181	3,000	176,980
Total	3,550,658	4,703,160	5,538,368	5,341,760

Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
4340 Investigations	21.000	21.000	24.000	21.000
Total	21.000	21.000	24.000	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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Investigations Completed					
Made into STING Task Force					

Major Budget Changes

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

POLICE DEPARTMENT

4341 Narcotics Unit

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	915,709	37,110	8,000	108,000
62 - Supplies & Materials	8,668	1,477	3,650	20,500
63 - Outside Services	24,469	27,063	30,000	30,000
64 - Other Charges	11,186			11,200
Total	960,032	65,649	41,650	169,700
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	960,032	65,649	41,650	169,700
Total	960,032	65,649	41,650	169,700
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
4341 Narcotics	5.000	5.000		
Total	5.000	5.000		



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POLICE DEPARTMENT

4342 School Resource Officers Unit

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits			3,614,118	1,570,170
Total			3,614,118	1,570,170
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1200 Measure G			213,590	237,370
3163 2014 COPS Hiring SRO			3,400,528	1,332,800
Total			3,614,118	1,570,170
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
4342 School Resource Officers		9.000	9.000	9.000
Total		9.000	9.000	9.000

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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Gang Certifications/Registrations					
Court Presentations/Expert Testimony					
Weapons Seized					

Major Budget Changes

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

POLICE DEPARTMENT

4343 Violence Suppression Unit

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	2,231,353	918,469	1,509,350	1,312,970
62 - Supplies & Materials	1,543	2,070	6,550	10,000
63 - Outside Services	24,192	23,907	31,000	31,000
64 - Other Charges	24,871			24,900
66 - Capital Outlays			19,738	
Total	2,281,959	944,447	1,566,638	1,378,870

Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	2,010,271	631,104	1,239,147	1,166,590
1100 Measure V	271,688	313,343	327,491	212,280
Total	2,281,959	944,447	1,566,638	1,378,870

Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
4343 Violence Suppression	11.000	11.000	8.000	4.000
Total	11.000	11.000	8.000	4.000

POLICE DEPARTMENT

Asset Seizure Division

4380

Purpose

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

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Cases adjudicated					

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

	14-15	15-16	16-17	17-18
Expenditures by Character	Actual	Actual	Amended	Proposed
63 - Outside Services	17,483	20,000	25,000	20,000
Total	17,483	20,000	25,000	20,000
	14-15	15-16	16-17	17-18
Expenditures by Fund	Actual	Actual	Amended	Proposed
2502 Asset Seizure	17,483	20,000	25,000	20,000
Total	17,483	20,000	25,000	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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Gang related investigations	n/a		80		
Gang related arrests	108		125		
Weapons seized	51		50		

Major Budget Changes

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

POLICE DEPARTMENT

4390 Joint Gang Task Force Unit

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	842,160	37,630	364,970	
62 - Supplies & Materials	28,587	6,215	41,472	
63 - Outside Services	21,552	10,188	92,000	
66 - Capital Outlays	26,963	57,986	15,528	
Total	919,262	112,018	513,970	
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1100 Measure V	919,262	112,018	513,970	
Total	919,262	112,018	513,970	
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
4390 Joint Gang Task Force	5.000	5.000	2.000	
Total	5.000	5.000	2.000	

POLICE DEPARTMENT

Work Force

Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
4110 Police Administration				
Administrative Secretary	1.000	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		1.000	1.000	1.000
4110 Police Administration Total	3.000	5.000	5.000	5.000
4111 Community Relations				
Police Officer	4.000	4.000	1.000	1.000
Police Officer - New Hire			1.000	
Police Sergeant	1.000	2.000	1.000	
4111 Community Relations Total	5.000	6.000	3.000	1.000
4112 Personnel & Training				
Community Service Officer				1.000
Police Officer				1.000
Police Sergeant	1.000	1.000	1.000	1.000
4112 Personnel & Training Total	1.000	1.000	1.000	3.000
4116 Special Operations				
Community Service Officer	4.500	4.500	4.500	4.500
Police Sergeant	1.000	1.000	1.000	1.000
4116 Special Operations Total	5.500	5.500	5.500	5.500
4130 Support Services				
Community Service Officer	2.000	2.000	2.000	2.000
Crime Analyst		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	6.000	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	3.000	4.000	3.000

POLICE DEPARTMENT

Work Force

Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
4132 Word Processing				
Supvsg Wrđ Proc Operator	1.000	1.000	1.000	1.000
Word Processing Operator	4.000	5.000	5.000	5.000
4132 Word Processing Total	5.000	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	7.000	10.000	9.000	10.000
Supvsg Police Serv Tech	3.000	3.000	3.000	3.000
4134 Records Total	11.000	14.000	13.000	14.000
4137 Maintenance Services				
Pub Safety Facilities Wkr				2.000
4137 Maintenance Services Total				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	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	7.000
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	3.000	8.000	8.000	7.000
Deputy Chief of Police	1.000	1.000		1.000
Police Commander	4.000	4.000	4.000	4.000
Police Officer	61.000	58.000	62.000	58.000
Police Officer - New Hire	13.000	31.000	34.000	39.000
Police Recruit			7.000	15.000

POLICE DEPARTMENT

Work Force

Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
Police Sergeant	12.000	12.000	14.000	16.000
4220 Field Operations Total	94.000	114.000	129.000	140.000
4221 Traffic				
Police Officer	2.000	2.000		
Police Sergeant	1.000	1.000	1.000	1.000
4221 Traffic Total	3.000	3.000	1.000	1.000
4340 Investigations				
Community Service Officer	1.000	1.000	1.000	1.000
Deputy Chief of Police	1.000	1.000	2.000	1.000
Police Commander	1.000	1.000	1.000	1.000
Police Officer	14.000	12.000	15.000	14.000
Police Officer - New Hire	1.000	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
4340 Investigations Total	21.000	21.000	24.000	21.000
4341 Narcotics				
Police Officer	4.000	4.000		
Police Sergeant	1.000	1.000		
4341 Narcotics Total	5.000	5.000		
4342 School Resource Officers				
Police Officer - New Hire		8.000	8.000	8.000
Police Sergeant		1.000	1.000	1.000
4342 School Resource Officers Total		9.000	9.000	9.000
4343 Violence Suppression				
Police Commander	1.000	1.000	1.000	1.000
Police Officer	9.000	9.000	5.000	1.000
Police Officer - New Hire			1.000	1.000
Police Sergeant	1.000	1.000	1.000	1.000
4343 Violence Suppression Total	11.000	11.000	8.000	4.000

POLICE DEPARTMENT

Work Force

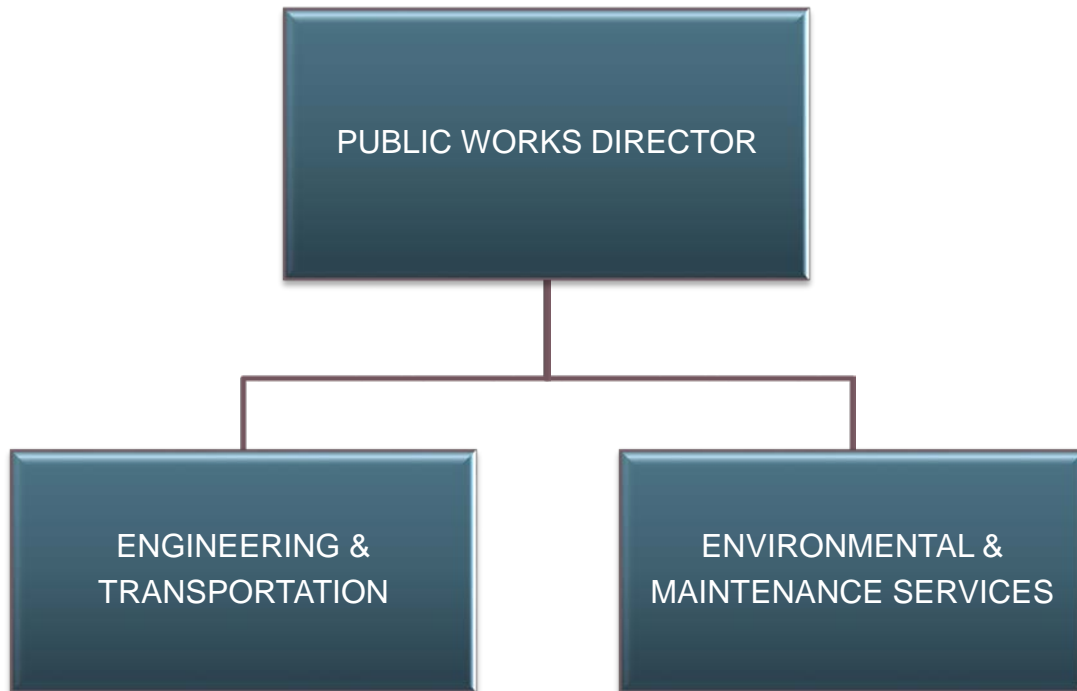
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
4390 Joint Gang Task Force				
Police Officer	4.000	4.000		
Police Officer - New Hire			1.000	
Police Sergeant	1.000	1.000	1.000	
4390 Joint Gang Task Force Total	5.000	5.000	2.000	
Total	188.500	225.500	227.500	231.500

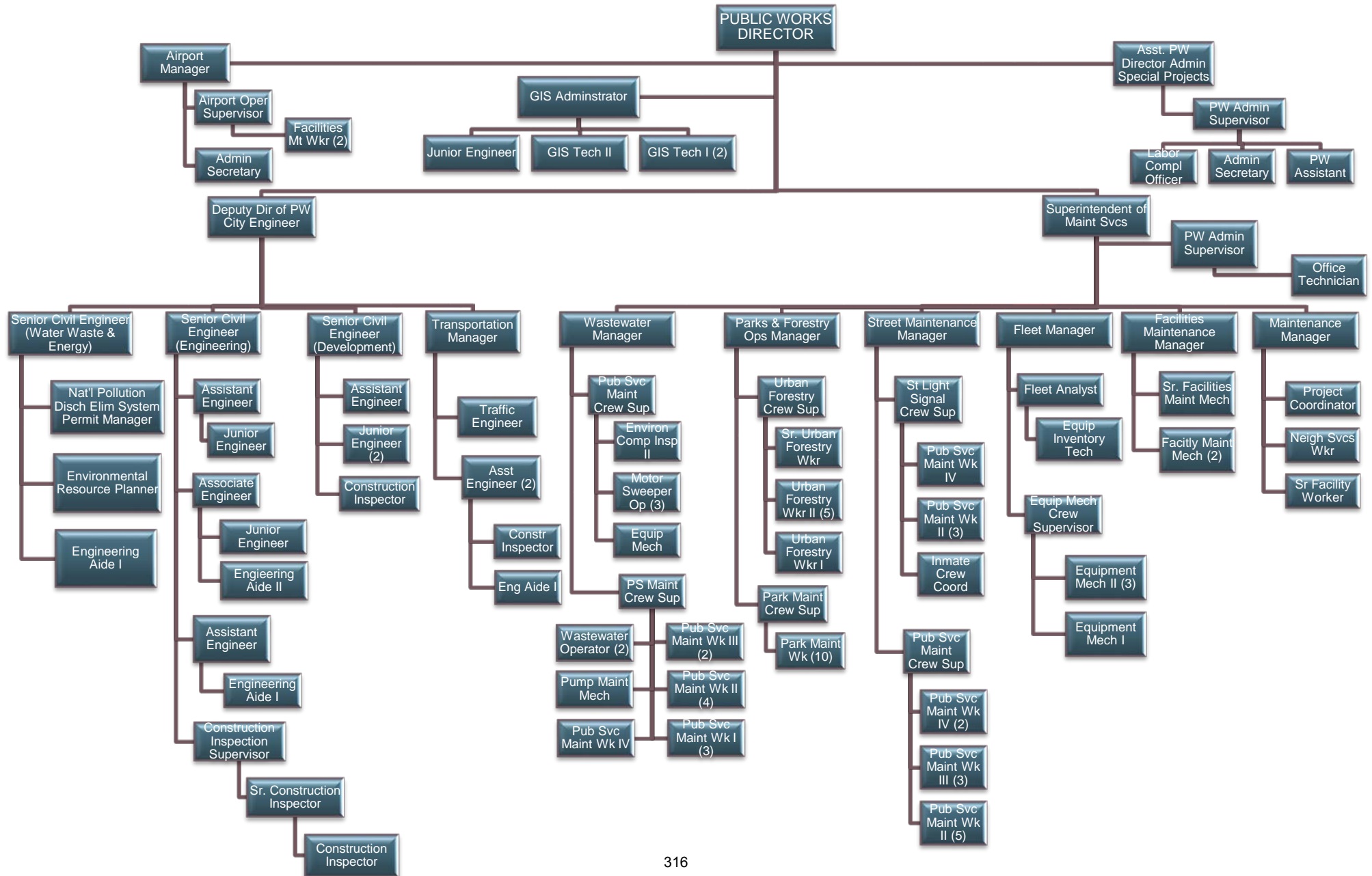


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PUBLIC WORKS DEPARTMENT

Organizational Chart





PUBLIC WORKS DEPARTMENT

Summary

Purpose

The Public Works Department consists of the Engineering, Traffic/Transportation, Solid Waste/Water and Energy, and Environmental and Maintenance Services Divisions and the Airport. The Engineering and Traffic/Transportation Divisions provide management of the City's public infrastructure; plan and implement public capital improvements; examine private development plans and proposals with associated CEQA documents to ensure responsible growth as it relates to traffic issues and public infrastructure; administer programs and enforce governmental regulations. Last year, the Department assumed responsibility for the engineering reviews of private development plans/proposals as well. Also added last year was a new Division dedicated to National Pollution Discharge Elimination permit, solid waste, water and sustainable energy programs. The Engineering Division also manages the use and development of City properties and special projects associated with them. The Environmental and Maintenance Services Division protects the health of Salinas by providing maintenance services for all City infrastructure, vehicles and equipment, and also ensures NPDES compliance in the field.

Top Accomplishments for FY 2016-2017

Economic Diversity and Prosperity

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

Safe, Livable Community

1. Sherwood Hall security Improvements
2. Continued implementation of the homeless encampment cleanup process cleaning more than 155 camps at a cost of \$250,000
3. Continued implementation of Homeless Service Partnerships and Winter Warming Shelter Programs
4. Entered into a development agreement for the design/build of new Public Safety Facility
5. Re-established the Inmate Cleanup Crew program to help parolees fulfill probation requirements while addressing illegal dumping in the City
6. Provide property access and funding for the Franciscan Workers of Junipero Serra to build the Chinatown Health Center.

Effective, Sustainable Government

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

Excellent Infrastructure

1. East Market Street Improvements
2. Airport Pavement Improvements

PUBLIC WORKS DEPARTMENT

Summary (Continued)

3. 50-50 Sidewalk Program
4. Broke ground on the Elvee Drive Improvement Project
5. Electrical Upgrades at Airport
6. Rebuilding Old Municipal Pool building

Quality of Life

1. Broke ground on Fremont / El Sausal Safe Routes to School
2. El Dorado Park water features retrofit
3. Ciclovía (Award winning open streets project – 4th Year)
4. Completion of Urban Greening Grant project
5. Completion of 115 East Lake Street to provide Sanitary Health Services
6. Produced 4 megawatts of solar power
7. Received \$1.4 million from the All US Credit Union to initiate the El Gabilan Library Expansion
8. Co-chair for the regional Community Foundation's homeless response and services committee

City Council Goals, Strategies, and Objectives for FY 2017-18

Economic Diversity and Prosperity

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

Safe, Livable Community

1. Complete rebuild of Old Municipal Pool to provide Multi-purpose facility
2. Design and establish debt structure for the new Public Safety Facility
3. Planning and Improvement of Alisal Street for multi-modal use
4. Complete ADA Transition Plan and Street Sign Management Plan

Effective, Sustainable Government

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

Excellent Infrastructure

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

PUBLIC WORKS DEPARTMENT

Summary (Continued)

Quality of Life

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

Major Budget Changes

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

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

PUBLIC WORKS DEPARTMENT

Summary

	14-15	15-16	16-17	17-18
Expenditures by Program	Actual	Actual	Amended	Proposed
Engineering and Transportation	1,997,849	3,115,613	4,029,478	4,912,330
Environmental and Maintenance Services	6,105,458	7,770,356	8,057,216	8,225,920
Total	8,103,307	10,885,969	12,086,694	13,138,250
	14-15	15-16	16-17	17-18
Workforce by Program	Authorized	Authorized	Authorized	Proposed
Engineering and Transportation	26.875	32.625	32.125	35.200
Environmental and Maintenance Services	39.625	47.625	47.625	48.700
Total	66.500	80.250	79.750	83.900

PUBLIC WORKS DEPARTMENT

Summary

Expenditures by Program	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
5110 Engineering Administration	701,131	893,730	1,101,454	1,068,650
5115 Development Engineering		694,203	763,441	1,255,240
5120 Engineering Services	908,631	811,935	772,799	720,180
5122 Dev, Traffic & Transportation	233,323	465,200	461,892	765,600
5125 Eng Water & Solid Waste Division		127,309	481,996	568,650
5128 GIS Division	154,764	123,235	447,896	534,010
5230 Maintenance Administration	398,266	462,950	580,810	538,310
5231 Graffiti Abatement	92,792	111,123	176,537	186,920
5232 Facilities Maintenance	896,061	1,016,730	1,020,852	1,082,490
5234 Street Maintenance	1,208,571	1,631,499	1,818,213	1,940,340
5235 Street Lights	665,211	515,397	339,751	577,850
5236 Traffic Signals	161,295	240,005	220,400	235,400
5237 Environmental Compliance	151,464	38,182	110,870	118,760
5238 Parks and Community Services	1,930,748	2,445,010	2,729,375	2,693,060
5239 Urban Forestry	601,050	1,309,459	1,060,408	852,790
Total	8,103,307	10,885,969	12,086,694	13,138,250
Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	5,438,532	7,731,910	8,347,344	8,911,600
62 - Supplies & Materials	313,264	432,814	514,386	522,900
63 - Outside Services	2,261,134	2,686,462	3,076,599	3,537,950
64 - Other Charges	79,993	21,906	76,045	152,800
66 - Capital Outlays	10,384	12,877	72,320	13,000
Total	8,103,307	10,885,969	12,086,694	13,138,250
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	7,243,701	8,657,685	9,423,434	10,680,570
1100 Measure V	859,606	1,046,449	1,147,536	1,137,230
1200 Measure G		1,181,835	1,515,724	1,320,450
Total	8,103,307	10,885,969	12,086,694	13,138,250

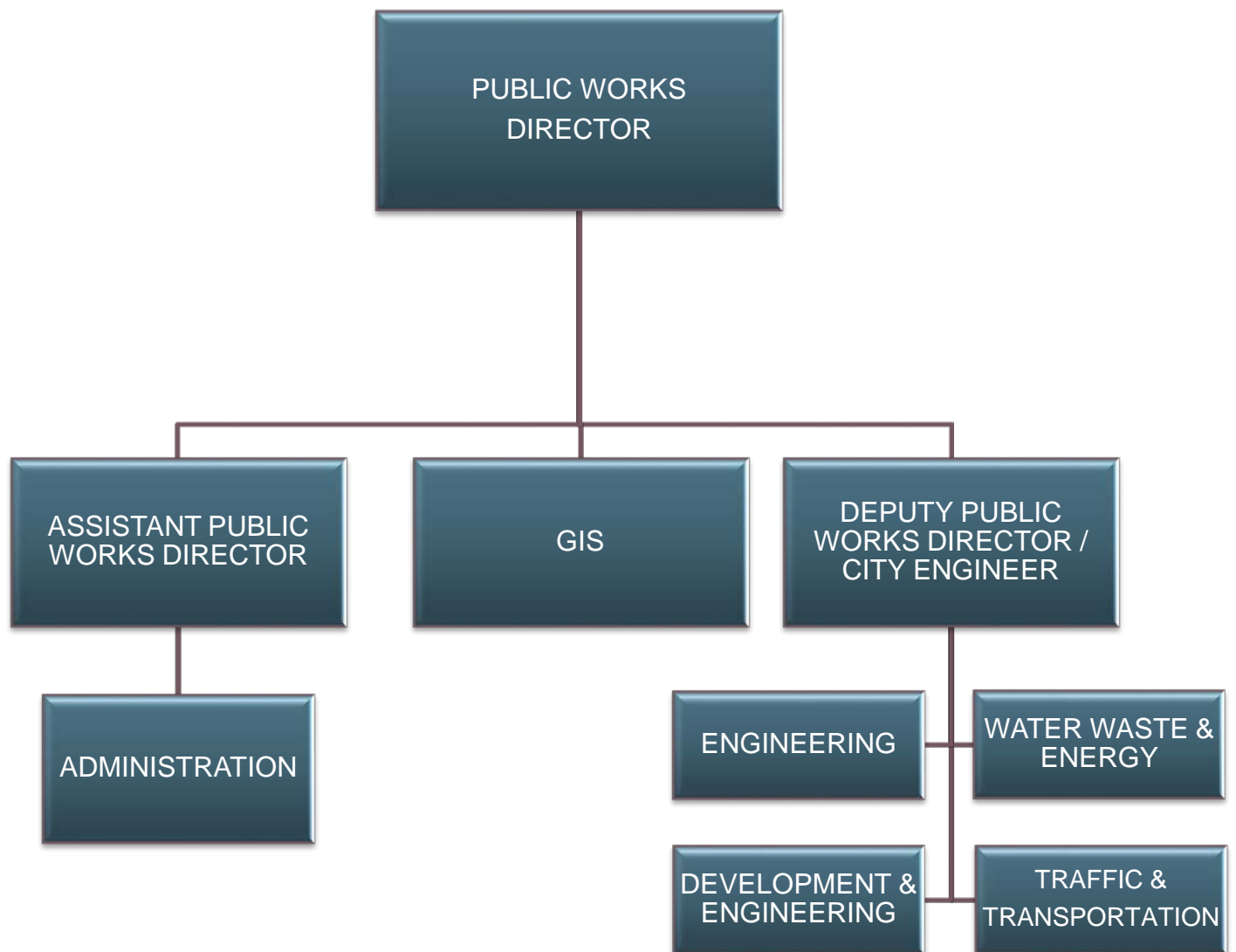
PUBLIC WORKS DEPARTMENT

Summary

Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
5110 Engineering Administration	5.125	5.125	6.125	6.200
5115 Development Engineering	5.250	5.250	4.750	4.750
5120 Engineering Services	12.500	13.500	12.500	12.500
5122 Dev, Traffic & Transportation	3.000	4.000	4.000	6.000
5125 Eng Water & Solid Waste Division		1.750	0.750	0.750
5128 GIS Division	1.000	3.000	4.000	5.000
5230 Maintenance Administration	2.375	2.375	2.375	2.450
5231 Graffiti Abatement	1.000	1.000	1.000	1.000
5232 Facilities Maintenance	6.000	5.250	5.250	5.250
5234 Street Maintenance	10.000	17.000	17.000	18.000
5235 Street Lights	1.000	1.000	1.000	1.000
5237 Environmental Compliance	1.250	1.000	1.000	1.000
5238 Parks and Community Services	10.000	12.000	12.000	12.000
5239 Urban Forestry	8.000	8.000	8.000	8.000
Total	66.500	80.250	79.750	83.900

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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Percentage of lease payments received on time			100%	100%	100%
Percentage of maintenance district resident service complaints satisfactorily resolved within 24 hours			100%	100%	100%
Percentage of resident and others (realtors, title companies) assessment/maintenance district inquiries responded to satisfactorily within 24 hours			100%	100%	100%
Council Reports Processed (annually)			98	95	95
Personnel Actions processed (annually)			50	72	65
Purchase Orders Processed (annually)			150	639	500

Major Budget Changes

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

ENGINEERING AND TRANSPORTATION

5110 Engineering Administration Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	661,815	790,142	886,754	835,750
62 - Supplies & Materials	11,235	26,699	23,931	27,700
63 - Outside Services	22,599	66,123	177,249	187,500
64 - Other Charges	5,067	9,566	11,700	15,700
66 - Capital Outlays	415	1,200	1,820	2,000
Total	701,131	893,730	1,101,454	1,068,650

Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	701,131	870,510	982,454	949,650
1200 Measure G		23,220	119,000	119,000
Total	701,131	893,730	1,101,454	1,068,650

Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
5110 Engineering Administration	5.125	5.125	6.125	6.200
Total	5.125	5.125	6.125	6.200

ENGINEERING AND TRANSPORTATION

Development Engineering Division

5115

Purpose

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

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Percentage of inspections within 24 hours of request			100%	99%	100%
Engineering Services/Permit Center Compliance with NPDES Stormwater Permit			95%	80%	100%
Encroachment Permits Issued	792	558	700	600	700
Vendor Permits Issued	93	103	125	105	125

Major Budget Changes:

Requesting assistance from an Engineering Aide to keep up with permit and reporting data entry requirements in order to achieve shorter review timelines and more thorough reviews. Requesting a significant increase of our outside professional services budget to accommodate stormwater inspections that better align with the requirements of the City's NPDES permit and to obtain additional inspection support for significant development projects which will require full time supervision such as the roadway improvements for Lowe's and the Monte Bella Subdivision.

ENGINEERING AND TRANSPORTATION

5115 Development Engineering Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits		640,754	652,941	736,340
62 - Supplies & Materials		4,202	3,945	5,800
63 - Outside Services		47,803	100,000	500,000
64 - Other Charges		1,445	3,555	12,100
66 - Capital Outlays			3,000	1,000
Total		694,203	763,441	1,255,240
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund		694,203	763,441	1,255,240
Total		694,203	763,441	1,255,240
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
5115 Development Engineering	5.250	5.250	4.750	4.750
Total	5.250	5.250	4.750	4.750

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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Grant applications submitted. Dollars secured vs. dollars applied for	<u>3@\$2.5M</u>		<u>4@\$9.5M</u>	<u>2@10M</u>	<u>4@10 M</u>
City C.I.P. projects designed. (annually)	10	10	25	20	30
City projects constructed on time and within budget (annually)	7		10	15	25
Number of projects inspected	9		10	18	25

Major Budget Changes

None

ENGINEERING AND TRANSPORTATION

5120 Engineering Services Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	802,318	762,896	617,699	600,980
62 - Supplies & Materials	4,080	5,627	6,150	5,500
63 - Outside Services	70,671	40,152	89,600	89,600
64 - Other Charges	21,593	3,259	9,350	24,100
66 - Capital Outlays	9,969		50,000	
Total	908,631	811,935	772,799	720,180
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	908,631	811,935	772,799	720,180
Total	908,631	811,935	772,799	720,180
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
5120 Engineering Services	12.500	13.500	12.500	12.500
Total	12.500	13.500	12.500	12.500

ENGINEERING AND TRANSPORTATION

Development/Traffic and Transportation Division

5122

Purpose

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

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Transportation Permits issued (annually)	238	138	150	130	150
Grant applications submitted, Dollars secured (\$ million)	2, \$0.364	3, \$7.39	2, \$2 M	3, \$3.19 M	5, \$5M
Traffic Requests addressed (annually)	73	81	60	70	60

Major Budget Changes

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

ENGINEERING AND TRANSPORTATION

5122 Dev, Traffic & Transportation Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	208,977	435,648	433,492	727,800
62 - Supplies & Materials	15,406	9,756	18,600	18,700
63 - Outside Services	1,787	18,798	6,800	10,000
64 - Other Charges	7,153	999	3,000	9,100
Total	233,323	465,200	461,892	765,600

Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	233,323	447,285	461,892	765,600
1200 Measure G		17,916		
Total	233,323	465,200	461,892	765,600

Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
5122 Dev, Traffic & Transportation	3.000	4.000	4.000	6.000
Total	3.000	4.000	4.000	6.000

ENGINEERING AND TRANSPORTATION

Energy, Water & Solid Waste Division

5125

Purpose

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

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Compliance with NPDES Stormwater Permit			100%		100%
Meet cost savings per pro forma document					100%
Conduct community meetings to increase Storm Water awareness			16 public mtgs		3 workshops
Plant Trees to reduce greenhouse gasses					240 trees
GIS Tree Inventory update to current condition					100% current
Compliance with State solid waste requirements					100%
Increase community recycling					5%

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

Major Budget Changes

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

ENGINEERING AND TRANSPORTATION

5125 Eng Water & Solid Waste Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits		126,205	86,646	203,150
62 - Supplies & Materials		92	7,000	4,500
63 - Outside Services			373,700	351,000
64 - Other Charges		520	14,000	9,000
66 - Capital Outlays		491	650	1,000
Total		127,309	481,996	568,650
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund		127,309	481,996	568,650
Total		127,309	481,996	568,650
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
5125 Eng Water & Solid Waste Division		1.750	0.750	0.750
Total		1.750	0.750	0.750

Purpose

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

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

Division Operations

1. Develop databases necessary to achieve compliance with City NPDES requirements.
2. Create, Manage, update and enhance database layers of geographically located features and associated information.
3. Create maps and statistical data from database layers.
4. Support City staff in GIS and mapping needs.
5. Develop internal and public interface for GIS information.
6. Work with Departments in developing data capture processes for relevant information.
7. Assist City departments in the analysis of spatial data to arrive at desired results.
8. Develop meaningful performance measures for the division.

Performance Measures

Performance Measure / Goal	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Number of Service Requests completed on time			NEW	90%	90%
Total Number of Salinas Source 2.0 hits			NEW	50	100
Update Internal GIS Database			1	20	20
Prepare GIS Portal for Public Use			1	90%	100%

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

Major Budget Changes

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

ENGINEERING AND TRANSPORTATION

5128 GIS Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	154,764	123,235	421,896	491,760
62 - Supplies & Materials			1,000	1,000
63 - Outside Services			5,100	17,050
64 - Other Charges			16,000	15,200
66 - Capital Outlays			3,900	9,000
Total	154,764	123,235	447,896	534,010
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	154,764	123,235	447,896	534,010
Total	154,764	123,235	447,896	534,010
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
5128 GIS Division	1.000	3.000	4.000	5.000
Total	1.000	3.000	4.000	5.000

ENGINEERING AND TRANSPORTATION

Work Force

Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
5110 Engineering Administration				
Administrative Secretary	1.000	1.000	1.000	1.000
Assistant PW Dir/City Engr				0.250
Asst Public Works Director		0.500	0.500	0.500
Asst Redevelopment Project Mgr			1.000	
Deputy PW Dir/City Engr	0.250	0.250	0.250	
Labor Compliance Officer I			1.000	1.000
Project Coordinator				1.000
Public Works Admin Supervisor		1.000	1.000	1.000
Public Works Assistant	2.000	2.000	1.000	1.000
Public Works Director	0.375	0.375	0.375	0.450
Public Works Manager	0.500			
PW Compliance Officer II	1.000			
5110 Engineering Administration Total	5.125	5.125	6.125	6.200
5115 Development Engineering				
Assistant Engineer				1.000
Assistant PW Dir/City Engr				0.250
Construction Inspector	1.000	1.000	1.000	1.000
Deputy PW Dir/City Engr	0.250	0.250	0.250	
Junior Engineer	3.000	3.000	3.000	2.000
Senior Civil Engineer	1.000	1.000	0.500	0.500
5115 Development Engineering Total	5.250	5.250	4.750	4.750
5120 Engineering Services				
Assistant Engineer	2.000	3.000	2.000	2.000
Assistant PW Dir/City Engr				0.500
Associate Engineer	1.000	1.000	1.000	1.000
Const Inspector Supv	1.000	1.000	1.000	1.000
Construction Inspector	1.000	1.000	1.000	1.000
Deputy PW Dir/City Engr	0.500	0.500	0.500	
Engineering Aide I		1.000	2.000	2.000
Engineering Aide II	1.000	1.000	1.000	1.000
Engineering Tech	2.000	1.000	1.000	
Junior Engineer	2.000	2.000	1.000	2.000
Senior Civil Engineer	1.000	1.000	1.000	1.000
Sr Construction Inspector	1.000	1.000	1.000	1.000
5120 Engineering Services Total	12.500	13.500	12.500	12.500

ENGINEERING AND TRANSPORTATION

Work Force

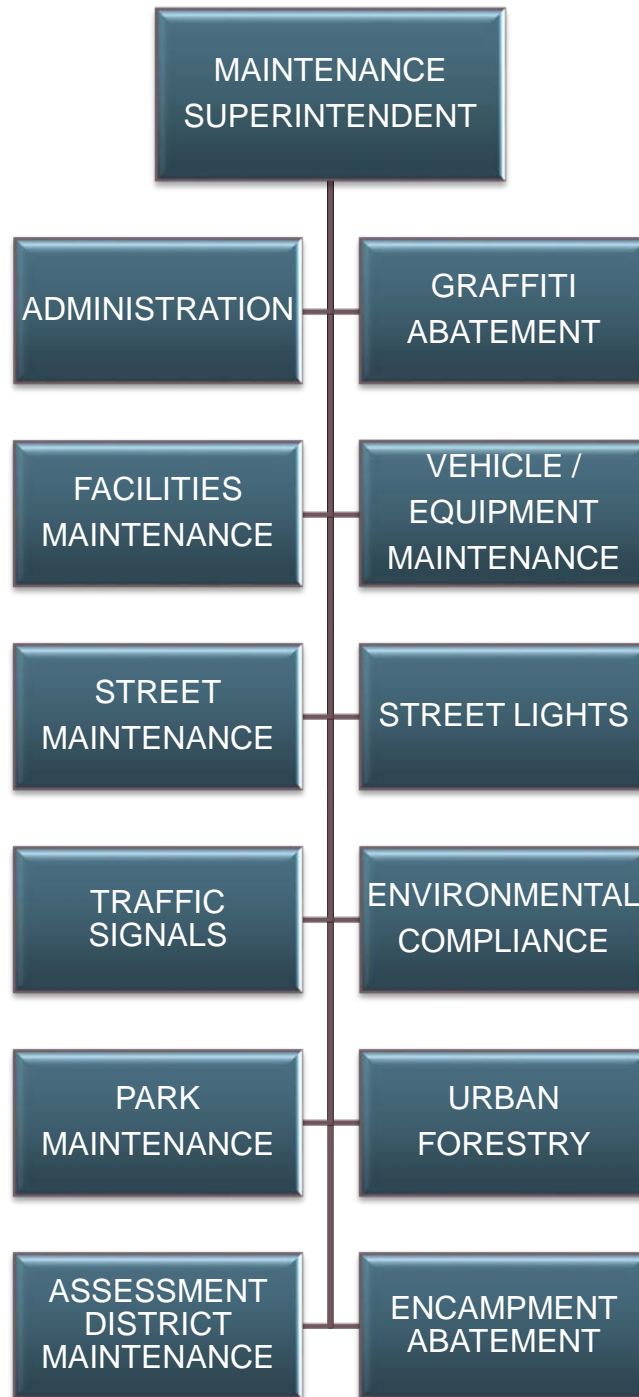
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
5122 Dev, Traffic & Transportation				
Assistant Engineer		1.000		2.000
Construction Inspector	1.000	1.000	1.000	1.000
Engineering Aide I				1.000
Junior Engineer	1.000	1.000	2.000	
Sr Transportation Planner		1.000		
Traffic Engineer				1.000
Transportation Manager			1.000	1.000
Transportation Planner	1.000			
5122 Dev, Traffic & Transportation Total	3.000	4.000	4.000	6.000
5125 Eng Water & Solid Waste Division				
Engineering Aide I		1.000		
Environ Resource Planner		0.250	0.250	0.250
Senior Civil Engineer		0.500	0.500	0.500
5125 Eng Water & Solid Waste Division Total		1.750	0.750	0.750
5128 GIS Division				
GIS Administrator	1.000	1.000	1.000	1.000
GIS Technician		2.000	2.000	3.000
Junior Engineer			1.000	1.000
5128 GIS Division Total	1.000	3.000	4.000	5.000
Total	26.875	32.625	32.125	35.200



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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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Number of purchase orders issued	3,345	3,583	4,000	4,000	4,000
Process Biweekly Payroll Personnel Actions	72	75	75	75	75

Major Budget Changes

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

ENVIRONMENTAL AND MAINTENANCE SERVICES

5230 Maintenance Administration Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	312,052	361,784	511,210	464,010
62 - Supplies & Materials	1,078	6,724	8,550	8,200
63 - Outside Services	82,402	91,013	46,100	51,400
64 - Other Charges	2,734	1,105	10,000	14,700
66 - Capital Outlays		2,325	4,950	
Total	398,266	462,950	580,810	538,310
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	398,266	462,950	580,810	538,310
Total	398,266	462,950	580,810	538,310
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
5230 Maintenance Administration	2.375	2.375	2.375	2.450
Total	2.375	2.375	2.375	2.450

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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Square Feet of Graffiti Removed Annually	204,648	166,710	195,000	133,228	150,000
Sites Addressed	5,680	5,438	5,000	4,740	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	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	82,889	101,792	119,037	128,720
62 - Supplies & Materials	5,455	8,352	25,000	25,000
63 - Outside Services	3,767	980	30,000	30,000
64 - Other Charges	681		2,500	3,200
Total	92,792	111,123	176,537	186,920

Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	92,792	111,123	176,537	186,920
Total	92,792	111,123	176,537	186,920

Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Square feet of buildings to maintain per employee	350,000	350,000	400,000	400,000	400,000
Electrical and Plumbing Repairs Performed Annually	728	845	1,000	1,000	1,100
Painting and Carpentry Maintenance Requests	945	1,054	2,000	2,000	2,200

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	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	515,491	610,199	662,552	676,790
62 - Supplies & Materials	15,393	15,413	26,800	26,800
63 - Outside Services	357,858	389,635	330,750	369,700
64 - Other Charges	7,319	140	750	9,200
66 - Capital Outlays		1,344		
Total	896,061	1,016,730	1,020,852	1,082,490
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	896,061	1,016,730	1,020,852	1,082,490
Total	896,061	1,016,730	1,020,852	1,082,490
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
5232 Facilities Maintenance	6.000	5.250	5.250	5.250
Total	6.000	5.250	5.250	5.250

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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Tons of Asphalt Applied Annually	3720		5000	2500	5000
Yards of Concrete Poured	0		300	274	300
Street Sign Installation/Repair/Replacement	948	875	850	805	850
Work Alternative Crew Cleanup -Tons					235

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	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	1,038,028	1,498,782	1,661,703	1,765,040
62 - Supplies & Materials	120,162	115,069	148,450	138,700
63 - Outside Services	31,729	16,118	5,680	15,600
64 - Other Charges	18,652	1,529	2,380	21,000
Total	1,208,571	1,631,499	1,818,213	1,940,340

Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	1,208,571	1,106,657	1,105,769	1,177,660
1200 Measure G		524,842	712,444	762,680
Total	1,208,571	1,631,499	1,818,213	1,940,340

Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
5234 Street Maintenance	10.000	17.000	17.000	18.000
Total	10.000	17.000	17.000	18.000

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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Street Lights Repaired/Replaced	390	215	128	135	275
			2% of inventory	2% of inventory	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	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	124,518	138,416	140,161	144,450
62 - Supplies & Materials	21,908	21,868	31,190	36,000
63 - Outside Services	517,195	355,113	165,800	395,800
64 - Other Charges	1,590		100	1,600
66 - Capital Outlays			2,500	
Total	665,211	515,397	339,751	577,850
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	665,211	515,397	339,751	577,850
Total	665,211	515,397	339,751	577,850
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 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

Performance Measures

Performance Measure / Goal	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Number of signalized intersections to maintain per employee	106	106	106	106	106

Major Budget Changes

None

ENVIRONMENTAL AND MAINTENANCE SERVICES

5236 Traffic Signals Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	88			
63 - Outside Services	161,207	232,488	214,900	235,400
66 - Capital Outlays		7,517	5,500	
Total	161,295	240,005	220,400	235,400
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	161,295	240,005	220,400	235,400
Total	161,295	240,005	220,400	235,400

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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Number of businesses inspected	393	355	250	338	300

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	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	149,595	38,182	110,870	116,860
64 - Other Charges	1,869			1,900
Total	151,464	38,182	110,870	118,760
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	151,464	38,182	110,870	118,760
Total	151,464	38,182	110,870	118,760
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
5237 Environmental Compliance	1.250	1.000	1.000	1.000
Total	1.250	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 through out the city.

Division Operations

1. Provide services focused on health and safety to City parks.
2. Maintain public landscapes at a level commensurate with available funding.
3. Provide median weed abatement of City greenbelts and medians.
4. Develop plans for landscape restoration of select gateway medians with one-time funds from Measure V.

Performance Measures

Performance Measure / Goal	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Cost per Salinas resident to support parks	\$ 13.23		\$ 16.32	\$ 16.32	\$ 16.32
Number of Park Acres Maintained per FTE Daily Average	92	92	77	102	77
Percentage Above Municipal Benchmark (11 Acres/FTE)	919%	919%	700%	1022%	700%
Acres of Parks Maintained	460	460	460	460	460
Percentage of Parks Request For Service Responded to Within 48 Hours	100%	100%	100%	100%	100%
Average Number of FTE per Workday (7 Days per Week)	5	5	7	4.5	7

Major Budget Changes

Two Park Maintenance Positions have been added. Assumed responsibility for landscape maintenance of Airport/Hwy 101 interchange.

ENVIRONMENTAL AND MAINTENANCE SERVICES

5238 Parks and Community Services Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	957,737	1,223,850	1,431,775	1,381,160
62 - Supplies & Materials	93,237	191,417	165,970	170,200
63 - Outside Services	873,678	1,028,012	1,129,500	1,133,400
64 - Other Charges	6,096	1,731	2,130	8,300
Total	1,930,748	2,445,010	2,729,375	2,693,060

Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	1,330,404	1,430,629	1,553,774	1,528,420
1100 Measure V	600,344	699,378	797,321	781,870
1200 Measure G		315,004	378,280	382,770
Total	1,930,748	2,445,010	2,729,375	2,693,060

Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
5238 Parks and Community Services	10.000	12.000	12.000	12.000
Total	10.000	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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Cost per Salinas resident to support Street Trees	\$ 4.22	\$ 6.80	\$ 6.66	\$ 6.80	\$ 6.88
Number of Tree Service Requests	1,600	1,800	13,000	10,000	10,000
Number of Storm and Emergency Call Outs	300	300	200	1800	300
Number of Street Trees to maintain EService Requests	5,829	4,571	13,000	4,600	4,600

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	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	430,260	880,025	610,608	638,790
62 - Supplies & Materials	25,310	27,595	47,800	54,800
63 - Outside Services	138,241	400,228	401,420	151,500
64 - Other Charges	7,239	1,612	580	7,700
Total	601,050	1,309,459	1,060,408	852,790

Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	341,788	661,534	404,193	441,430
1100 Measure V	259,262	347,071	350,215	355,360
1200 Measure G		300,853	306,000	56,000
Total	601,050	1,309,459	1,060,408	852,790

Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
5239 Urban Forestry	8.000	8.000	8.000	8.000
Total	8.000	8.000	8.000	8.000

ENVIRONMENTAL AND MAINTENANCE SERVICES

Work Force

Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
5230 Maintenance Administration				
Office Technician	1.000	1.000	1.000	1.000
Public Works Director	0.375	0.375	0.375	0.450
Superintendent of Maintenance Sv	1.000	1.000	1.000	1.000
5230 Maintenance Administration Total	2.375	2.375	2.375	2.450
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	1.000	2.000	
Facilities Maintenance Manager				1.000
Facility Maint Mech Crew Sup	2.000	1.250	1.250	
Facility Maint Worker	1.000	1.000		
Facility Maintenance Mechanic				2.000
Maintenance Manager				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	6.000	5.250	5.250	5.250
5234 Street Maintenance				
Inmate Crew Coordinator		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
Public Svc Maint Wkr II	5.000	8.000	5.000	7.000
Public Svc Maint Wkr III	1.000	3.000	3.000	3.000
Public Svc Maint Wkr IV	2.000	3.000	3.000	3.000
Street Maintenance Manager	1.000	1.000	1.000	1.000
5234 Street Maintenance Total	10.000	17.000	17.000	18.000
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
Environ Resource Planner	0.250			
5237 Environmental Compliance Total	1.250	1.000	1.000	1.000

ENVIRONMENTAL AND MAINTENANCE SERVICES

Work Force

Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
5238 Parks and Community Services				
Park Grnds Frstry Ops Mgr	1.000	1.000	1.000	1.000
Park Maint Worker	8.000	10.000	10.000	10.000
Park Maintenance Crew Sup	1.000	1.000	1.000	1.000
5238 Parks and Community Services Total	10.000	12.000	12.000	12.000
5239 Urban Forestry				
Sr Urban Forestry Worker				1.000
Urban Forestry Crew Supervisor	1.000	1.000	1.000	1.000
Urban Forestry Worker I			1.000	1.000
Urban Forestry Worker II	7.000	7.000	6.000	5.000
5239 Urban Forestry Total	8.000	8.000	8.000	8.000
Total	39.625	47.625	47.625	48.700



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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 2016-17

Economic Diversity and Prosperity

1. Met with various district groups through-out the year to address common concerns
2. Responded to citizen inquires and attend 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. Designed traffic calming for Monte Bella
2. Executed quality maintenance contracts for mowing and street sweeping
3. Replaced all lighting with LED
4. Painted curbs and replaced signs as needed

City Council Goals, Strategies, and Objectives for FY 2017-18

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

No changes

ASSESSMENT AND MAINTENANCE DISTRICTS

Summary

Expenditures by Program	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
2140 Assessment Dist Administration	128,726	132,929	152,859	157,421
2141 Assessment District Debt Service	3,207,995	1,370,865	1,343,000	1,144,600
5560 Woodside Park	48,860	23,828	36,660	38,000
5561 Downtown Mall	1,664	1,675	2,400	2,400
5562 Airport Business Park	15,772	16,797	19,510	20,060
5563 North East	661,950	675,266	704,240	720,760
5564 Harden Ranch	195,218	149,694	193,690	198,870
5565 Vista Nueva	9,031	14,098	26,200	26,800
5566 Mira Monte	91,533	95,385	119,120	121,320
5567 Monte Bella	128,129	106,464	196,590	201,110
Total	4,488,878	2,587,000	2,794,269	2,631,341
Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	285,448	251,582	286,769	318,141
62 - Supplies & Materials	697	1,123	3,000	18,000
63 - Outside Services	816,970	824,493	990,300	925,300
64 - Other Charges	177,768	138,938	169,200	223,300
65 - Debt Service	3,207,995	1,370,865	1,343,000	1,144,600
66 - Capital Outlays			2,000	2,000
Total	4,488,878	2,587,000	2,794,269	2,631,341
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	29,400	99,366	112,388	116,390
2101 Maintenance Dist Administration	61,579	36,300	40,471	41,031
2102 Woodside Park Maint District	48,860	23,828	36,660	38,000
2103 Downtown Mall Maint District	1,664	1,675	2,400	2,400
2104 Airport Bus Park Maint District	15,772	16,797	19,510	20,060
2105 N E Salinas Landscape Dist	661,950	675,266	704,240	720,760
2106 Harden Ranch Landscape Dist	195,218	149,694	193,690	198,870
2107 Vista Nueva Maint District	9,031	14,098	26,200	26,800
2108 Mira Monte Maint District	91,533	95,385	119,120	121,320
2109 Monte Bella Maint District	128,129	106,464	196,590	201,110
4201 Assessment District Admin		(2,737)		
4202 Assessment Districts-Debt Svc	3,245,742	1,370,865	1,343,000	1,144,600
Total	4,488,878	2,587,000	2,794,269	2,631,341

ASSESSMENT AND MAINTENANCE DISTRICTS

Summary

Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
2140 Assessment Dist Administration	1.000	1.000	1.000	1.000
5560 Woodside Park		0.030	0.030	0.030
5562 Airport Business Park		0.010	0.010	0.010
5563 North East	1.000	0.430	0.430	0.430
5564 Harden Ranch		0.110	0.110	0.110
5566 Mira Monte		0.070	0.070	0.070
5567 Monte Bella		0.100	0.100	0.100
Total	2.000	1.750	1.750	1.750

ASSESSMENT & MAINTENANCE DISTRICTS

Administration Division

2140

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

No changes

ASSESSMENT AND MAINTENANCE DISTRICTS

2140 Assessment Dist Administration Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	116,472	130,924	149,859	154,321
62 - Supplies & Materials	70	10		
64 - Other Charges	12,184	1,996	3,000	3,100
Total	128,726	132,929	152,859	157,421

Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	29,400	99,366	112,388	116,390
2101 Maintenance Dist Administration	61,579	36,300	40,471	41,031
4201 Assessment District Admin		(2,737)		
4202 Assessment Districts-Debt Svc	37,747			
Total	128,726	132,929	152,859	157,421

Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
2140 Assessment Dist Administration	1.000	1.000	1.000	1.000
Total	1.000	1.000	1.000	1.000

ASSESSMENT & MAINTENANCE DISTRICTS

Assessment District Bonds Division

2141

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

	14-15	15-16	16-17	17-18
Expenditures by Character	Actual	Actual	Amended	Proposed
65 - Debt Service	3,207,995	1,370,865	1,343,000	1,144,600
Total	3,207,995	1,370,865	1,343,000	1,144,600
	14-15	15-16	16-17	17-18
Expenditures by Fund	Actual	Actual	Amended	Proposed
4202 Assessment Districts-Debt Svc	3,207,995	1,370,865	1,343,000	1,144,600
Total	3,207,995	1,370,865	1,343,000	1,144,600

ASSESSMENT & MAINTENANCE DISTRICTS

Woodside Park Division

5560

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

No changes

ASSESSMENT AND MAINTENANCE DISTRICTS

5560 Woodside Park Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	3,096	3,935	5,160	6,500
63 - Outside Services	39,200	16,800	20,000	20,000
64 - Other Charges	6,564	3,093	11,500	11,500
Total	48,860	23,828	36,660	38,000
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
2102 Woodside Park Maint District	48,860	23,828	36,660	38,000
Total	48,860	23,828	36,660	38,000
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
5560 Woodside Park		0.030	0.030	0.030
Total		0.030	0.030	0.030

ASSESSMENT & MAINTENANCE DISTRICTS

Downtown Mall Division

5561

Purpose

The City provides limited maintenance support for this District.

Division Operations

1. Budget provides irrigation for this district.

Major Budget Changes

No changes

ASSESSMENT AND MAINTENANCE DISTRICTS

5561 Downtown Mall Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
63 - Outside Services	1,446	1,457	2,200	2,200
64 - Other Charges	218	218	200	200
Total	1,664	1,675	2,400	2,400

Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
2103 Downtown Mall Maint District	1,664	1,675	2,400	2,400
Total	1,664	1,675	2,400	2,400

ASSESSMENT & MAINTENANCE DISTRICTS

Airport Business Park Division

5562

Purpose

This district encompasses approximately 66 acres of planned commercial business development known as the Airport Business Park. The acreage does not include acreage owned by governmental agencies. The costs for district operations are 94% paid by the properties within the district and 6% paid by the City (Airport Fund) for parcel 003-863-002-000. The purpose of the district is to provide the Airport Business Park with limited basic maintenance to include mowing and irrigation. Maintained improvements are all walkways, crosswalks, masonry walls or fences, parkways, embankments, sprinkler systems and landscaping within the right of way of Moffett Street, La Guardia, and Vandenburg Street. 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

No changes

ASSESSMENT AND MAINTENANCE DISTRICTS

5562 Airport Business Park Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	410	835	1,710	2,160
63 - Outside Services	13,198	13,786	16,000	16,100
64 - Other Charges	2,164	2,175	1,800	1,800
Total	15,772	16,797	19,510	20,060
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
2104 Airport Bus Park Maint District	15,772	16,797	19,510	20,060
Total	15,772	16,797	19,510	20,060
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
5562 Airport Business Park		0.010	0.010	0.010
Total		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

No changes

ASSESSMENT AND MAINTENANCE DISTRICTS

5563 North East Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	130,028	74,147	76,840	93,260
62 - Supplies & Materials	276	993	500	500
63 - Outside Services	441,574	515,202	526,900	527,000
64 - Other Charges	90,072	84,924	100,000	100,000
Total	661,950	675,266	704,240	720,760
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
2105 N E Salinas Landscape Dist	661,950	675,266	704,240	720,760
Total	661,950	675,266	704,240	720,760
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
5563 North East	1.000	0.430	0.430	0.430
Total	1.000	0.430	0.430	0.430

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	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	12,181	14,892	18,890	23,870
62 - Supplies & Materials			500	500
63 - Outside Services	156,646	116,147	156,300	156,500
64 - Other Charges	26,391	18,655	18,000	18,000
Total	195,218	149,694	193,690	198,870
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
2106 Harden Ranch Landscape Dist	195,218	149,694	193,690	198,870
Total	195,218	149,694	193,690	198,870
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
5564 Harden Ranch		0.110	0.110	0.110
Total		0.110	0.110	0.110

ASSESSMENT & MAINTENANCE DISTRICTS

Vista Nueva Division

5565

Purpose

This district encompasses 52 parcels most of which are residential between Garner Avenue and Gee Street, uphill from Natividad Creek. The purpose of the district is to provide maintenance services for streets, sewers, subdivision fencing, and lights, equal to the District funds available.

Division Operations

1. Provide the district with the highest level of maintenance with available resources.

Major Budget Changes

None

ASSESSMENT AND MAINTENANCE DISTRICTS

5565 Vista Nueva Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	3,113	3,526	4,000	
63 - Outside Services	4,723	8,753	17,500	18,100
64 - Other Charges	1,195	1,820	2,700	6,700
66 - Capital Outlays			2,000	2,000
Total	9,031	14,098	26,200	26,800
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
2107 Vista Nueva Maint District	9,031	14,098	26,200	26,800
Total	9,031	14,098	26,200	26,800

ASSESSMENT & MAINTENANCE DISTRICTS

Mira Monte Division

5566

Purpose

This district is within the North/East Maintenance District located northwest of Hemingway Drive, and it encompasses the development known as the Cottages of Mira Monte. This development includes approximately 244 medium density family homes, open space, and tot lots within the development. The purpose of the district is to provide maintenance, servicing, and operation of street and open space landscape improvements, tot lot improvements, routine street maintenance, maintenance of the clustered driveways, maintenance of public lighting fixtures on all streets and clustered driveways, and associated appurtenances located within the public right-of-ways and dedicated landscape easements.

Division Operations

1. Provide cost effective and quality landscape maintenance.
2. Provide excellent customer service to the District residents by being available to resolve maintenance issues in a timely manner.
3. Administer and supervise the maintenance contracts for cost effective maintenance of landscaped open space areas and tot lots.

Major Budget Changes

None

ASSESSMENT AND MAINTENANCE DISTRICTS

5566 Mira Monte Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	8,448	9,268	13,120	16,320
62 - Supplies & Materials	351	120	2,000	2,000
63 - Outside Services	70,435	73,587	89,000	88,000
64 - Other Charges	12,299	12,410	15,000	15,000
Total	91,533	95,385	119,120	121,320
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
2108 Mira Monte Maint District	91,533	95,385	119,120	121,320
Total	91,533	95,385	119,120	121,320
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
5566 Mira Monte		0.070	0.070	0.070
Total		0.070	0.070	0.070

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

No budget changes

ASSESSMENT AND MAINTENANCE DISTRICTS

5567 Monte Bella Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	11,700	14,056	17,190	21,710
62 - Supplies & Materials				15,000
63 - Outside Services	89,748	78,762	162,400	97,400
64 - Other Charges	26,681	13,646	17,000	67,000
Total	128,129	106,464	196,590	201,110
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
2109 Monte Bella Maint District	128,129	106,464	196,590	201,110
Total	128,129	106,464	196,590	201,110
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
5567 Monte Bella		0.100	0.100	0.100
Total		0.100	0.100	0.100

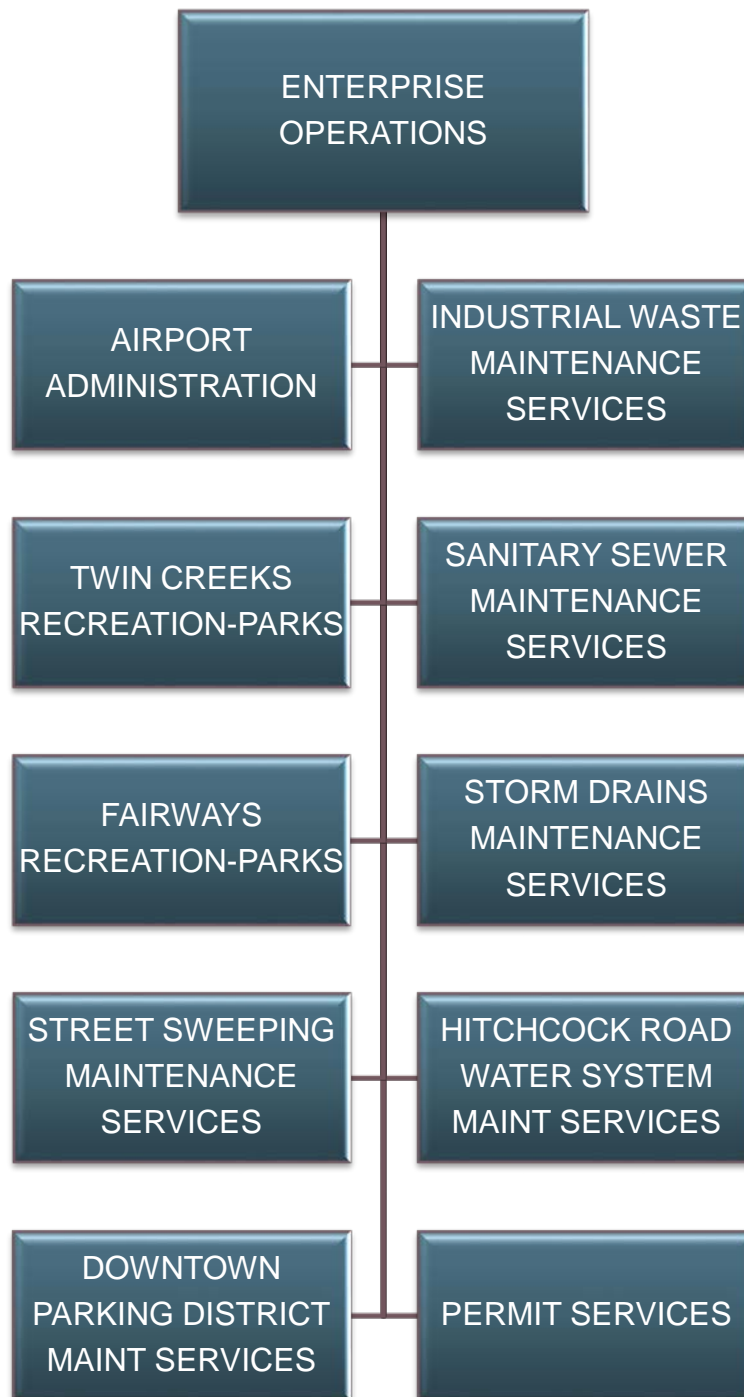
ASSESSMENT AND MAINTENANCE DISTRICTS

Work Force

Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 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
5560 Woodside Park Total		0.030	0.030	0.030
5562 Airport Business Park				
Facility Maint Mech Crew Sup		0.010	0.010	
Maintenance Manager				0.010
5562 Airport Business Park Total		0.010	0.010	0.010
5563 North East				
Facility Maint Mech Crew Sup		0.430	0.430	
Maintenance Manager				0.430
Park Maint Worker	1.000			
5563 North East Total	1.000	0.430	0.430	0.430
5564 Harden Ranch				
Facility Maint Mech Crew Sup		0.110	0.110	
Maintenance Manager				0.110
5564 Harden Ranch Total		0.110	0.110	0.110
5566 Mira Monte				
Facility Maint Mech Crew Sup		0.070	0.070	
Maintenance Manager				0.070
5566 Mira Monte Total		0.070	0.070	0.070
5567 Monte Bella				
Facility Maint Mech Crew Sup		0.100	0.100	
Maintenance Manager				0.100
5567 Monte Bella Total		0.100	0.100	0.100
Total	2.000	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 2016-17

Economic Diversity and Prosperity

1. Provided economic benefit and economic role of the airport for the Salinas Economic Development Element.

Safe, Livable Community

1. Hosted 2016 California International Airshow
2. Opened new Airport Restaurant – the Flying Artichoke
3. Hosted the Aircraft Owners and Pilot Association West Coast Regional Fly-in

Effective, Sustainable Government

1. Continued support of the Airport Commission
2. Updated Airport Commission By-Laws

Excellent Infrastructure

1. Completed Construction of Airport Electrical Improvements.
2. Completed preventative maintenance inspection on all City owned Aircraft Hangars.
3. Completed Pavement Maintenance and Management Program

City Council Goals, Strategies, and Objectives for FY 2017-18

Safe, Livable Community

1. Host 2017 California International Airshow

Effective, Sustainable Government

1. Continued support of the Airport Commission
2. Apply for and secure Federal Funding for large capital expenditures

Excellent Infrastructure

1. Complete Airport Layout Plan and Narrative Report
2. Complete design work for Runway and Heliport pavement rehabilitation – Federally Funded Project

Major Budget Changes

None

ENTERPRISE OPERATIONS

Summary

Expenditures by Program	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
3350 Permit Services				2,179,530
5340 Airport	1,185,930	1,311,052	1,365,240	1,336,870
5441 Industrial Waste	1,330,658	1,419,461	1,886,473	1,573,090
5442 Sanitary Sewer	2,262,200	2,323,852	2,631,577	2,818,557
5443 NPDES Storm Drain Sewer	554,719	620,449	989,538	1,088,119
5444 NPDES Street Sweeping	807,805	925,378	1,123,328	1,339,886
5445 Hitchcock Road Water	7,780	6,899	20,000	20,000
5446 Downtown Parking	1,664,589	1,565,456	1,570,557	1,516,187
5447 Preferential Parking	24,359	13,785	24,500	24,500
8006 Twin Creeks Golf Course	571,029	566,149	468,500	571,411
8007 Fairways Golf Course	86,455	131,801	135,000	168,000
Total	8,495,524	8,884,282	10,214,713	12,636,150
Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	2,584,093	3,146,534	4,133,960	5,647,340
62 - Supplies & Materials	366,774	292,206	471,409	562,600
63 - Outside Services	1,645,081	1,598,414	1,721,083	2,136,499
64 - Other Charges	895,504	1,003,378	816,808	874,100
65 - Debt Service	2,991,370	2,749,914	3,030,200	3,364,111
66 - Capital Outlays	12,702	93,836	41,253	51,500
Total	8,495,524	8,884,282	10,214,713	12,636,150
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
6100 Municipal Airport	1,185,930	1,311,052	1,365,240	1,336,870
6200 Industrial Waste	1,330,658	1,419,461	1,886,473	1,573,090
6301 Fairways Golf Course	86,455	131,801	135,000	168,000
6302 Twin Creek Golf Course	571,029	566,149	468,500	571,411
6400 Sewer	2,262,200	2,323,852	2,631,577	2,818,557
6500 Storm Sewer (NPDES)	1,362,524	1,545,827	2,112,866	2,428,005
6700 Water Utility	7,780	6,899	20,000	20,000
6801 Downtown Parking District	1,664,589	1,565,456	1,570,557	1,516,187
6802 Preferential Parking	24,359	13,785	24,500	24,500
6900 Permit Services				2,179,530
Total	8,495,524	8,884,282	10,214,713	12,636,150

ENTERPRISE OPERATIONS

Summary

Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
3350 Permit Services				12.050
5340 Airport	4.250	4.250	5.250	5.100
5441 Industrial Waste	7.500	7.500	5.500	2.500
5442 Sanitary Sewer	7.750	8.250	10.500	11.500
5443 NPDES Storm Drain Sewer	5.000	5.000	5.500	6.500
5444 NPDES Street Sweeping	5.000	5.000	5.750	5.750
5446 Downtown Parking	1.000	1.000	1.000	1.000
Total	30.500	31.000	33.500	44.400

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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Average wait time at Permit Center counter	10,354 Interactions @ 7.65 Minutes	8,870 Interactions @ 5.6 Minutes	10,000 Interactions @ 5 minutes	10,351 Interactions @ 7 Minutes	10,000 Interactions @ 5 Minutes
Number of over the counter plan reviews	369	400	600	558	600
Percent of permit reviews conducted within established timeframes (Goal 90%)	1,931 reviews @ 86% - 6 Days	2,500 @ 90% - 5 Days	2,500 @ 90% - 5 Days	2,437 @ 95% - 3 Days	2,500 @ 90% - 3 Days
Percent of inspections scheduled within 24 hours of request	98%	98%	98%	98%	98%
Number of electronic permit submittals	674	1,000	1,250	1,250	1,250

Major Budget Changes

This year, an Enterprise Fund will be created for the Permit Services Division. Division operations will be fully supported by fee for service.

ENTERPRISE OPERATIONS

3350 Permit Services Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	1,193,136	1,131,845	1,353,735	1,571,830
62 - Supplies & Materials	19,370	12,265	56,900	56,900
63 - Outside Services	514,719	379,163	528,000	524,000
64 - Other Charges	16,215	31,698	22,800	26,800
Total	1,743,440	1,554,972	1,961,435	2,179,530
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	1,743,440	1,476,052	1,961,435	
1200 Measure G		78,920		
6900 Permit Services				2,179,530
Total	1,743,440	1,554,972	1,961,435	2,179,530
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
3350 Permit Services	9.925	10.925	11.750	12.050
Total	9.925	10.925	11.750	12.050

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 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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Percentage of Work Order Requests received that are completed within 48 hours	93%	97%	90%	90%	90%
Percentage of Hangar Preventative Maintenance Inspections completed	0%	0%	100%	100%	100%
Percentage of hangar rental and lease accounts paid in full within 30 days	90%	90%	95%	90%	95%

Major Budget Changes

None

ENTERPRISE OPERATIONS

5340 Airport Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	567,842	637,643	776,287	696,170
62 - Supplies & Materials	87,217	71,702	72,200	84,200
63 - Outside Services	321,360	308,916	284,700	282,000
64 - Other Charges	196,809	255,306	194,800	223,000
66 - Capital Outlays	12,702	37,486	37,253	51,500
Total	1,185,930	1,311,052	1,365,240	1,336,870
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
6100 Municipal Airport	1,185,930	1,311,052	1,365,240	1,336,870
Total	1,185,930	1,311,052	1,365,240	1,336,870
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
5340 Airport	4.250	4.250	5.250	5.100
Total	4.250	4.250	5.250	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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Millions of Gallons of Industrial Process Water Receiving Treatment & Disposal	992	800	1000	598	800

Major Budget Changes

None

ENTERPRISE OPERATIONS

5441 Industrial Waste Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	264,882	382,021	611,823	341,380
62 - Supplies & Materials	26,983	12,223	40,800	44,700
63 - Outside Services	763,859	742,172	615,400	548,500
64 - Other Charges	176,372	226,428	167,800	167,800
65 - Debt Service	98,562	56,617	448,650	470,710
66 - Capital Outlays			2,000	
Total	1,330,658	1,419,461	1,886,473	1,573,090
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
6200 Industrial Waste	1,330,658	1,419,461	1,886,473	1,573,090
Total	1,330,658	1,419,461	1,886,473	1,573,090
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
5441 Industrial Waste	7.500	7.500	5.500	2.500
Total	7.500	7.500	5.500	2.500

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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Miles of Pipeline Cleaned	269	148	250	78	150
Number of Sanitary Sewer Overflows	4	3	<5	<5	<5
Linear Feet of Pipeline Televised	36,960	10,350	10,000	10,000	10,000

Major Budget Changes

None

ENTERPRISE OPERATIONS

5442 Sanitary Sewer Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	750,883	873,831	1,184,177	1,336,100
62 - Supplies & Materials	87,695	82,659	105,600	132,100
63 - Outside Services	183,623	125,437	141,800	145,200
64 - Other Charges	213,549	216,698	176,900	178,900
65 - Debt Service	1,026,450	1,025,226	1,023,100	1,026,257
Total	2,262,200	2,323,852	2,631,577	2,818,557
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
6400 Sewer	2,262,200	2,323,852	2,631,577	2,818,557
Total	2,262,200	2,323,852	2,631,577	2,818,557
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
5442 Sanitary Sewer	7.750	8.250	10.500	11.500
Total	7.750	8.250	10.500	11.500

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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Number of Storm Drains Inspected and cleaned as needed	3,557	1,598	1,800	1,500	1,500
Number of Storm Drain Stencils Installed with "No Dumping Flows to Bay" Logo	439	1,243	600	600	100
Number of Commercial/Industrial Businesses Inspected.	499	355	400	338	300

Major Budget Changes

None

ENTERPRISE OPERATIONS

5443 NPDES Storm Drain Sewer Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	401,245	470,414	713,838	812,920
62 - Supplies & Materials	26,613	13,977	19,900	28,400
63 - Outside Services	37,500	37,086	139,400	127,399
64 - Other Charges	89,361	96,864	115,400	119,400
66 - Capital Outlays		2,108	1,000	
Total	554,719	620,449	989,538	1,088,119
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
6500 Storm Sewer (NPDES)	554,719	620,449	989,538	1,088,119
Total	554,719	620,449	989,538	1,088,119
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
5443 NPDES Storm Drain Sewer	5.000	5.000	5.500	6.500
Total	5.000	5.000	5.500	6.500

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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Number of Curb Miles Swept Monthly (FY 12/13 Curb Miles Due to Minor Adjustment to Sweeping Schedules)	1,340	1,360	1,420	1,300	1,350
Cubic Yard of Debris Removed Annually	7,010	6,860	8,500	6,300	3,500

Major Budget Changes

Line Item budget has been increased by \$120,000. \$60,000 has been added to the professional services account for contract services to use routing software to establish new street sweeping routes conducive to establishing parking controls on street sweeping days and for contract labor to install parking control signs on street sweeping days. \$60,000 has been added to the Rolling Stock-Supplies to account for increased costs for broom attachments for the street sweepers and for the first phase of purchasing signs, poles and hardware to install parking control signs on certain streets on street sweeping days.

ENTERPRISE OPERATIONS

5444 NPDES Street Sweeping Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	490,794	650,952	714,928	733,320
62 - Supplies & Materials	128,182	103,152	201,300	201,300
63 - Outside Services	32,918	30,409	111,300	133,300
64 - Other Charges	155,911	132,643	95,800	95,800
65 - Debt Service				176,166
66 - Capital Outlays		8,221		
Total	807,805	925,378	1,123,328	1,339,886
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
6500 Storm Sewer (NPDES)	807,805	925,378	1,123,328	1,339,886
Total	807,805	925,378	1,123,328	1,339,886
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
5444 NPDES Street Sweeping	5.000	5.000	5.750	5.750
Total	5.000	5.000	5.750	5.750

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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 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	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
63 - Outside Services	6,680	5,942	18,000	18,000
64 - Other Charges	1,100	956	2,000	2,000
Total	7,780	6,899	20,000	20,000

Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
6700 Water Utility	7,780	6,899	20,000	20,000
Total	7,780	6,899	20,000	20,000

ENTERPRISE OPERATIONS

Downtown Parking Division

5446

Purpose

The mission of Parking Operations is to provide, operate and maintain an efficient, effective and flexible downtown parking management system to meet the needs of our residents, visitors and the business community.

Division Operations

1. To provide effective supervision and control of parking services and resources.
2. To provide overall budget, project and parking program management.
3. To provide centralized parking management to maximize economies of scale and efficiency.
4. To provide effective communication with the Oldtown Salinas Association.
5. To provide parking enforcement for special events.
6. To provide excellent customer service.

Performance Measures

Performance Measure / Goal	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Downtown Parking Cash Collections	193,901		210,000	220,000	250,000
Mean Parking Lot Occupancy Rate	62%		70%	66%	75%
Monterey Street Garage Occupancy Rate	40%		50%	54%	60%
Citations Issued (#) Start Date 11/14/2016			20,000	18,750	50,000
Citation Face Value			\$ 350,000	\$ 240,000	\$ 500,000
Citation Revenue Received			\$ 250,000	\$ 180,000	\$ 400,000

Major Budget Changes

Oversight of the Parking Division will be relocated to the Department of Public Works Properties, Administration and Districts Division.

ENTERPRISE OPERATIONS

5446 Downtown Parking Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	96,688	125,547	127,407	150,120
62 - Supplies & Materials	10,084	8,494	28,000	15,000
63 - Outside Services	289,766	342,608	399,092	342,100
64 - Other Charges	59,177	72,667	61,108	57,400
65 - Debt Service	1,208,874	970,120	954,950	951,567
66 - Capital Outlays		46,021		
Total	1,664,589	1,565,456	1,570,557	1,516,187
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
6801 Downtown Parking District	1,664,589	1,565,456	1,570,557	1,516,187
Total	1,664,589	1,565,456	1,570,557	1,516,187
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
5446 Downtown Parking	1.000	1.000	1.000	1.000
Total	1.000	1.000	1.000	1.000

ENTERPRISE OPERATIONS

Preferential Parking Program-City

5447

Purpose

The mission of the Preferential Parking operations is to provide, operate and maintain an efficient and flexible preferential parking system for the area surrounding the Salinas Valley Memorial Hospital, to meet the need of the residents, visitors and businesses located within the boundaries of the Preferential Parking Program.

Division Operations

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

Performance Measures

Performance Measure/Goal	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Permit Sales	\$ 17,680.00	\$ 14,530.00	\$ 16,790.00	\$ 17,000.00	\$ 17,000.00
Cost per Home	\$ 18.00	\$ 16.00	\$ 18.00	\$ 18.00	\$ 16.00
District 3A Citations Issued (Monitoring)	1,563	991	1,800	2,500	3,500

Major Budget Changes

None

ENTERPRISE OPERATIONS

5447 Preferential Parking Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	11,759	6,126	5,500	5,500
62 - Supplies & Materials			3,609	
63 - Outside Services	9,375	5,844	11,391	16,000
64 - Other Charges	3,225	1,815	3,000	3,000
66 - Capital Outlays			1,000	
Total	24,359	13,785	24,500	24,500
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
6802 Preferential Parking	24,359	13,785	24,500	24,500
Total	24,359	13,785	24,500	24,500

ENTERPRISE OPERATIONS

Twin Creeks Golf Course Division

8006

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	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
65 - Debt Service	571,029	566,149	468,500	571,411
Total	571,029	566,149	468,500	571,411
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
6302 Twin Creek Golf Course	571,029	566,149	468,500	571,411
Total	571,029	566,149	468,500	571,411

ENTERPRISE OPERATIONS

Fairways Golf Course Division

8007

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

	14-15	15-16	16-17	17-18
Expenditures by Character	Actual	Actual	Amended	Proposed
65 - Debt Service	86,455	131,801	135,000	168,000
Total	86,455	131,801	135,000	168,000
	14-15	15-16	16-17	17-18
Expenditures by Fund	Actual	Actual	Amended	Proposed
6301 Fairways Golf Course	86,455	131,801	135,000	168,000
Total	86,455	131,801	135,000	168,000

ENTERPRISE OPERATIONS

Work Force

Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
3350 Permit Services				
Administrative Secretary				0.300
Bldg Permit Spec				1.000
Com Dev Admin Supervisor				1.000
Comb Bldg Insp I				2.000
Junior Engineer				1.000
Permit Center Clerk				3.000
Permit Ctr Mgr/Bldg Off				1.000
Revenue Officer				0.750
Senior Plan Check Engineer				1.000
Sr Combo Bldg Insp				1.000
3350 Permit Services Total				12.050
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	1.000	2.000	2.000
Public Works Director	0.250	0.250	0.250	0.100
5340 Airport Total	4.250	4.250	5.250	5.100
5441 Industrial Waste				
Environ Resource Planner	0.250	0.250	0.250	0.250
P.S. Maint Crew Supervisor	1.000	1.000	1.000	
Public Svc Maint Wkr II	4.000	4.000	2.000	
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	7.500	5.500	2.500

ENTERPRISE OPERATIONS

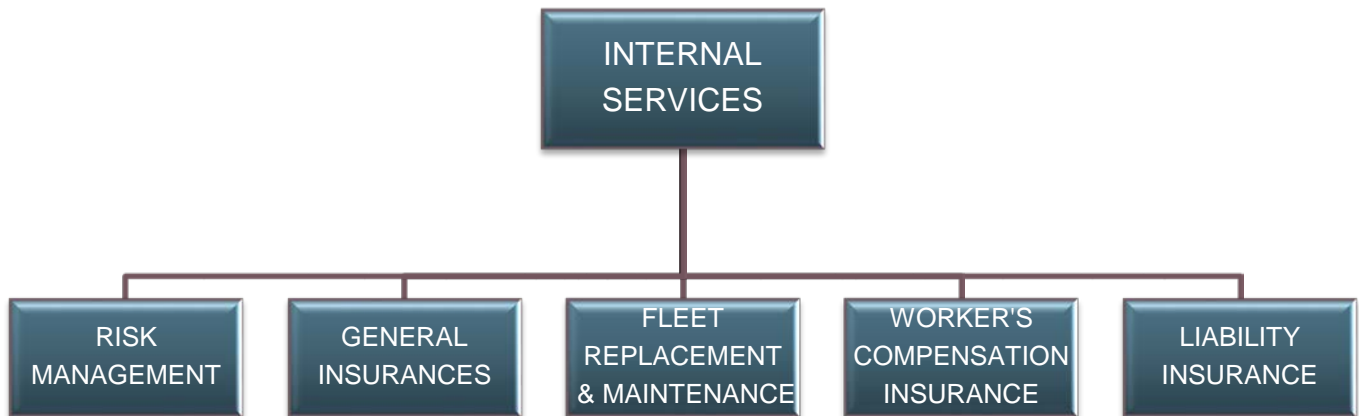
Work Force

Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
5442 Sanitary Sewer				
Environ Resource Planner	0.500	0.500	0.500	0.500
P.S. Maint Crew Supervisor	0.250	0.250		1.000
Public Service Maint Wkr I			3.000	3.750
Public Svc Maint Wkr II	3.750	3.750	2.750	2.000
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
Pump Maint Mechanic	0.500	0.500	0.500	0.500
Senior Civil Engineer		0.500	1.000	1.000
Wastewater Manager	0.500	0.500	0.500	0.500
5442 Sanitary Sewer Total	7.750	8.250	10.500	11.500
5443 NPDES Storm Drain Sewer				
NPDES Permit Manager			1.000	1.000
P.S. Maint Crew Supervisor	0.500	0.500		
Public Service Maint Wkr I			1.000	1.250
Public Svc Maint Wkr II	3.250	3.250	2.250	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
Pump Maint Mechanic	0.500	0.500	0.500	0.500
Wastewater Manager	0.250	0.250	0.250	0.250
5443 NPDES Storm Drain Sewer Total	5.000	5.000	5.500	6.500
5444 NPDES Street Sweeping				
Community Service Officer	0.500	0.500	0.500	0.500
Equipment Mechanic I	1.000	1.000	1.000	1.000
Motor Sweeper Operator	3.000	3.000	3.000	3.000
P.S. Maint Crew Supervisor	0.250	0.250	1.000	1.000
Public Svc Maint Wkr IV	0.250	0.250	0.250	0.250
5444 NPDES Street Sweeping Total	5.000	5.000	5.750	5.750
5446 Downtown Parking				
Parking Operation Officer	1.000	1.000	1.000	
Public Works Admin Supervisor				1.000
5446 Downtown Parking Total	1.000	1.000	1.000	1.000
Total	30.500	31.000	33.500	44.400



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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 2016-2017

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 2017-18

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	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1245 Risk Management	210,456	41,092	47,650	47,010
1246 General Insurances	503,282	395,979	530,100	540,100
1247 Workers' Compensation Insurance	3,604,137	4,078,182	5,157,291	4,424,600
1248 Liability Insurance	1,625,657	1,824,516	1,581,710	2,050,870
5233 Vehicle/Equipment Maintenance	1,441,751	1,673,252	1,839,470	1,661,090
Total	7,385,283	8,013,021	9,156,221	8,723,670
Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	964,354	1,207,666	1,572,810	1,419,370
62 - Supplies & Materials	367,188	390,635	469,719	453,800
63 - Outside Services	266,366	280,418	346,600	331,100
64 - Other Charges	5,773,655	6,079,583	6,767,092	6,519,400
66 - Capital Outlays	13,720	54,718		
Total	7,385,283	8,013,021	9,156,221	8,723,670
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	1,441,751	1,652,894		
3103 Bureau of Justice Assist - JAG11		(9)		
3107 Bureau of Justice Assist - JAG12		20,367		
7101 Internal Services Administration	210,456	41,092	47,650	47,010
7102 Internal Services Insurances	503,282	395,979	530,100	540,100
7103 Worker's Comp Self-Insurance	3,604,137	4,078,182	5,157,291	4,424,600
7104 General Liability Self-Insurance	1,625,657	1,824,516	1,581,710	2,050,870
7120 Fleet Maintenance			1,839,470	1,661,090
Total	7,385,283	8,013,021	9,156,221	8,723,670
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
1245 Risk Management	1.000	1.000	1.000	
1247 Workers' Compensation Insurance		1.000	1.000	1.000
1248 Liability Insurance		1.000	1.000	2.000
5233 Fleet/Equipment Maintenance	9.000	9.000	9.000	10.000
Total	10.000	12.000	12.000	13.000

INTERNAL SERVICES

Risk Management Division

1245

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	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	209,827	32,529	44,850	44,210
62 - Supplies & Materials	629	140	1,600	1,600
63 - Outside Services		151	1,000	1,000
64 - Other Charges		3,687	200	200
66 - Capital Outlays		4,585		
Total	210,456	41,092	47,650	47,010
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
7101 Internal Services Administration	210,456	41,092	47,650	47,010
Total	210,456	41,092	47,650	47,010
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
1245 Risk Management	1.000	1.000	1.000	
Total	1.000	1.000	1.000	

INTERNAL SERVICES

General Insurances Division

1246

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

	14-15	15-16	16-17	17-18
Expenditures by Character	Actual	Actual	Amended	Proposed
63 - Outside Services	9,668	8,832	10,000	10,000
64 - Other Charges	493,614	387,148	520,100	530,100
Total	503,282	395,979	530,100	540,100

	14-15	15-16	16-17	17-18
Expenditures by Fund	Actual	Actual	Amended	Proposed
7102 Internal Services Insurances	503,282	395,979	530,100	540,100
Total	503,282	395,979	530,100	540,100

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	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits		80,215	114,580	99,600
63 - Outside Services			15,000	15,000
64 - Other Charges	3,604,137	3,997,968	5,027,711	4,310,000
Total	3,604,137	4,078,182	5,157,291	4,424,600
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
7103 Worker's Comp Self-Insurance	3,604,137	4,078,182	5,157,291	4,424,600
Total	3,604,137	4,078,182	5,157,291	4,424,600
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
1247 Workers' Compensation Insurance		1.000	1.000	1.000
Total		1.000	1.000	1.000

INTERNAL SERVICES

Liability Insurance Division

1248

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	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits		140,494	366,710	385,870
64 - Other Charges	1,625,657	1,684,022	1,215,000	1,665,000
Total	1,625,657	1,824,516	1,581,710	2,050,870
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
7104 General Liability Self-Insurance	1,625,657	1,824,516	1,581,710	2,050,870
Total	1,625,657	1,824,516	1,581,710	2,050,870
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
1248 Liability Insurance		1.000	1.000	2.000
Total		1.000	1.000	2.000

ENVIRONMENTAL AND MAINTENANCE 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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Goal	FY 2016-17 Projected	FY 2017-18 Goal
Number of purchase orders issued	3,345	3,583	4,000	4,000	4,000
Process Biweekly Payroll Personnel Actions	72	75	75	75	75

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 2017-18.

INTERNAL SERVICES

5233 Vehicle/Equipment Maintenance Division

Expenditures by Character	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
61 - Salaries & Benefits	754,527	954,429	1,046,670	889,690
62 - Supplies & Materials	366,559	390,495	468,119	452,200
63 - Outside Services	256,698	271,436	320,600	305,100
64 - Other Charges	50,247	6,759	4,081	14,100
66 - Capital Outlays	13,720	50,133		
Total	1,441,751	1,673,252	1,839,470	1,661,090
Expenditures by Fund	14-15 Actual	15-16 Actual	16-17 Amended	17-18 Proposed
1000 General Fund	1,441,751	1,652,894		
3103 Bureau of Justice Assist - JAG11		(9)		
3107 Bureau of Justice Assist - JAG12		20,367		
7120 Fleet Maintenance			1,839,470	1,661,090
Total	1,441,751	1,673,252	1,839,470	1,661,090
Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
5233 Fleet/Equipment Maintenance	9.000	9.000	9.000	10.000
Total	9.000	9.000	9.000	10.000

INTERNAL SERVICES

Work Force

Workforce by Program	14-15 Authorized	15-16 Authorized	16-17 Authorized	17-18 Proposed
1245 Risk Management				
Assistant City Attorney		1.000	1.000	
Human Resource Analyst II	1.000			
1245 Risk Management Total	1.000	1.000	1.000	
1247 Workers' Compensation Insurance				
Legal Secretary		1.000	1.000	1.000
1247 Workers' Compensation Insurance Total		1.000	1.000	1.000
1248 Liability Insurance				
Assistant City Attorney				1.000
Sr Deputy City Attorney		1.000	1.000	1.000
1248 Liability Insurance Total		1.000	1.000	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
Pub Safety Facilities Wkr	2.000	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	9.000	10.000
Total	10.000	12.000	12.000	13.000

CHART OF ACCOUNTS

FUNDS

Fund	Description
General Fund	
1000	General Fund
1100	Measure V
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
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
2602	HSA - Affordable Housing
Housing & Urban Development	
2910	Community Development

CHART OF ACCOUNTS

FUNDS

Fund	Description
2920	Rental Rehab
2930	Home Investment Partnership
2935	ADDI American Dream Downpayment
2940	Emergency Shelter Grant
2950	Begin State Home Funds
2955	Neighborhood Stabilization Prog
2957	Inclusionary Housing
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 2013
3112	BJA-Nat'l Forum on Youth
3113	Project Safety Neighborhood
3114	Community Interlink (OVW)
3115	Assistance to Firefighters
3116	NGEN Public Safety Radio System
3157	Selective Traffic Enf 2015
3158	DUI Avoid Campaign 2015
3159	Selective Traffic Enforcement
3160	Avoid DUI Campaign
3161	Local JAG
3163	2014 COPS Hiring SRO
3181	STRYVE Grant
3205	CalGRIP 6
3216	Public Works Awards & Contrib-St
3251	CA Beverage Container Recycling
3252	CLLS -Adult Literacy
3255	California Endowment
3256	First Five Monterey County
3281	CalGrip 821-14 & 15
3282	BSCC-Board of St&Comm Correction
3302	Cal ID / RAN Grant
3310	Animal Shelter Grants
3315	Public Works Awards & Contrib
3401	Community Foundation Grant
3453	Comm Foundation - D & L Packard
3454	Library Awards and Contributions
3455	Project GROWTH
3462	Police Body Cameras
3480	Library - Other Contributions
3681	Community Safety Grants
Debt Service	
4101	1997 COPs
4102	1999 COPs

CHART OF ACCOUNTS

FUNDS

Fund	Description
4103	Steinbeck COP
4104	2014 COP Consolidation
4105	Long Term Debt
4106	Energy Impvts to City Facilities
4108	Energy Improvement
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
5203	Special Const Assist - Others
5204	Special Const Assist - TDA
Capital Projects	
5800	Capital Projects
Enterprise Funds	
6100	Municipal Airport
6200	Industrial Waste
6301	Fairways Golf Course
6302	Twin Creek Golf Course
6400	Sewer
6500	Storm Sewer (NPDES)
6600	Crazy Horse Landfill
6700	Water Utility
6801	Downtown Parking District
6802	Preferential Parking
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 Funds	
8101	Oldtown Business Impr Dist
8102	SUBA Business Improvement Dist
8104	Economic Development
8105	Salinas Valley Enterprise Zone

CHART OF ACCOUNTS FUNDS

Fund	Description
8106	Flexible Spending
8107	Cafeteria Benefit
8108	Downtown Comm Benefit District
Pension Trust Funds	
8701	Deferred Compensation-Trust Deed
8702	Deferred Comp - Separations
8703	Deferred Compensation Admin
8704	Deferred Compensation-CCFCU
Trust Funds	
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 Funds	
9999	Pooled Cash and Investment Fund

CHART OF ACCOUNTS

DEPARTMENTS

<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
80	Non Departmental
81	Trust Accounts

CHART OF ACCOUNTS

DIVISIONS

Division	Description
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 (A)
2503	RORF (B)
2504	Sunset Ave-RORF (Not Active)
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
4220	Field Operations

CHART OF ACCOUNTS

DIVISIONS

Division	Description
4221	Traffic
4250	Reserves
4340	Investigations
4341	Narcotics
4342	School Resource Officers
4343	Violence Suppression
4380	Asset Seizure
4390	Joint Gang Task Force
4505	Fire Administration
4510	Suppression
4511	Youth Explorer Program
4520	Emergency Medical Services
4530	Prevention
4540	Training
4560	Vehicle Maintenance
4570	Hazardous Material Control
4571	Hazardous Material-County
5110	Engineering Administration
5115	Development Engineering
5120	Engineering Services
5122	Dev, Traffic & Transportation
5125	Eng Water & Solid Waste Division
5128	GIS Division
5230	Maintenance Administration
5231	Graffiti Abatement
5232	Facilities Maintenance
5233	Fleet/Equipment Maintenance
5234	Street Maintenance
5235	Street Lights
5236	Traffic Signals
5237	Environmental Compliance
5238	Parks and Community Services
5239	Urban Forestry
5340	Airport
5441	Industrial Waste
5442	Sanitary Sewer
5443	NPDES Storm Drain Sewer
5444	NPDES Street Sweeping
5445	Hitchcock Road Water
5446	Downtown Parking
5447	Preferential Parking
5560	Woodside Park
5561	Downtown Mall
5562	Airport Business Park
5563	North East
5564	Harden Ranch
5565	Vista Nueva
5566	Mira Monte
5567	Monte Bella
6005	Library Administration

CHART OF ACCOUNTS

DIVISIONS

Division	Description
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
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 & Tech -CoderDojo
7335	CA Endowment-Youth Leadership
7336	F5MC-Packard Playgroup Expansion
7337	Nat'l Center For Family Literacy
7338	Listos Para Empezar? Digital Lit
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

CHART OF ACCOUNTS

DIVISIONS

Division	Description
7347	Paletero Program
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
8001	Community Programs
8002	Elections
8003	65 West Alisal
8004	Debt Service
8005	Other Services
8006	Twin Creeks Golf Course
8007	Fairways Golf Course
8008	Oldtown Salinas Association
8009	Salinas United Business Assoc
8010	Intermodal Transp Center
8011	Downtown Comm Benefit District
8120	Building-Seismic Fees
8121	Building Standards Admin Fund
8122	Love`s Stores Planning
8123	Weed Abatement
8124	Prepaid Building Fees
8125	Deposits-Permit Center
8126	Deposits-Planning
8127	Payroll Tax
8128	Icma/HL/Taxes W/H
8129	COBRA-Insurance Premium
8130	EDD Childcare Building Maint
8131	Misc Trust Deposits
8132	Sales Tax
8133	Beverage Container Recycling
8134	MAS Municipal Auditing Services
8135	KDF Pointe Apartments
8136	Deferred Compensation
8137	AFLAC Section 125
8138	Cafeteria Benefit Insurances
8139	ADA State Fee Business License
8140	MO. CO. Tourism Impvt Dist
8141	TID - Welcome Center
8142	Community Center Deposits
8143	Friends of the Library
8144	Sherwood Hall Deposits
8145	Adult Literacy Donations
8146	Library Donations
8147	Library Misc Oper
8148	Fire Training
8149	Animal Shelter Donations
8150	Spay/Neuter Voucher Program
8151	PD-Fingerprint Fees

CHART OF ACCOUNTS

DIVISIONS

Division	Description
8152	Spayed/Neutered Fees
8153	SPD-Asset Forfeiture
8154	Evidence Room Safe Trust
8155	Day Care Center - MAOF
8156	Graffiti Removal Reimbursement
8157	TAMC Regional Dev Impact Fee
8158	MRWPCA Fees
8159	Mobilehome Rent Mediation
9025	Tatum's Garden ADA Sidewalk
9026	Steaming Ahead Historic Railroad
9027	Natividad Creek Detention
9028	Urban Greening Plan
9029	GIS Tree Inventory
9033	E Salinas Street Lights
9035	Bread Box Building Improvements
9036	Airport Compatibility Land Use
9037	Rehabilitate Taxiways A and C
9038	Airport Terminal Fencing
9039	Main Gate Back Up Generator
9040	City Infill Housing
9041	Inclusionary Housing Ord Update
9042	Farmworker Housing Study
9045	CEDD Vehicle Replacement
9046	Gabilan Play Lot
9049	E Salinas Street Lights (Ph12)
9050	Garner Avenue ADA Ramps
9051	E Salinas Street Lights (Ph13)
9052	Women's Club Upgrade
9053	NE Maint Improvement District
9054	Downtown Parking Lighting
9055	NE Maintenance District Dog Park
9056	Vista Nueva Subdivision Impvts
9058	NPDES Permit Prof Services
9059	Natividad Creek Dog Park
9060	Playground Improvements at Parks
9061	La Paz Park Stage Area Recon
9062	4 Bridge St Env Remediation
9063	Downtown Parking Mgmt Plan
9064	Monterey St Garage Improvements
9065	10 Soledad Street
9066	Salinas St Security Camera
9067	Sanborn/John Intersec Impvts
9068	City Cleanup Program
9069	Contamination Mitigation
9070	Chinatown Master Plan
9071	Williams Rd Street/Streetscape
9072	100 Block Main St Lights Repl
9073	Downtown Public Restrooms
9074	N Davis Rd Guard Rail Impvt
9075	S Salinas Dry Weather Storm

CHART OF ACCOUNTS

DIVISIONS

Division	Description
9076	Bardin/Alisal Street Island
9077	Reg Groundwater Sustainability
9078	FGA West Area - EIR
9079	FGA Central Area - EIR
9083	Airport Electrical Impvmt & Devel
9084	Traffic Impvmts Skyway/Airport
9085	Utility Underground Districts
9086	Natividad Creek Slit Removal
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 Maintenance Vehicles
9112	Natividad/Laurel Intersection
9117	Sanborn/US 101 Impvts - Ag Ind
9118	John & Abbott Intersection Impvt
9119	PD Parking Lot Iron Fencing
9120	Monte Bella Subdivision Imprvts
9121	Mira Monte Subdivision Imprvts
9122	LEOC Police Building
9124	Lift Stations Backup Generator
9126	Sanitary Sewer Pipes Repair
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/El Sausal Safe Routes
9136	ED Element Analysis
9137	City Park Sign Improvements
9138	Corp Yard Storm Drain NPDES
9139	Storm Sewer Drainage Repairs
9140	Kern/101 Ramps - Mobray
9141	Front St/East Alisal St Int
9144	Email Server Upgrade
9145	W Laurel Dr Improvements
9146	Financial & HR Mgmt ERP System
9149	West Alvin Dr Crossing

CHART OF ACCOUNTS

DIVISIONS

Division	Description
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	Fire House & Women's Club Impvts
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
9208	Forbes Ag Tech Summit
9209	IT Strategic Plan and Assessment
9210	Fire Command/Staff Vehicles
9211	Social Media Communication

CHART OF ACCOUNTS

DIVISIONS

Division	Description
9212	CIP Charter Review
9213	Fire Radio Comm/Mobile Data
9214	PD Records Management System
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
9224	Chinatown Renewal Street
9225	Airport Electr Upgrades-Design
9226	Fleet Consolidation Replacement
9228	Sherwood Hall Upgrade
9229	Vibrancy Plan General Plan
9230	Vibrancy Plan Infrastructure
9231	Vibrancy Plan State Highways
9232	Vibrancy Plan Parking
9233	Land Acquisition-PD Station
9234	Chinatown Pedestrian Crossing
9235	Fire Station Renovations
9236	Division Street Plan
9237	Street Tree Trimming
9239	Rotunda & CM Conf Room Upgrade
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
9255	City Bridges Rehab
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
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

CHART OF ACCOUNTS

DIVISIONS

<u>Division</u>	<u>Description</u>
9347	Natividad Creek Pk Maint Bldg
9348	WDR-Grease Traps
9356	Asbestos/Mold Remediation
9357	Building Permit System
9358	T/S Williams Rd & Garner Av
9365	Street Sweepers Acquisition
9370	Development Impact Fee Study
9377	Fire EMS & Safety Equipment
9379	Sherwood Tennis Center Impvt
9380	Park & Open Space Master Plan
9382	Fire Mobile Data Up-grades
9383	City Facilities Doors & Exits
9384	Fire Hose & Nozzle Replacement
9385	Police Vehicles and Equipment-MV
9386	Library Planning & Impvt(MV)
9390	Constitution Soccer Exp & Lights
9391	School Safety Enhancements
9394	Replace Carpet
9395	Monterey Garage Improvements
9397	Park Pathway Improvements
9399	Freight Terminal Rehab
9402	Airport Security System
9403	Monte Bella Park
9404	Fairways Tree Removal
9411	Fire Hydrant Repairs
9416	Azahel Cruz Pocket Park
9431	Traffic Signal Coordination
9436	Storm Water Monitoring NPDES
9438	Annual City Sts Rehab Program
9450	Economic Development
9451	Closter Park Improvements
9453	Fire Training
9454	Lower Natividad Creek Park
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 Road Widening Impvt
9511	E Boronda Rd T/S Coordination
9512	NPDES Public Education
9513	NPDES Storm System Mapping
9525	Fleet Replacement
9526	City Hall Fire Alarms
9527	Fire Safety Gear & Equipment

CHART OF ACCOUNTS

DIVISIONS

<u>Division</u>	<u>Description</u>
9533	Electric Locking System
9534	Electric Locking Sys Permit Ctr
9535	Rec Facility @ Muni Pool
9540	Fire Apparatus Replacement
9541	Fire Stations Repairs
9579	Police Vehicle Replacement
9588	Fire Vehicles
9598	Street Maint Equipment
9607	Bicycle Lane Installations
9612	City Hall Improvements
9618	ADA Plans-Sidewalks & Ramps
9626	Fire Station 7
9627	Natividad Creek Multi-Complex
9631	Airport Blvd Widening
9640	City Wide Recreation Trails
9643	Senior Center
9654	Traffic Signal Installation
9655	E Alisal/Skyway Blvd Roundabout
9662	Traffic Fee Ordinance Update
9663	Groundwater Monitoring Fairways
9667	Computer Aided Design System
9670	El Dorado Park Improvements
9672	Pavement Management System
9684	Copier Rental Program
9701	General Plan
9709	Water Re-Use Feasibility Study
9712	Sherwood Hall Repairs-Carpet
9714	Chavez Park Water Pump
9716	Steinbeck Library Up-grades
9718	Reroof Public Buildings
9720	Sidewalk & Drainage Repairs
9723	E Romie Lane Widening
9725	Sanitary Sewer Equipment
9735	Priority 1 Storm Sewer Lines
9737	Ball Field Repairs
9742	Sewer Pipe Repairs
9743	Repairs to Lift Stations
9756	Central Park Improvements
9757	Nativ Ck arPk Skate/BMX Track
9765	Sherwood Hall Repairs
9769	Rec Courts Resurface
9772	Park Lights Replacement
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

CHART OF ACCOUNTS

DIVISIONS

<u>Division</u>	<u>Description</u>
9873	Skating Activity Centers
9875	City Facilities Repainting
9878	Davis Rd Widen (Market-Blanco)
9881	Maryal Drive Reconstruction
9893	US 101 Impvt thru Salinas
9899	Harris Rd & 101 Overpass
9902	Carr Lake Development
9904	New Police Facility
9922	Transit Improvements
9923	Davis (Blanco-Reservation)
9924	E Laurel Dr Improvements
9926	Sidewalk Repair (MV)
9927	Park Surveillance Cameras
9928	Playground Surfacing
9931	Peach, Cherry & Sun St Impvts
9933	Del Mar Drive Improvements
9934	Vale, Happ, Palmetto & New St
9935	Misc. Storm Drain Improvements
9940	IW Shunt Connection
9941	IW Conveyance/Facility Impvt
9942	IW Conveyance System Improvement
9943	Aquatic Center Expansion
9944	Aquatic Center Solar Panels
9951	T/S Main St & John St
9952	T/S Abbott St & John St
9953	T/S Front St & John St
9954	T/S Front St & Alisal St
9955	T/S US 101 SB Ramp at Market
9956	T/S US 101 NB Ramp at Kern St
9957	T/S US 101 SB Ramp at John St
9958	T/S US 101 NB Ramp@John & Wood
9959	NPDES Compliance Inspections
9960	Streetlight Energy Retrofit
9961	Energy Miser Appliances/Lights
9962	Sanitary Sewer GIS Mapping
9963	Greenbelt Improvement Project
9964	Parking Lot Resurfacing-Parks
9966	Double Pane Windows
9967	Weatherization City Facilities
9968	Library Efficiency Asses & Mod
9969	Steinbeck & Chavez Roof Repair
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

CHART OF ACCOUNTS DIVISIONS

<u>Division</u>	<u>Description</u>
9989	Fire Breathing Apparatus
9992	Commercial Washer & Dryer
9993	Sherwood Park Tennis Court Imp
9995	Laurel Heights Park
9996	Natividad Creek Nature Center

CHART OF ACCOUNTS

EXPENDITURES BY OBJECT

Account Number	Description
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
61.3370	Salaries & Benefits - OT - Fire
61.4000	Salaries & Benefits - Reimbursable Payroll Costs
61.4010	Salaries & Benefits - Health Club/Fitness Bonus

CHART OF ACCOUNTS

EXPENDITURES BY OBJECT

Account Number	Description
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 - Retired Retired Insurance
61.8431	Salaries & Benefits - PEMHCA Minimum ER-Contrib Misc
61.8440	Salaries & Benefits - Health Ins- IAFF Concession
61.8500	Salaries & Benefits - Life Insurance
61.8510	Salaries & Benefits - Life Insurance-Firefighters
61.8600	Salaries & Benefits - Long-Term Disability
61.8610	Salaries & Benefits - Long Term Dis - Firefighters
61.8620	Salaries & Benefits - Long Term Dis - Police Officers
61.8630	Salaries & Benefits - Workers Compensation Premiums
61.8635	Salaries & Benefits - Refund PERS Member Contribution
61.8700	Salaries & Benefits - Overtime Meals
61.8710	Salaries & Benefits - Unemployment
61.8720	Salaries & Benefits - Employee Concessions
61.8800	Salaries & Benefits - Deferred Comp - Withdrawals
61.9960	Salaries & Benefits - Vacancy Factor
61.9970	Salaries & Benefits - Frozen - Vacant

CHART OF ACCOUNTS

EXPENDITURES BY OBJECT

Account Number	Description
61.9980	Salaries & Benefits - Furlough Pay
61.9990	Salaries & Benefits - CIP/Program Reg Salary Deduct
61.9991	Salaries & Benefits - Deduct Recruiting Incentive
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
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

CHART OF ACCOUNTS

EXPENDITURES BY OBJECT

Account Number	Description
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 - Wireless Connections
63.1300	Outside Services - Telegram-Telex-Teletype
63.1350	Outside Services - Communications
63.1400	Outside Services - Postage
63.2010	Outside Services - Water
63.2020	Outside Services - Gas
63.2030	Outside Services - Electricity
63.2060	Outside Services - Electricity -Street Lights
63.2070	Outside Services - Electricity - Traffic Signal
63.2100	Outside Services - Sewerage - MRWPCA
63.2110	Outside Services - Refuse
63.2200	Outside Services - Other Utilities
63.3010	Outside Services - Rents
63.3040	Outside Services - Capital Leases
63.3050	Outside Services - Leases
63.3100	Outside Services - Rent - Land
63.3200	Outside Services - Rent - Building
63.3220	Outside Services - Rent-Expo Site
63.3300	Outside Services - Rent - Equipment
63.3310	Outside Services - Rent - Copier
63.4010	Outside Services - Maint & Repairs Aquatic Center
63.4100	Outside Services - Maint & Repairs - Bldg & Grounds
63.4200	Outside Services - Maint & Repairs- Furn & Fixtures
63.4300	Outside Services - Maint & Repairs - Equipment
63.4400	Outside Services - Maint & Repairs - Auto & Truck
63.4500	Outside Services - Maintenance - Janitorial

CHART OF ACCOUNTS

EXPENDITURES BY OBJECT

Account Number	Description
63.4600	Outside Services - Maintenance - Radios
63.4700	Outside Services - Maint & Repairs - Traffic Signal
63.4900	Outside Services - Maintenance & Repairs- Others
63.4980	Outside Services - Maintenance - Software
63.5010	Outside Services - Professional Services
63.5030	Outside Services - Grant Writing/Service Fees
63.5040	Outside Services - Events
63.5050	Outside Services - PD/Q Prog-Business Attraction
63.5060	Outside Services - Custodian Fees on Investments
63.5100	Outside Services - Legal Services
63.5200	Outside Services - Audit Services
63.5210	Outside Services - Muni Services B/L & UUT Audits
63.5260	Outside Services - DCI
63.5270	Outside Services - Contract Out Senior Planner
63.5280	Outside Services - P-Bid Study and Formation
63.5300	Outside Services - Architectural Services
63.5380	Outside Services - Interpreting Services
63.5390	Outside Services - Labor Relations
63.5400	Outside Services - Engineering Services
63.5460	Outside Services - Inspection Services
63.5500	Outside Services - Appraisal Services
63.5540	Outside Services - Storm Water Monitoring Service
63.5600	Outside Services - Medical Exams
63.5650	Outside Services - Recruitment
63.5700	Outside Services - Plan Checks
63.5710	Outside Services - Contract Inspection
63.5720	Outside Services - Rehab Loan Initial Charges
63.5730	Outside Services - Real Estate/Title/Escrow Servs
63.5810	Outside Services - Community Center Programs
63.5820	Outside Services - Rec Centers & Playgrounds
63.5830	Outside Services - Sports & Aquatics Programs
63.5831	Outside Services - Aquatic Center Security
63.5840	Outside Services - Prevention Programs
63.5900	Outside Services - Other Professional Services
63.5905	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
64.1010	Other Charges - Advertising
64.1020	Other Charges - Marketing
64.1030	Other Charges - Due to Monterey County
64.1100	Other Charges - Legal Publications

CHART OF ACCOUNTS

EXPENDITURES BY OBJECT

Account Number	Description
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
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 & Reimb Damages
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

CHART OF ACCOUNTS

EXPENDITURES BY OBJECT

Account Number	Description
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.
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
64.7170	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

CHART OF ACCOUNTS

EXPENDITURES BY OBJECT

Account Number	Description
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
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 Losses On Investments
68.1020	Deferred Comp - Def Comp - Trust Deed Mgmt Fee
68.1030	Deferred Comp - Deferred Comp Refunds
68.1040	Deferred Comp - Def Comp Interagency Transfer
68.1050	Deferred Comp - T/D Separation
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

CHART OF ACCOUNTS

EXPENDITURES BY OBJECT

Account Number	Description
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)
69.1270	Financial Assistance - Comm Human Services Project
69.1280	Financial Assistance - CSUMB
69.1290	Financial Assistance - First Mayor's House
69.1300	Financial Assistance - Food Bank
69.1310	Financial Assistance - Franciscan Workers
69.1320	Financial Assistance - Gateway Apartments
69.1330	Financial Assistance - Girl Scouts of Monterey Bay
69.1340	Financial Assistance - Green Vehicles
69.1350	Financial Assistance - Grid Alternatives
69.1351	Financial Assistance - Multi Family Housing
69.1360	Financial Assistance - Grow Salinas
69.1361	Financial Assistance - Eden Council Hope & Opportunity
69.1370	Financial Assistance - Housing Resource Center
69.1380	Financial Assistance - Housing Resource Ctr of MoCo
69.1390	Financial Assistance - Interim-Mental Health Wellness
69.1400	Financial Assistance - Lagunas Haciendas
69.1402	Financial Assistance - Lagunas Haciendas Phase 3
69.1410	Financial Assistance - Legal Services for Seniors
69.1420	Financial Assistance - Meals on Wheels
69.1430	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)

CHART OF ACCOUNTS

EXPENDITURES BY OBJECT

Account Number	Description
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
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
95.6900	Transfers Out - Permit Services
95.7101	Transfers Out - Int Serv - Administration
95.7103	Transfers Out - Int Serv - Workers Comp
95.7104	Transfers Out - Int Serv - General Liability
95.7120	Transfers Out - Int Serv - Fleet Maint
95.8702	Transfers Out - Deferred Comp Separations
95.8704	Transfers Out - Deferred Comp - CCFCU
95.8801	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
96.6200	Capital Assets Transfers Out - Industrial Waste
97.8914	Loan Repayments Transfers Out - Successor Agency

CHART OF ACCOUNTS

REVENUES BY OBJECT

Account Number	Description
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
50.2090	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
52.3010	Licenses & Permits - Mechanical Permits
52.3020	Licenses & Permits - Building Permits
52.3030	Licenses & Permits - Plumbing Permits
52.3040	Licenses & Permits - Electrical Permits
52.3050	Licenses & Permits - Encroachment Permits
52.3060	Licenses & Permits - Re-Roofing Permits
52.3070	Licenses & Permits - Building Demolition Permit
52.3080	Licenses & Permits - Building Permit Surcharge
52.4010	Licenses & Permits - Animal Licenses
52.4020	Licenses & Permits - Bicycle Licenses
52.4030	Licenses & Permits - Pawn Broker/2nd Dealer
52.5010	Licenses & Permits - Parking Lot Permits
52.5020	Licenses & Permits - Salinas St Garage Permits
52.5030	Licenses & Permits - Garage Sale Permits
52.5040	Licenses & Permits - Monterey St Garage Permits
52.5050	Licenses & Permits - Transportation Permits
52.5060	Licenses & Permits - Preferential Permits

CHART OF ACCOUNTS

REVENUES BY OBJECT

Account Number	Description
52.5070	Licenses & Permits - Parking Lot - Hourly
52.8010	Licenses & Permits - Other Licenses & Permits
53	Fines and Forfeits
53.3010	Fines and Forfeits - Code Enforcement Violations
53.4010	Fines and Forfeits - Vehicle Code Fines
53.4020	Fines and Forfeits - Parking Fines
53.8010	Fines and Forfeits - General Code Fines
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)
55.4073	Intergovernmental - Measure X - TAMC
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

CHART OF ACCOUNTS

REVENUES BY OBJECT

Account Number	Description
55.5074	Intergovernmental - Other Agencies
55.5083	Intergovernmental - Developers-FGA West
55.5093	Intergovernmental - Developers-FGA Central
55.5103	Intergovernmental - Developers-FGA East
55.5104	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
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)
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 - Commercial Cannabis App. Fee
56.2010	Charges for Services - Bus License Applic Review Fees
56.2020	Charges for Services - Returned Check Charges

CHART OF ACCOUNTS

REVENUES BY OBJECT

Account Number	Description
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
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

CHART OF ACCOUNTS

REVENUES BY OBJECT

Account Number	Description
56.4140	Charges for Services - Abandon Vehicle Abatement Fee
56.4150	Charges for Services - Firearm Dealers
56.4160	Charges for Services - Booking Fees Charges
56.4170	Charges for Services - Vehicle Release Fees (Towing)
56.4180	Charges for Services - Vehicle Impound Fee (Towing)
56.4190	Charges for Services - Animal Shelter Citation Fees
56.4410	Charges for Services - Rural Fire Service
56.4420	Charges for Services - Emergency Medical Service
56.4430	Charges for Services - Fire Code Mandated Insp Fee
56.4440	Charges for Services - State Mandated Inspection Fees
56.4450	Charges for Services - Fire Plan Check Fee-Fire Dept
56.4460	Charges for Services - Special Fire Permits
56.4470	Charges for Services - Structural Fire Report Fees
56.4480	Charges for Services - Fireworks Fees
56.4490	Charges for Services - Fireworks Surcharge
56.4500	Charges for Services - Fire Hazard Inspection Fees
56.4505	Charges for Services - Fire Hazard Response Fee
56.4510	Charges for Services - Fire False Alarm Fees
56.4520	Charges for Services - Special Event - Fire
56.4530	Charges for Services - Admin Fire Citations
56.4540	Charges for Services - Fire Dept Service Charge
56.4550	Charges for Services - Outside Fire Plan Review
56.4560	Charges for Services - Fire Apparatus Fee
56.4570	Charges for Services - Other Fire Fees & Training
56.4580	Charges for Services - ALS Cost Recovery Fee
56.4590	Charges for Services - VAC Cost Recovery Fee
56.5010	Charges for Services - Subdivision Map Check Fees
56.5020	Charges for Services - Subdivision Imp Plan Check Fee
56.5030	Charges for Services - Subdivision Imp Inspection Fee
56.5040	Charges for Services - Industrial Waste Fees
56.5050	Charges for Services - Sanitary Sewer Surcharge Fees
56.5060	Charges for Services - Special Traffic Marking Reques
56.5070	Charges for Services - Routing/Escorting/Overload
56.5080	Charges for Services - Review and Inspection Fees
56.5090	Charges for Services - Street Tree Pruning
56.5100	Charges for Services - Special Public Works Fees
56.5110	Charges for Services - Street Tree Fee
56.5120	Charges for Services - Sanitary Sewer Impact Fee
56.5130	Charges for Services - Storm Sewer Impact Fee
56.5140	Charges for Services - Neighborhood Park Impact Fee
56.5150	Charges for Services - Street/Traffic Impact Fees
56.5160	Charges for Services - Facilities Impact Fees
56.5170	Charges for Services - Annexation Impact Fees
56.5180	Charges for Services - Library Impact Fee
56.5190	Charges for Services - Fire Protection Service Fee
56.6010	Charges for Services - Concessions
56.6020	Charges for Services - Sherwood Tennis Use Fees
56.6030	Charges for Services - Reserved Picnic Area Use Fee
56.6040	Charges for Services - Ball Field Use Fee
56.6050	Charges for Services - Youth Sports League Fees

CHART OF ACCOUNTS

REVENUES BY OBJECT

Account Number	Description
56.6060	Charges for Services - Reimbursable Fee Activities
56.6070	Charges for Services - Community Center Rental Fees
56.6071	Charges for Services - Community Center Service Fees
56.6080	Charges for Services - Other Rec Bldg Rental Fee
56.6081	Charges for Services - Box Office Charges
56.6090	Charges for Services - Neighborhood Center Rental Fee
56.6100	Charges for Services - Recreation Facility Use Fees
56.6300	Charges for Services - Other Library Fees
56.6310	Charges for Services - Library Copying Fees
56.6320	Charges for Services - Overdue Library Fines
56.6330	Charges for Services - Lost/Damaged Material Fees
56.6340	Charges for Services - Library - Donations
56.8010	Charges for Services - Administrative Fees
56.8020	Charges for Services - Administrative Service Revenue
56.8030	Charges for Services - Sale of Printed Material
56.8040	Charges for Services - Cost of Issuance/Monitoring Fees
56.8050	Charges for Services - Research Fees
56.8060	Charges for Services - Copying Fees
56.8070	Charges for Services - Holiday Parade of Lights
56.8080	Charges for Services - Airshow Charges
56.8090	Charges for Services - Parade Permit Fees
56.8100	Charges for Services - Map Sales
56.8110	Charges for Services - Rental Income
56.8120	Charges for Services - Special Events Fee
56.8130	Charges for Services - Other General Government Fees
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
57.2010	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 - Small Business Revolving Loans
57.3020	Other Revenue - Housing Revolving Loans
57.3030	Other Revenue - Micro Loan Program
57.5010	Other Revenue - Woodside Park Maint Assessment
57.5020	Other Revenue - Downtown Mall Maint Assessment
57.5030	Other Revenue - Airport Bus Park Maint Assess
57.5040	Other Revenue - N/E Landscape Maint Assessment
57.5050	Other Revenue - Harden Ranch Maint Assessment
57.5060	Other Revenue - Vista Nueva
57.5070	Other Revenue - Mira Monte
57.5080	Other Revenue - Monte Bella
57.5090	Other Revenue - Graffiti Removal Reimbursement
57.6010	Other Revenue - Literacy Other Contributions
57.8010	Other Revenue - Unclaimed Property Sales

CHART OF ACCOUNTS

REVENUES BY OBJECT

Account Number	Description
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
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

CHART OF ACCOUNTS

REVENUES BY OBJECT

Account Number	Description
57.8510	Other Revenue - KDF Tenant Services
57.8520	Other Revenue - Fire Training
57.8530	Other Revenue - Body Worn Cameras (MPF)
57.8540	Other Revenue - Public Agency Dues
57.8550	Other Revenue - EZ Voucher Fees
57.8560	Other Revenue - Airport Cardlock Deposits
57.8570	Other Revenue - Deposits-Permit Center
57.8580	Other Revenue - Deposits-Planning
57.8590	Other Revenue - Dependent Care Contributions
57.8600	Other Revenue - Health Ins
57.8605	Other Revenue - Health Insurance EE Contribution
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
90.2105	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 - TAMC - Local Roads Sales Tax
90.2511	Transfers In - Measure X
90.2910	Transfers In - CDBG
90.3106	Transfers In - Homeland Security

CHART OF ACCOUNTS

REVENUES BY OBJECT

Account Number	Description
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
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 - Industrail Waste
90.6301	Transfers In - Fairways Golf Course
90.6302	Transfers In - Twin Creek Golf Course
90.6400	Transfers In - Sewer Fund
90.6500	Transfers In - Storm Sewer (NPDES)
90.6600	Transfers In - Crazy Horse Landfill
90.6801	Transfers In - Downtown Parking
90.8701	Transfers In - Deferred Comp - Trust Deeds
90.8702	Transfers In - Deferred Comp - Separations
90.8801	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
91.5800	Contributed Capital Assets - Contributed Capital Assets
92.8914	Loan Repayments Transfers In - RORF Retirement Obligation

SALARY SCHEDULE

City of Salinas
Classification - Salary Schedule
As of July 1, 2017

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	111.2469				
13.1010	City Attorney	93.5529				
16.1037	Assistant City Manager	78.9107	82.8591	87.0041	91.3520	95.9217
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	64.2971	67.5140	70.8847	74.4327	78.1523
14.1031	Deputy PW Dir/City Engr	58.0288	60.9323	63.9837	67.1829	70.5416
14.1025	Finance Director	63.0493	66.2012	69.5068	72.9840	76.6326
14.1016	Fire Chief	77.0111	80.8667	84.9114	89.1574	93.6161
14.1028	Lib/Community Svc Dir	61.8252	64.9180	68.1644	71.5766	75.1541
14.1019	Public Works Director	64.2971	67.5141	70.8847	74.4328	78.1524

SALARY SCHEDULE

City of Salinas
Classification - Salary Schedule
As of July 1, 2017

		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
17.2006	Accounting Manager	38.7081	40.6515	42.6810	44.8151	47.0537	49.4091
26.7046	Administrative Aide	23.4131	24.5816	25.8116	27.1031	28.4562	29.8767
26.7001	Administrative Analyst I	28.1793	29.5877	31.0697	32.6196	34.2555	35.9715
26.7091	Administrative Clerk I	14.6617	15.3935	16.1622	16.9679	17.8228	18.7083
26.7086	Administrative Clerk II	15.3935	16.1622	16.9679	17.8228	18.7083	19.6431
18.4533	Administrative Fire Captain	45.6690	47.9467	50.3455	52.8655	55.5128	58.2871
26.7041	Administrative Secretary	23.4131	24.5816	25.8116	27.1031	28.4562	29.8767
15.1121	Airport Manager	42.0480	44.1480	46.3560	48.6720	51.1081	53.6700
25.5376	Airport Operations Supv	31.9985	33.5975	35.2826	37.0477	38.8988	40.8484
26.4071	Animal Care Tech	20.2213	21.2358	22.3000	23.4131	24.5816	25.8116
26.4056	Animal Control Officer	21.4512	22.5213	23.6469	24.8276	26.0699	27.3738
15.4032	Animal Services Administrator	47.7301	50.1180	52.6260	55.2541	58.0200	60.9240
15.4031	Animal Services Mgr	33.4200	35.0941	36.8461	38.6940	40.6321	42.6601
26.4046	Animal Services Supv	24.8276	26.0699	27.3738	28.7390	30.1781	31.6848
26.4086	Animal Servs Office Asst	18.0810	18.9851	19.9322	20.9286	21.9740	23.0747
16.1101	Assistant City Attorney	56.6355	59.4705	62.4471	65.5713	68.8493	72.2872
26.5031	Assistant Engineer	32.9456	34.5938	36.3219	38.1423	40.0489	42.0537
26.3041	Assistant Planner	30.7685	32.3121	33.9297	35.6268	37.4106	39.2801
15.5021	Associate Engineer	38.5080	40.4341	42.4560	44.5800	46.8060	49.1460
15.3021	Associate Planner	33.5820	35.2620	37.0260	38.8800	40.8241	42.8640
17.2001	Asst Finance Director	44.8151	47.0537	49.4091	51.8753	54.4768	57.1951
15.5001	Asst Public Works Director	47.7301	50.1180	52.6260	55.2541	58.0200	60.9240
15.5002	Asst PW Director/City Engineer	53.1289	55.7885	58.5808	61.5115	64.5865	67.8115
26.3036	Asst Redev Project Mgr	32.9456	34.5938	36.3219	38.1423	40.0489	42.0537
18.4521	Battalion Chief EMS/Trng-40 Hour	53.6591	56.3366	59.1533	62.1157	65.2232	68.4882
18.4526	Battalion Chief EMS/Trng-56 Hour	38.3279	40.2404	42.2524	44.3683	46.5869	48.9201
18.4506	Battalion Chief-40 Hours	53.6591	56.3366	59.1533	62.1157	65.2232	68.4882
18.4511	Battalion Chief-56 Hours	38.3279	40.2404	42.2524	44.3683	46.5869	48.9201
18.4516	BC/Fire Marshal	53.6591	56.3366	59.1533	62.1157	65.2232	68.4882
26.3126	Bldg Permit Spec	30.3257	31.8447	33.4376	35.1104	36.8693	38.7081
26.2131	Central Services Tech	21.3406	22.4106	23.5299	24.7046	25.9407	27.2384
16.1131	City Clerk	40.6515	42.6810	44.8151	47.0537	49.4091	51.8753
26.3151	Code Enforcement Officer I	27.5090	28.8804	30.3257	31.8447	33.4376	35.1105
26.3136	Code Enforcement Officer II	30.1781	31.6848	33.2715	34.9382	36.6848	38.5236
26.3131	Comb Bldg Inspector II	30.1781	31.6848	33.2715	34.9382	36.6848	38.5236
26.3141	Combo Bldg Insp I	27.5090	28.8804	30.3257	31.8447	33.4376	35.1104
15.3016	Comm Dev Admin Supervisor	35.0941	36.8461	38.6940	40.6321	42.6601	44.7900
25.5411	Comm Facilities Svr Wkr	18.1671	19.0772	20.0244	21.0269	22.0847	23.1855
26.3051	Comm Improve Asst	24.1140	25.3133	26.5803	27.9087	29.3048	30.7685
15.3031	Community Dev Analyst	32.4600	34.0860	35.7900	37.5840	39.4621	41.4360
15.6007	Community Education Mgr	32.7780	34.4220	36.1441	37.9500	39.8521	41.8440
15.1146	Community Safety Admin	35.9700	37.7640	39.6600	41.6400	43.7220	45.9060
27.7016	Community Safety Assist	23.9820	25.1820	26.4420	27.7621	29.1480	30.6061
26.7003	Community Safety Program Coord	28.1793	29.5877	31.0697	32.6196	34.2555	35.9715
26.4066	Community Service Officer	21.4512	22.5213	23.6469	24.8276	26.0699	27.3738

SALARY SCHEDULE

City of Salinas
Classification - Salary Schedule
As of July 1, 2017

		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
15.6101	Community Services Manager	34.0860	35.7900	37.5840	39.4621	41.4360	43.5061
26.2126	Computer Operator	26.8386	28.1793	29.5877	31.0697	32.6196	34.2555
15.2108	Computer Systems Administrator	44.3641	46.5840	48.9120	51.3541	53.9281	56.6221
15.5026	Const Inspector Supv	33.9180	35.6159	37.3980	39.2700	41.2319	43.2900
26.5051	Construction Inspector	27.5090	28.8804	30.3257	31.8447	33.4376	35.1104
15.4028	Crime Analyst	34.7579	36.4981	38.3220	40.2421	42.2520	44.3641
21.4016	Criminalist	46.5816	48.9154	51.3552	53.9262	56.6280	59.4548
27.2036	Deferred Comp Technician	25.0560	26.3100	27.6240	29.0040	30.4560	31.9800
20.4001	Deputy Chief of Police	71.5558	75.1327	78.8943	82.8404	86.9828	91.3328
16.1141	Deputy City Attorney II	39.4707	41.4450	43.5174	45.6945	47.9762	50.3747
27.7021	Deputy City Clerk	23.9820	25.1820	26.4420	27.7621	29.1480	30.6061
15.5441	Deputy Dir of Envir/Maint	47.7301	50.1180	52.6260	55.2541	58.0200	60.9240
18.4501	Deputy Fire Chief	60.6072	63.6361	66.8224	70.1663	73.6737	77.3568
15.6001	Deputy Librarian	35.9700	37.7640	39.6600	41.6400	43.7220	45.9060
15.1126	Economic Development Mgr	40.4341	42.4560	44.5800	46.8060	49.1460	51.6059
18.4531	Emergency Med Svcs Offcr	45.6690	47.9467	50.3455	52.8655	55.5128	58.2871
26.5071	Engineering Aide I	21.3406	22.4106	23.5299	24.7046	25.9407	27.2385
26.5066	Engineering Aide II	23.5299	24.7046	25.9407	27.2384	28.5975	30.0243
26.5056	EngineeringTech	25.9407	27.2384	28.5975	30.0243	31.5312	33.1055
26.5431	Env Compliance Insp I	27.5090	28.8804	30.3257	31.8447	33.4376	35.1104
26.5426	Env Compliance Insp II	30.1781	31.6848	33.2715	34.9382	36.6848	38.5236
15.5421	Environ Resource Planner	38.6940	40.6321	42.6601	44.7900	47.0340	49.3800
25.5361	Equipment Inventory Tech	22.7427	23.8805	25.0674	26.3220	27.6444	29.0219
23.5341	Equipment Mech Crew Sup	32.3106	33.9252	35.6268	37.4091	39.2783	41.2469
25.5366	Equipment Mechanic I	21.4512	22.5213	23.6469	24.8276	26.0699	27.3738
25.5356	Equipment Mechanic II	23.6469	24.8276	26.0699	27.3738	28.7390	30.1781
26.4061	Evidence Technician	21.4512	22.5213	23.6469	24.8276	26.0699	27.3738
27.7006	Executive Assistant	25.6800	26.9701	28.3140	29.7300	31.2180	32.7780
15.5382	Facilities Maintenance Manager	39.0721	41.0280	43.0800	45.2341	47.4900	49.8660
24.5381	Facility Maint Mech Crew Sup	32.3106	33.9252	35.6268	37.4091	39.2783	41.2469
25.5396	Facility Maint Mechanic	21.0269	22.0847	23.1855	24.3417	25.5594	26.8386
25.5401	Facility Maint Worker	19.7354	20.7255	21.7649	22.8534	23.9973	25.1904
19.4576	FF Hired Post 9/2013-40 Hours	31.8271	33.4203	35.0922	36.8490	38.6905	40.6290
19.4586	FF/Prmdc Hire Post 9/2013-40Hour	31.8271	33.4203	35.0922	36.8490	38.6905	40.6290
19.4591	FF/Prmdc Hire Post 9/2013-56Hour	22.7337	23.8716	25.0658	26.3207	27.6361	29.0207
19.4566	FF/Prmdc Hire Pre 9/2013-40 Hour	33.4203	35.0922	36.8490	38.6905	40.6290	42.6582
19.4571	FF/Prmdc Hired Pre 9/2013-56Hour	23.8716	25.0658	26.3207	27.6361	29.0207	30.4702
19.4581	FF-Hired Post 9/2013-56 Hours	22.7337	23.8716	25.0658	26.3207	27.6361	29.0207
19.4556	FF-Hired Pre 9/2013-40 Hours	33.4203	35.0922	36.8490	38.6905	40.6290	42.6582
19.4561	FF-Hired Pre 9/2013-56 Hours	23.8716	25.0658	26.3207	27.6361	29.0207	30.4702
19.4536	Fire Captain-40 Hours	41.8344	43.9244	46.1232	48.4253	50.8482	53.3925
19.4541	Fire Captain-56 Hours	29.8817	31.3745	32.9451	34.5894	36.3201	38.1375
19.4546	Fire Engineer-40 Hours	36.8490	38.6905	40.6290	42.6582	44.7907	47.0319
19.4551	Fire Engineer-56 Hours	26.3207	27.6361	29.0207	30.4702	31.9933	33.5942
19.4601	Fire Fighter Recruit-56 Hours	21.7514	22.8418	23.9842	25.1871	26.4461	27.7702

SALARY SCHEDULE

City of Salinas
Classification - Salary Schedule
As of July 1, 2017

		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
26.4606	Fire Inspector	28.7390	30.1781	31.6848	33.2715	34.9382	36.6848
19.4596	Firefighter Recruit-40 Hours	30.4520	31.9786	33.5778	35.2619	37.0246	38.8782
23.5383	Fleet Analyst	32.3106	33.9252	35.6268	37.4091	39.2783	41.2469
15.5336	Fleet Maintenance Manager	39.0721	41.0280	43.0800	45.2341	47.4900	49.8660
15.5016	GIS Administrator	38.6940	40.6321	42.6601	44.7900	47.0340	49.3800
26.5063	GIS Technician	23.5299	24.7046	25.9407	27.2384	28.5975	30.0243
26.3046	Housing Rehab Specialist	28.7390	30.1781	31.6848	33.2715	34.9382	36.6848
15.3026	Housing Services Supv	33.5820	35.2620	37.0260	38.8800	40.8241	42.8640
16.1166	Human Resource Analyst I	33.1055	34.7660	36.5063	38.3330	40.2518	42.2628
16.1161	Human Resource Analyst II	34.7660	36.5063	38.3330	40.2518	42.2627	44.3723
27.7051	Human Resource Technician	21.5460	22.6200	23.7480	24.9360	26.1840	27.4920
17.1106	Human Resources Officer	51.6231	54.2061	56.9184	59.7657	62.7547	65.8911
15.2101	Information Systems Mgr	45.4561	47.7301	50.1180	52.6260	55.2541	58.0200
25.5466	Inmate Crew Coordinator	24.7046	25.9407	27.2384	28.5975	30.0243	31.5312
15.2111	Integration/Appl Admin	44.3641	46.5840	48.9120	51.3541	53.9281	56.6221
25.5358	Inventory Technician	23.6469	24.8276	26.0699	27.3738	28.7390	30.1781
26.5036	Junior Engineer	29.8767	31.3713	32.9456	34.5938	36.3219	38.1423
26.5059	Labor Compliance Officer I	24.3417	25.5594	26.8386	28.1793	29.5877	31.0698
26.4041	Latent Fingerprint Tech	27.3738	28.7390	30.1781	31.6848	33.2715	34.9382
27.7011	Legal Secretary	23.9820	25.1820	26.4420	27.7621	29.1480	30.6061
26.6024	Lib Automation Svc Coord	27.6336	29.0178	30.4662	32.0020	33.5944	35.2738
26.6031	Librarian I	23.0747	24.2310	25.4364	26.7095	28.0441	29.4462
26.6026	Librarian II	24.8276	26.0699	27.3738	28.7390	30.1781	31.6848
26.6066	Library Aide	11.8326	12.4231	13.0442	13.6899	14.3787	15.0922
26.6056	Library Clerk	16.1622	16.9679	17.8228	18.7083	19.6431	20.6271
26.6071	Library Page	11.2120	11.7737	12.3592	12.9742	13.6246	14.3047
26.6051	Library Technician	18.3455	19.2619	20.2213	21.2358	22.3000	23.4131
26.6046	Literacy Asst	18.3455	19.2619	20.2213	21.2358	22.3000	23.4131
26.6061	Literacy Clerk	16.1622	16.9679	17.8228	18.7083	19.6431	20.6271
15.6016	Literacy Program Mgr	32.6220	34.2540	35.9700	37.7640	39.6600	41.6400
26.6041	Literacy Specialist	20.2213	21.2358	22.3000	23.4131	24.5816	25.8116
15.5384	Maintenance Manager	39.0721	41.0280	43.0800	45.2341	47.4900	49.8660
15.6017	Marketing & Development Coord	32.6220	34.2540	35.9700	37.7640	39.6600	41.6400
25.5481	Motor Sweeper Operator	22.4106	23.5299	24.7046	25.9407	27.2384	28.5975
26.6106	Neighborhood Svcs Coord	28.1793	29.5877	31.0697	32.6196	34.2555	35.9715
25.5499	Neighborhood Svcs Worker	18.2532	19.1634	20.1228	21.1314	22.1892	23.2963
15.2106	Network/Sys Administrator	44.3641	46.5840	48.9120	51.3541	53.9281	56.6221
26.2124	Network/System Specialist	28.4497	29.8748	31.3650	32.9380	34.5879	36.3146
15.5423	NPDES Permit Manager	38.6940	40.6321	42.6601	44.7900	47.0340	49.3800
26.7081	Office Assistant	18.0810	18.9851	19.9322	20.9286	21.9740	23.0747
26.7061	Office Technician	21.4512	22.5213	23.6469	24.8276	26.0699	27.3738
23.5456	P.S. Maint Crew Supv	32.3106	33.9252	35.6268	37.4091	39.2783	41.2469
15.5301	Park Grnds Frstry Ops Mgr	39.0721	41.0280	43.0800	45.2341	47.4900	49.8660
24.5311	Park Maint Crew Supvsr	32.3106	33.9252	35.6268	37.4091	39.2783	41.2469
25.5331	Park Maint Worker	19.7354	20.7255	21.7649	22.8534	23.9973	25.1904

SALARY SCHEDULE

City of Salinas
Classification - Salary Schedule
As of July 1, 2017

		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
26.5346	Parking Operation Officer	27.5090	28.8804	30.3257	31.8447	33.4376	35.1104
27.2026	Payroll Supervisor	30.4560	31.9800	33.5820	35.2620	37.0260	38.8800
27.2031	Payroll Technician	25.0560	26.3100	27.6240	29.0040	30.4560	31.9800
26.3156	Permit Center Clerk	19.0772	20.0244	21.0269	22.0847	23.1855	24.3417
15.3101	Permit Ctr Mgr/Bldg Off	47.7301	50.1180	52.6260	55.2541	58.0200	60.9240
26.3121	Plan Checker I	31.3713	32.9456	34.5938	36.3219	38.1423	40.0489
26.3116	Plan Checker II	33.5975	35.2826	37.0477	38.8988	40.8484	42.8901
15.3001	Planning Manager	44.7900	47.0340	49.3800	51.8521	54.4500	57.1681
26.3056	Planning Technician	24.1140	25.3133	26.5803	27.9087	29.3048	30.7685
26.3146	Plumbing Inspector I	27.5090	28.8804	30.3257	31.8447	33.4376	35.1105
20.4006	Police Commander	65.7242	69.0123	72.4659	76.0853	79.8887	83.8883
21.4021	Police Officer	40.4352	42.4571	44.5786	46.8062	49.1462	51.6048
21.4026	Police Officer-New Hire	38.5070	40.4352	42.4571	44.5786	46.8062	49.1462
15.1171	Police Records Coord	31.8240	33.4200	35.0941	36.8461	38.6940	40.6321
22.4036	Police Recruit	28.7290	30.1642	31.6742	33.2592	34.9253	36.6725
20.4011	Police Sergeant	55.6699	58.4489	61.3750	64.4421	67.6688	71.0550
15.1111	Police Services Admin	47.7301	50.1180	52.6260	55.2541	58.0200	60.9240
26.7076	Police Services Tech	18.0810	18.9851	19.9322	20.9286	21.9740	23.0747
15.6021	Princ Library Technician	26.1840	27.4920	28.8660	30.3119	31.8240	33.4200
15.3006	Principal Planner	42.6601	44.7900	47.0340	49.3800	51.8521	54.4500
26.3037	Project Coordinator	32.9456	34.5938	36.3219	38.1423	40.0489	42.0537
25.4081	Pub Safety Facilities Wkr	18.1671	19.0772	20.0244	21.0269	22.0847	23.1855
15.1136	Pub Works Admin Mgr	39.0721	41.0280	43.0800	45.2341	47.4900	49.8660
15.1151	Pub Works Admin Supv	35.0941	36.8461	38.6940	40.6321	42.6601	44.7900
15.1127	Public Information Officer	42.6601	44.7900	47.0340	49.3800	51.8521	54.4500
25.5491	Public Sc Maint Wkr II	20.1228	21.1314	22.1892	23.2963	24.4587	25.6824
25.5486	Public Serv Maint Wkr III	22.4106	23.5299	24.7046	25.9407	27.2384	28.5975
25.5496	Public Svc Maint Wkr I	18.2532	19.1634	20.1228	21.1314	22.1892	23.2963
25.5471	Public Svc Maint Wkr IV	24.7046	25.9407	27.2384	28.5975	30.0243	31.5312
26.7026	Public Works Assistant	24.1142	25.3134	26.5804	27.9087	29.3048	30.7685
25.5351	Pump Maint Mechanic	23.6469	24.8276	26.0699	27.3738	28.7390	30.1781
26.2051	Purchasing Technician	21.4512	22.5213	23.6469	24.8276	26.0699	27.3738
26.5061	PW Compliance Officer I	24.3417	25.5594	26.8386	28.1793	29.5877	31.0698
26.5046	PW Compliance Officer II	27.5090	28.8804	30.3257	31.8447	33.4376	35.1104
15.6100	Rec/Com Svcs Superintendent	43.0673	45.2250	47.4808	49.8578	52.3558	54.9693
26.6121	Recreation Asst	16.1622	16.9679	17.8228	18.7083	19.6431	20.6271
26.6111	Recreation Coordinator	28.1793	29.5877	31.0697	32.6196	34.2555	35.9715
15.2011	Revenue Officer	31.3680	32.9400	34.5900	36.3179	38.1361	40.0441
26.7071	Secretary	18.0810	18.9851	19.9322	20.9286	21.9740	23.0747
15.2016	Senior Accountant	31.3680	32.9400	34.5900	36.3179	38.1361	40.0441
25.5391	Senior Airport Technician	23.6469	24.8276	26.0699	27.3738	28.7390	30.1781
15.2021	Senior Buyer	31.3680	32.9400	34.5900	36.3179	38.1361	40.0441
15.5011	Senior Civil Engineer	44.5800	46.8060	49.1460	51.6059	54.1860	56.8980
15.6011	Senior Librarian	32.6220	34.2540	35.9700	37.7640	39.6600	41.6400
15.3103	Senior Plan Check Engineer	44.5800	46.8060	49.1460	51.6059	54.1860	56.8980

SALARY SCHEDULE

City of Salinas
Classification - Salary Schedule
As of July 1, 2017

		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
15.3011	Senior Planner	38.6940	40.6321	42.6601	44.7900	47.0340	49.3800
26.7056	Senior Police Svc Tech	21.4512	22.5213	23.6469	24.8276	26.0699	27.3738
26.6114	Senior Recreation Assistant	18.0810	18.9851	19.9322	20.9286	21.9740	23.0747
24.5461	SL/Traffic Sig Crew Sup	32.3106	33.9252	35.6268	37.4091	39.2783	41.2469
25.5476	SL/Traffic Signal Tech	22.4106	23.5299	24.7046	25.9407	27.2384	28.5975
26.6116	Sports ProgramAsst	18.0810	18.9851	19.9322	20.9286	21.9740	23.0747
26.2056	Sr Accounting Clerk	20.5226	21.5556	22.6320	23.7636	24.9506	26.1990
26.2041	Sr Accounting Technician	24.7046	25.9407	27.2384	28.5975	30.0243	31.5312
15.3111	Sr Code Enforcement Officer	33.9180	35.6159	37.3980	39.2700	41.2319	43.2900
15.3106	Sr Combo Bldg Insp	33.9180	35.6159	37.3980	39.2700	41.2319	43.2900
25.5406	Sr Comm Facilities Svc Wk	19.4525	20.4242	21.4512	22.5213	23.6469	24.8276
26.5041	Sr Construction Inspector	29.4462	30.9161	32.4659	34.0896	35.7993	37.5888
16.1116	Sr Deputy City Attorney	45.6945	47.9762	50.3747	52.8960	55.5407	58.3205
26.4051	Sr Evidence Technician	23.4131	24.5816	25.8116	27.1031	28.4562	29.8767
25.5386	Sr Facility Maint Mech	23.6469	24.8276	26.0699	27.3738	28.7390	30.1781
26.6036	Sr Librarian Technician	20.2213	21.2358	22.3000	23.4131	24.5816	25.8116
15.2116	Sr Programmer/Analyst	39.4621	41.4360	43.5061	45.6840	47.9641	50.3640
26.2046	Sr Purchasing Technician	24.7046	25.9407	27.2384	28.5975	30.0243	31.5312
25.5316	Sr Urban Forestry Worker	23.8805	25.0674	26.3220	27.6444	29.0219	30.4733
25.4076	Sr Vehicle Maint Asst	19.6431	20.6271	21.6604	22.7427	23.8805	25.0674
15.5451	Street Maintenance Mgr	39.0721	41.0280	43.0800	45.2341	47.4900	49.8660
26.7005	Street Outreach Specialist	18.0810	18.9851	19.9322	20.9286	21.9740	23.0747
15.5446	Supt of Maintenance Serv	42.8640	45.0060	47.2560	49.6200	52.1040	54.7081
26.7036	Supvsg Police Serv Tech	23.4131	24.5816	25.8116	27.1031	28.4562	29.8767
26.7031	Supvsg Wrk Proc Operator	23.4131	24.5816	25.8116	27.1031	28.4562	29.8767
15.1156	Technical Serv Coord	34.7579	36.4981	38.3220	40.2421	42.2520	44.3641
15.6006	Technical Services Mgr	32.7780	34.4220	36.1441	37.9500	39.8521	41.8440
26.2121	Telecom Svc Tech	30.1781	31.6848	33.2715	34.9382	36.6848	38.5236
15.5008	Traffic Engineer	44.5800	46.8060	49.1460	51.6059	54.1860	56.8980
15.5006	Transportation Manager	44.7900	47.0340	49.3800	51.8521	54.4500	57.1681
23.5306	Urban Forestry Crew Supv	32.3106	33.9252	35.6268	37.4091	39.2783	41.2469
25.5326	Urban Forestry Worker I	20.4242	21.4512	22.5213	23.6469	24.8276	26.0699
25.5321	Urban Forestry Worker II	21.6604	22.7427	23.8805	25.0674	26.3220	27.6444
25.5371	Vehicle Maint Assistant	17.1339	17.9949	18.8928	19.8338	20.8301	21.8694
15.5416	Wastewater Manager	39.0721	41.0280	43.0800	45.2341	47.4900	49.8660
25.5436	Wastewater Operator	23.0747	24.2310	25.4364	26.7095	28.0441	29.4462
26.7066	Word Processing Operator	18.0810	18.9851	19.9322	20.9286	21.9740	23.0747
Temporary							
29.9006	Administrative Aide	21.1269	22.1828	23.2904	24.4558	25.6789	
29.9011	Administrative Clerk I	13.2289	13.8865	14.5789	15.3115	16.0731	
29.9016	Administrative Intern	10.5173	11.0423	11.5961	12.1731	13.4193	
29.9021	Administrative Secretary	21.1269	22.1828	23.2904	24.4558	25.6789	
29.9026	Animal Care Tech	18.9693	19.9211	20.9193	21.9635	23.0596	
29.9031	Animal Care Worker	10.9385	11.4865	12.0578	12.6578	13.2923	

SALARY SCHEDULE

City of Salinas
Classification - Salary Schedule
As of July 1, 2017

		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
29.9036	Animal Control Officer	19.3500	20.3193	21.3346	22.4019	23.5154	
29.9041	Animal Serv Aide	10.9385	11.4865	12.0578	12.6578	13.2923	
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	10.9385	11.4865	12.0578	12.6578	13.2923	
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	10.9904	11.5385	12.1154	12.7211	13.3558	
29.9071	Comm Improve Asst	21.7500	22.8346	23.9769	25.1769	26.4346	
29.9081	Community Service Officer	19.3500	20.3193	21.3346	22.4019	23.5154	
29.9086	Community Services Aide	10.7828	11.3193	11.8846	12.4789	13.0961	
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	
29.9061	Evidence Technician	19.3500	20.3193	21.3346	22.4019	23.5154	
29.9155	Evidence Technician	19.3500	20.3193	21.3346	22.4019	23.5154	
29.9156	Executive Assistant	23.7461	24.9346	26.1808	27.4904	28.8635	
29.9161	Facility Maintenance Wkr	17.8096	18.6981	19.6328	20.6135	21.6461	
29.9166	Finance Director	61.5115	64.5865	67.8115	71.2039	74.7635	
29.9171	Fire Inspector	25.9328	27.2250	28.5865	30.0173	31.5173	
29.9176	Fire Plan Checker	27.7558	29.1461	30.6000	32.1346	33.7443	
29.9181	Firearms Examiner	29.8731	31.3673	32.9365	34.5865	36.3115	
29.9186	GIS Administrator	35.7808	37.5693	39.4500	41.4231	43.4943	
29.9191	GIS Technician	21.2308	22.2923	23.4058	24.5769	25.8058	
29.9196	Homework Center Assistant	12.4789	13.0961	13.7539	14.4404	15.1615	
29.9201	Human Resource Analyst II	31.3673	32.9365	34.5865	36.3115	38.1346	
29.9206	Human Resources Analyst I	29.8731	31.3673	32.9365	34.5865	36.3115	
29.9211	Human Resources Technician	19.9212	20.9193	21.9635	23.0596	24.2135	
29.9216	Industrial Waster Crew Suprv	23.7461	24.9346	26.1808	27.4904	28.8635	
29.9221	Junior Engineer	26.9596	28.3096	29.7231	31.2115	32.7750	
29.9226	Latent Fingerprint Tech	15.0115	15.7615	16.5519	17.3828	18.2481	

SALARY SCHEDULE

City of Salinas
Classification - Salary Schedule
As of July 1, 2017

		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
29.9231	Legal Secretary	22.1828	23.2904	24.4558	25.6789	26.9596	
29.9236	Librarian I	20.8154	21.8539	22.9443	24.0923	25.2981	
29.9241	Librarian II	22.4019	23.5154	24.6923	25.9328	27.2250	
29.9246	Library Clerk	14.5789	15.3115	16.0731	16.8808	17.7231	
29.9251	Library Page	10.5173	11.0423	11.5961	12.1731	13.4193	
29.9256	Library Technician	16.5519	17.3828	18.2481	19.1596	20.1231	
29.9261	Literacy Assistant	16.5519	17.3828	18.2481	19.1596	20.1231	
29.9266	Literacy Clerk	14.5789	15.3115	16.0731	16.8808	17.7238	
29.9271	Literacy Specialist	18.2481	19.1596	20.1231	21.1269	22.1828	
29.9281	Neighborhood Svcs Worker	16.4711	17.2961	18.1558	19.0673	20.0193	
29.9286	Network/Sys Administrator	41.0193	43.0673	45.2250	47.4808	49.8578	
29.9291	Office Assistant	16.3096	17.1231	17.9769	18.8769	19.8231	
29.9296	Office Technician	19.3500	20.3193	21.3346	22.4019	23.5154	
29.9298	Operations & Development Manager	41.8328	43.9269	46.1193	48.4269	50.8500	
29.9301	Park Maintenance Aide	10.9904	11.5385	12.1154	12.7211	13.3558	
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	10.5173	11.0423	11.5961	12.1731	13.4193	
29.9366	Recreation Aide	10.5173	11.0423	11.5961	12.1731	13.4193	
29.9371	Recreation Assistant	14.5789	15.3115	16.0731	16.8808	17.7231	
29.9376	Recreation Coordinator	25.4250	26.6943	28.0269	29.4289	30.9058	
29.9381	Recreation Leader I	10.8346	11.3711	11.9423	12.4789	13.1596	
29.9386	Recreation Leader II	10.8865	11.4289	12.0000	12.6000	13.2289	
29.9391	Recreation Program Spec	11.4289	12.0000	12.6000	13.2289	13.8865	
29.9396	Redev Project Manager	37.3846	39.2539	41.2154	43.2750	45.4385	
29.9401	Revenue Technician	20.4173	21.4385	22.5115	23.6308	24.8135	
29.9421	Scorekeeper I	10.8346	11.3711	11.9423	12.5365	13.1596	
29.9416	Scorekeeper II	10.8865	11.4289	12.0000	12.6000	13.2289	
29.9411	Scorekeeper III	12.0578	12.6578	13.2923	13.9558	14.6539	
29.9406	Scorekeeper-Adult Basketball	10.8865	11.4289	12.0000	12.6000	13.2289	
29.9426	Senior Librarian	30.1615	31.6731	33.2596	34.9211	36.6693	
29.9431	Senior Planner	35.7808	37.5693	39.4500	41.4231	43.4943	
29.9436	Senior Police Services Tech	19.3500	20.3193	21.3346	22.4019	23.5154	
29.9441	Shop Assistant	11.5385	12.1154	12.7211	13.3558	14.0250	
29.9506	Sp Official-Youth Basketball	10.8346	11.3711	11.9423	12.5365	13.1596	

SALARY SCHEDULE

City of Salinas
Classification - Salary Schedule
As of July 1, 2017

		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
29.9511	Sp Official-Youth Soccer	10.8346	11.3711	11.9423	12.5365	13.1596	
29.9521	Sp Official-Yth Flg Football	10.8346	11.3711	11.9423	12.5365	13.1596	
29.9516	Sports Official I	10.8346	11.3711	11.9423	12.5365	13.1596	
29.9461	Sports Official II	12.0578	12.6578	13.2923	13.9558	14.6539	
29.9466	Sports Official III	14.0250	14.7231	15.4558	16.2289	17.0423	
29.9526	Sports Program Asst	16.3096	17.1231	17.9769	18.8769	19.8231	
29.9531	Sr Accounting Clerk	19.2519	20.2211	21.2308	22.2923	23.4058	
29.9536	Sr Accounting Technician	22.2923	23.4058	24.5769	25.8058	27.0923	
29.9541	Sr Library Technician	18.2481	19.1596	20.1231	21.1269	22.1828	
29.9543	Sr Programmer.Anakyst	37.9443	38.8423	41.8328	43.9269	46.1193	
29.9546	Sr Recreation Asst	16.3096	17.1231	17.9769	18.8769	19.8231	
29.9548	Street Outreach Specialist	16.9615	17.8096	18.6981	19.6328	20.6135	
29.9551	Student Intern	10.8346	11.3711	11.9423	12.5365	13.1596	
29.9556	Student Worker	10.5693	11.1000	11.6539	12.2365	12.8423	
29.9561	Technical Serv Coord	32.1346	33.7443	35.4289	37.2058	39.0693	
29.9566	Vehicle Maint Assistant	15.4558	16.2289	17.0423	17.8961	18.7846	
29.9571	Vouchering Technician	20.0193	21.0231	22.0731	23.1750	24.3346	
29.9576	Wastewater Operator	20.8154	21.8539	22.9443	24.0923	25.2981	
29.9581	Webmaster/Sys Analyst	31.3673	32.9365	34.5865	36.3115	38.1346	
29.9586	Worksite Supervisor I	10.9904	11.5385	12.1154	12.7211	13.3558	
29.9591	Worksite Supervisor II	11.4289	12.0000	12.6000	13.2289	13.8865	
29.9596	Youth Program Assistant	10.6731	11.2096	11.7693	12.3578	12.9693	
29.9601	Youth Program Leader	14.5789	15.3115	16.0731	16.8808	17.7231	