



CITY OF SALINAS, CALIFORNIA

**ADOPTED
OPERATING BUDGET**

FY 2020 – 2021



CITY OF SALINAS
ADOPTED OPERATING BUDGET
Fiscal Year 2020 – 2021



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



CHRISTIE CROMEENES
Councilmember
District 5



TONY VILLEGAS
Councilmember
District 6

RAY E. CORPUZ, JR.
City Manager

CHRISTOPHER A. CALLIHAN
City Attorney

KRISTAN LUNDQUIST
Library and Community Services Director

ADELE FRESÉ
Police Chief

PABLO BARRETO
Fire Chief

JIM PIA
Assistant City Manager

DAVID JACOBS
Public Works Director

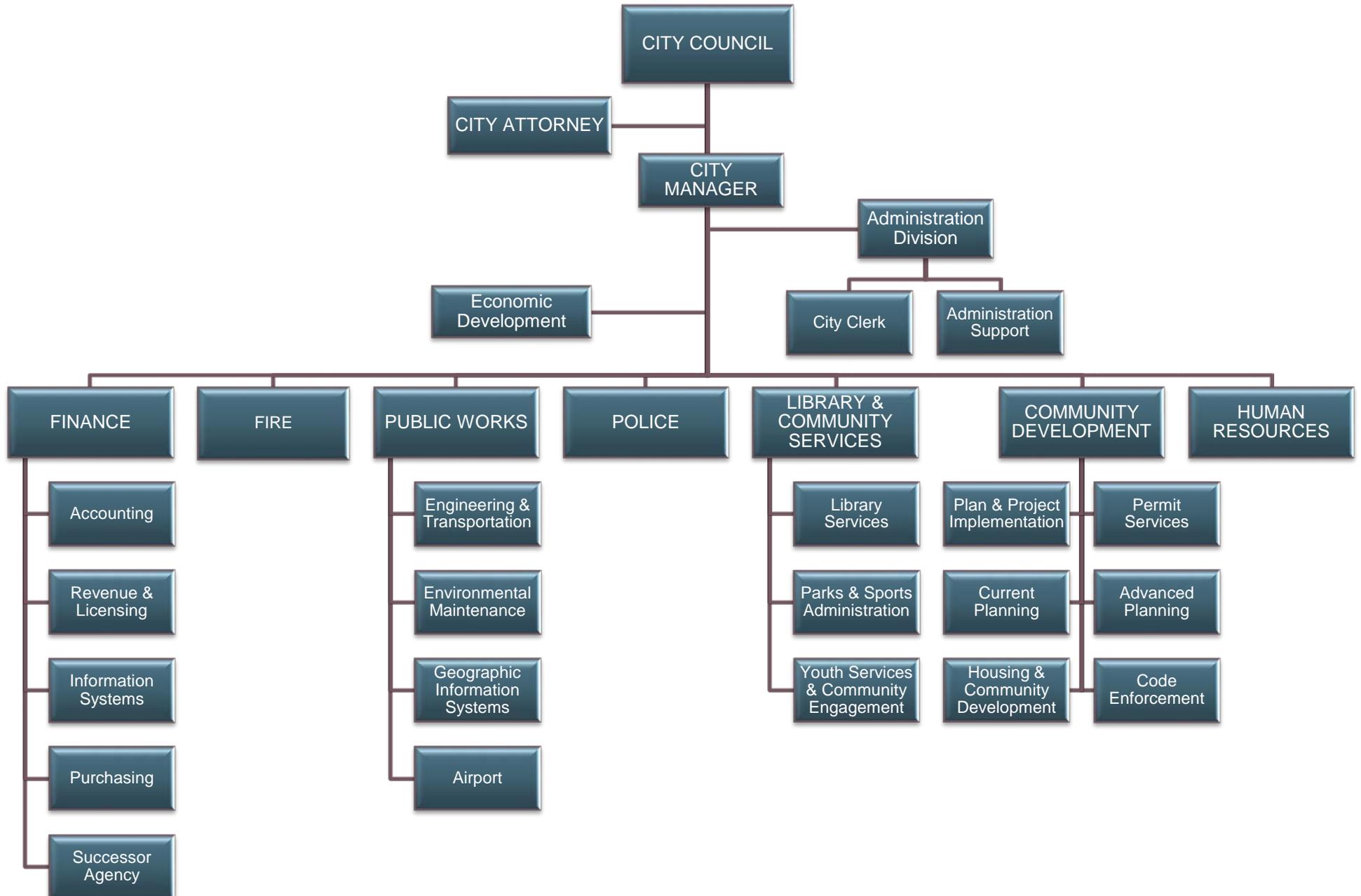
MEGAN HUNTER
Community Development Director

MATT N. PRESSEY, CPA
Finance Director



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CITY OF SALINAS Organizational Chart





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City of Salinas

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June 23, 2020

Honorable Mayor and City Council of the City of Salinas:

It is my privilege to present the Proposed FY 2020-21 Annual Budget.

Executive Summary

Due to the significant and abrupt impact from COVID-19, the City is faced with a \$19.3 million budget deficit challenge in the General Fund, Measure E and Measure G Funds combined. Of the \$19.3 million, \$14 million is the estimated reduction of revenue caused by COVID-19. The remaining \$5.3 million is from normal increases in employee compensation. By comparison, during the Great Recession, the City lost a crippling \$11.9 million in revenue in just two years, or 13.5%.

Tackling a budget shortfall this large requires looking at everything. Department heads have been working together with their staff on how to cut costs with the least impact on service and come up with creative ways to continue service in a different way. Staff has looked at freezing vacancies, controlling future labor costs, continuing to implement the Salinas Plan recommendations, using one-time capital, and using carry over funds to close the budget gap.

Out of the \$19.3 million shortfall, \$12.6 million in cuts have been achieved, leaving a \$6.7 million shortfall. To solve the \$6.7 million remaining shortfall, staff is proposing that \$3.5 million be sought from employees in the form of a layoffs, furloughs, or the equivalent, and the remaining \$3.2 million come from the current year carry-over. The current year carry-over is expected from current year vacancies and better than expected sales tax for the first three quarters before COVID-19 hit, despite the current year loss of revenue due to COVID-19.

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

Budget Summary

Operating Budget:

General Fund, Measure E & G	\$ 116,765,183
Other Operating Funds	<u>50,774,514</u>
Total Operating Budget	167,539,697
Capital Budget	<u>21,445,390</u>
Total City Budget	<u><u>\$ 188,985,087</u></u>

As shown in the table above, the City's proposed FY 2020-21 General Fund, Measure E and Measure G Operating Budget totals \$116,765,183. 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 \$50,774,514 and the Capital Improvement Budget totaling \$21,445,390. The total City Budget is \$188,985,087.

City Council Goals and Objectives and Priority Based Budgeting

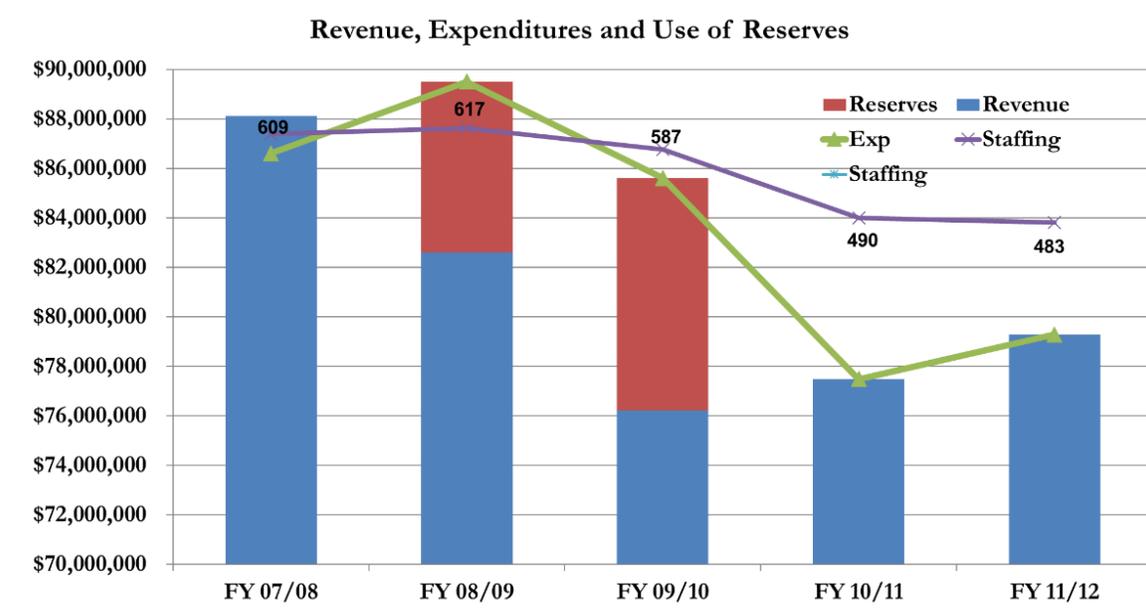
The City budget is developed in alignment with the City Council Strategic Plan with Goals and Objectives for 2020-23. The City Budget was also developed using the Priority Based Budget tool to allocate resources to where it matters most.

Budget Process

The FY 2020-21 budget process began in January when staff began working on the CIP through new newly implemented (2nd year) software (PlanIt). In February 2020, staff reviewed and projected the revenue forecast. In March 2020, budget instructions and budget packets were distributed to each department, which included a budget calendar, organization charts, summary of benefit assumptions, prior year department budget narratives and a template for performance measures. Department staff received refresher training and instruction on how to enter and use the New World budget system. Individual departmental budget meetings were conducted with the City Manager and the Finance Director during April, several follow-up progress meetings were held by the Executive team in May. Staff made a presentation to the City Council Finance Committee on May 4, 2020 on the impact of COVID-19 on the City's revenue projections. On March 26, 2020, City Council reviewed the operating budget. On June 1, 2020, the Finance Committee received a presentation on the CIP, an early retirement program and a voluntary furlough program.

The Great Recession (FY 2007-08 to FY 2010-11)

From a revenue high of \$88.1 million in FY 2007-08 to a low of \$76.2 million in FY 2009-10, the City of Salinas lost \$11.9 million in two years, or 13.5%. The City's annual property tax was reduced \$5.9 million (22.0%) from the high prior to the housing downturn. In addition, the City had experienced 11 consecutive quarters of sales tax reductions, starting in the second quarter of 2007, a reduction of \$4.1 million (13.1%) from the high prior to the recession. In response, City Council implemented many strategic budget balancing solutions. These solutions included increasing fees, leasing out City facilities, using grant funding for police staffing, and making budget reductions that minimized cuts to vital police, fire, and library services coupled with strategic workforce reductions. During three budget cycles, 20% of the City's workforce was eliminated (135 positions). In the FY 2011-12 budget cycle, nearly 60 positions received layoff notices. However, through the continued and significant employee concessions from all bargaining groups as part of a two-year agreement and the elimination of twelve vacant positions, a balanced budget was achieved. Those concessions continued through the passage of Measure G, which ended the furlough (FY 2015-16).



Fiscal Outlook and Sustainability – General Fund, Measure E and G (Five year Outlook from FY 2020-21 to FY 2024-25)

The General Fund, Measure E and G forecast has been refreshed, which takes into consideration the significant drop in revenue due to COVID-19 and the revenue recovery assumed to occur over a three-year period, but mainly occurring in year 2 and 3 (FY 21-22 and FY 22-23). The City’s underlying structural deficit reported last year still exists. However, the City has been implementing the Salinas Plan and is achieving results that are helping eliminate the long-term structural deficit, such as eliminating flex and management leave for eight out of thirteen bargaining units, saving \$800,840 each year so far.

A forecast helps guide the City on what actions to take now, based on our understanding of what might unfold. Currently, our understanding of what may unfold is limited and the appropriate actions should be considered carefully. Staff plans to monitor our revenue and costs closely and provide benchmark updates to City Council quarterly, presenting recommended actions as needed. This year, due to the uncertainty of how long our economy is locked down, staff is presenting three different scenarios below, as follows:

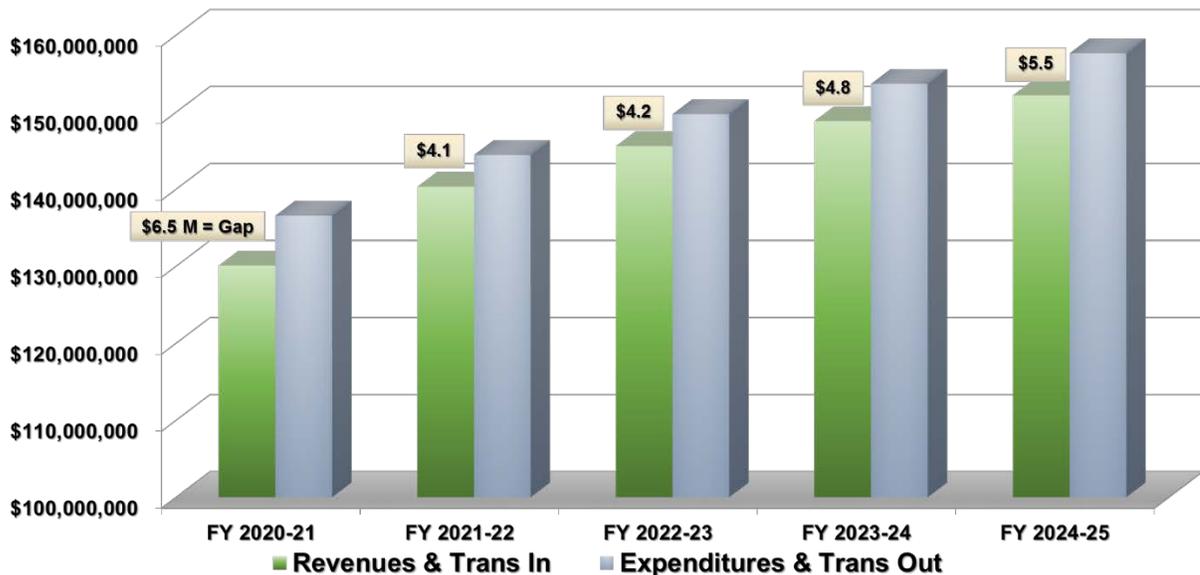
1. Base Scenario
2. Conservative Scenario
3. Optimistic Scenario

Base Scenario

The base scenario is best described as a likely outcome that is less optimistic than the optimistic scenario and less conservative than the conservative scenario. Staff’s proposed budget for FY 2020-21 used the base scenario assumption.

The base scenario revenue assumptions are as follows: Property tax grows at 3%, sales tax grows at 2% after the City’s sales tax recovers during the next three years, and business licenses grow at 1%. Expenditure assumptions are: Wages grow at 2.25%, health insurance grows by 5%, and workers compensation grows by 4%. In FY 2021-22, the deficit (gap) is \$4.1 million and grows to \$5.5 million by FY 2024-25. The average gap over the next 5 years is \$5.0 million and a cumulative total of \$25.2 million. Aside from the COVID-19 drop in revenue, the main reason for the structural deficit, where the expenditure growth exceeds the revenue growth continually each year, is a result of the compensation costs growing faster than the projected revenue. Controlling the main cost drivers of wages, pension, health insurance, and workers’ compensation continues to be the key to managing this projected problem.

Base Scenario
General Fund, Measure E & G 5 Yr. Forecast

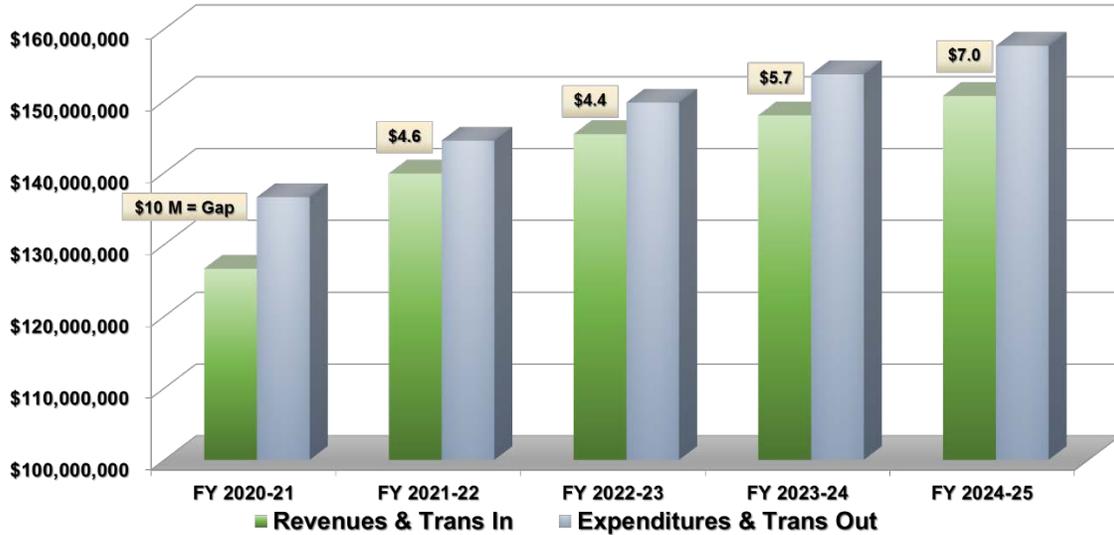


Conservative Scenario

As shown by the graph below, the conservative scenario is much worse than the base scenario. The conservative scenario assumes a 24% drop in sales tax in FY 2020-21 budget versus the 19% drop reflected in the base scenario, which causes a \$10 million deficit versus the \$6.5 million deficit in the base scenario. This is the only assumption change for the FY 2020-21 budget year just to show what could happen. The State estimated a drop in sales tax by 25.4% in next year’s FY 2020-21 budget. For the future years, sales tax is assumed to fully recover by FY 2022-23. This scenario also assumes property tax grows at 2% (vs. 3% base) and Sales tax grows (after recovery) at 1% (vs. 2% base). Wages, health, and

workers compensation all stay the same as the base scenario (2.25%, 5%, and 4%, respectively).

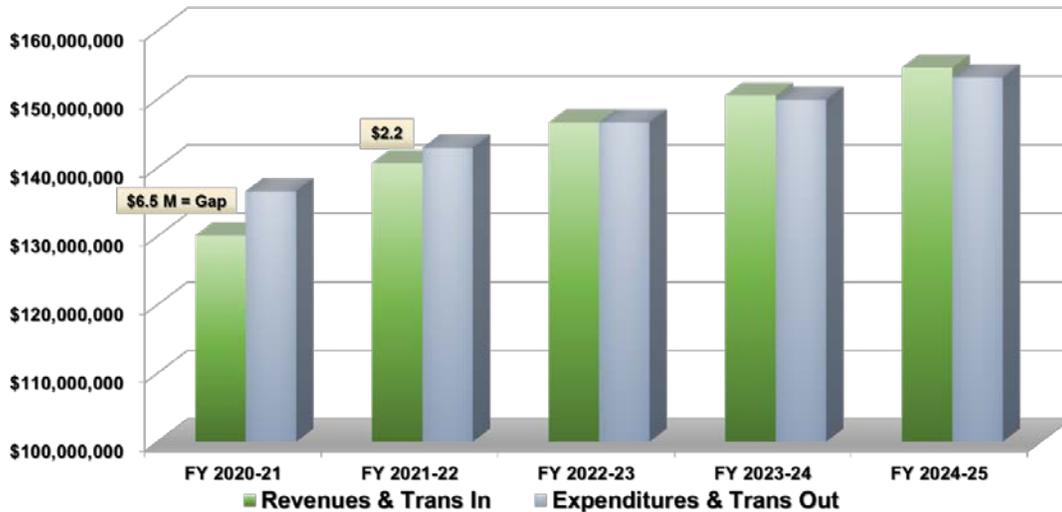
Conservative Scenario General Fund, Measure E & G 5 Yr. Forecast



Optimistic Scenario

As shown by the graph below, there is an optimistic scenario where a structural surplus is possible. After the City recovers from the crisis over the next three years, healthy growth in revenue and controlling costs would fix the structural deficit and result in a surplus. The Optimistic Scenario assumptions are as follows: Property tax continues to grow at 4% (vs. 3% base) and sales tax grows at 3% (vs. 2% base), and business licenses grow at 2% (vs. 1% base). In addition, wages grow at 1.5% (vs. 2.25%), health grows by 4% (vs. 5%), workers compensation grows by 3% (vs. 4%).

Optimistic Scenario General Fund, Measure E & G 5 Yr. Forecast



Major Budget Balancing Items

Below is a table of the major items used to help balance the \$19.3 million initial budget deficit challenge to get it down to the \$6.7 million gap:

Revenue

Improved revenue in FY 2020-21	\$ 3,437,000
--------------------------------	--------------

Personnel Operating Costs

Vacancy Factor, Freeze, and Retirement Incentive	4,827,000
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PERS UAL Prefunding - Annual savings	551,000
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Fire Overtime	259,000
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Annual Leave Buy Back reduction	155,000
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Non-Personnel Operating Costs

Ground Water Sustainability JPA - Initial contributions ended	330,000
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Monterey Bay Housing Trust - Initial contributions canceled	200,000
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Shot Spotter - Major add. to Police budget - previously funded by grant	(470,000)
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One-Time Items

Defer Police Vehicles	650,000
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Defer Fire Station Renovation	1,515,000
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Defer Transfer to General Liability	541,600
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Defer Excess Workers Comp. Reduction	584,300
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Net of All Other Items

<u>25,673</u>

Grand Total Balancing Items

<u>\$ 12,605,573</u>

The Salinas Plan and Fiscal Sustainability

The Salinas Plan is a Ten-Year Plan designed to provide the City with a path toward maintaining a long-term balanced budget while preserving City services and addressing the affordable housing crisis. The plan provides 32 recommended initiatives. The 32 recommended initiatives are now in various stages of progress and are described in more detail in the Salinas Plan section of this budget. The summary table in the Salinas Plan section shows the City expects to save \$1,044,212 in the current fiscal year and \$2,279,543 is projected in FY 2020-21.

State Budget and Local Impacts

Governor Gavin Newsom released his revised FY 2020-21 Budget Plan on May 14, 2020. The plan focused on closing a budget gap of more than \$54 billion brought on swiftly by the COVID-19 recession. The budget proposal is scaled down to \$203 billion, or -8.6%, from the \$222.2 billion proposed in January. This is the first deficit in eight years. The proposal plans to use \$16.2 million of the Budget Stabilization Account (Rainy Day Fund) over three years. There are no state taking or borrowing of city revenues in the budget plan.

Revenue Assumptions

The City's FY 2020-21 proposed budget is built using economic assumptions to estimate revenue. Staff uses a variety of sources to determine revenue assumptions including the Monterey County Assessor's office and HdL Coren & Cone (the City's property tax auditors and sales tax consultants/auditors), the State Controller's Office, the State Board of Equalization, and other sources as appropriate. Assumptions for the major General Fund revenue sources are:

- Property Tax
 - FY 2020-21: Assumes 1.8% growth from last year's FY 2019-20 adopted budget based on current trends and factoring in the Monterey County Assessor estimates.
- Sales & Measure E & G Taxes
 - FY 2020-21: Assumes 18.9% decline from the prior year adopted budget largely based on current year performance and projected economic trends relating to the COVID-19 pandemic.
- Utility Users Tax
 - FY 2020-21: Assumes 2.0% decrease to the prior year adopted budget.
- Franchise Fees
 - FY 2020-21: Assumes 6.3% increase to the prior year adopted budget.
- Business License Tax
 - FY 2020-21: Assumes 9.4% decrease to the prior year adopted budget.

Major Revenue Summary

Eighty-seven percent of the City's revenue comes from the five revenue sources listed above. Of the 87%, 77% of the City of Salinas' revenue comes from two major revenue sources: property tax and sales tax (including Measure E and Measure G). Another 23% come from utility users tax, franchise fees, and business license tax.

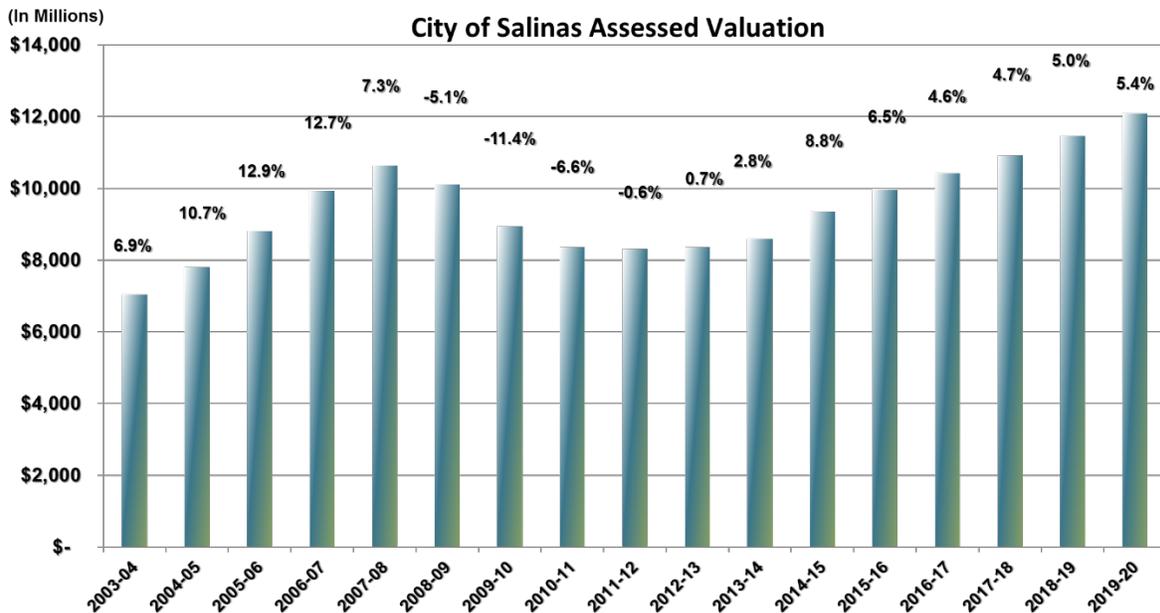
FY 2020-21 General Fund and Measure E & G revenue estimates total \$130,069,750. The major revenue categories are classified and discussed below:

**General Fund, Measure E and G
FY 2020-21 Estimated Revenue**

	FY 2019-20		FY 2020-21		%	
	Adopted	Proposed			Change	Change
	Budget	Budget	%	Change	Change	%
Property Tax	\$ 31,038,000	\$ 31,596,000	24%	\$ 558,000	1.8%	-5.3%
Sales Tax	29,950,000	24,332,000	19%	(5,618,000)	-18.8%	53.0%
Measure E Tax	13,048,000	10,562,000	8%	(2,486,000)	-19.1%	23.5%
Measure G Tax	25,793,000	20,878,000	16%	(4,915,000)	-19.1%	46.4%
Utility Users Tax	12,240,000	12,000,000	9%	(240,000)	-2.0%	2.3%
Franchise Fees	8,800,000	9,355,000	7%	555,000	6.3%	-5.2%
Business Lic Tax	5,300,000	4,800,000	4%	(500,000)	-9.4%	4.7%
TOT	3,000,000	2,550,000	2%	(450,000)	-15.0%	4.2%
Other Rev/Transfers	11,493,250	13,996,750	11%	2,503,500	21.8%	-23.6%
Total	\$ 140,662,250	\$ 130,069,750	100%	\$(10,592,500)	-7.5%	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 historical property assessed value growth/declines for property tax collections are shown in the graph below:



Source: Monterey County Tax Assessors - Tax Rate Books.

Overall, the City’s annual property tax reduced \$7.8 million (27.2%) from the high in FY 2007-08, prior to the housing downturn, to the low in FY 2011-12. Now, strong recovery and growth has occurred, and the assessed value has exceeded the high during the last three years. Estimates for FY 2020-21 reflect a growth of 1.8%, based on discussions with the County Assessor.

Sales Tax/Measure E/Measure G

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

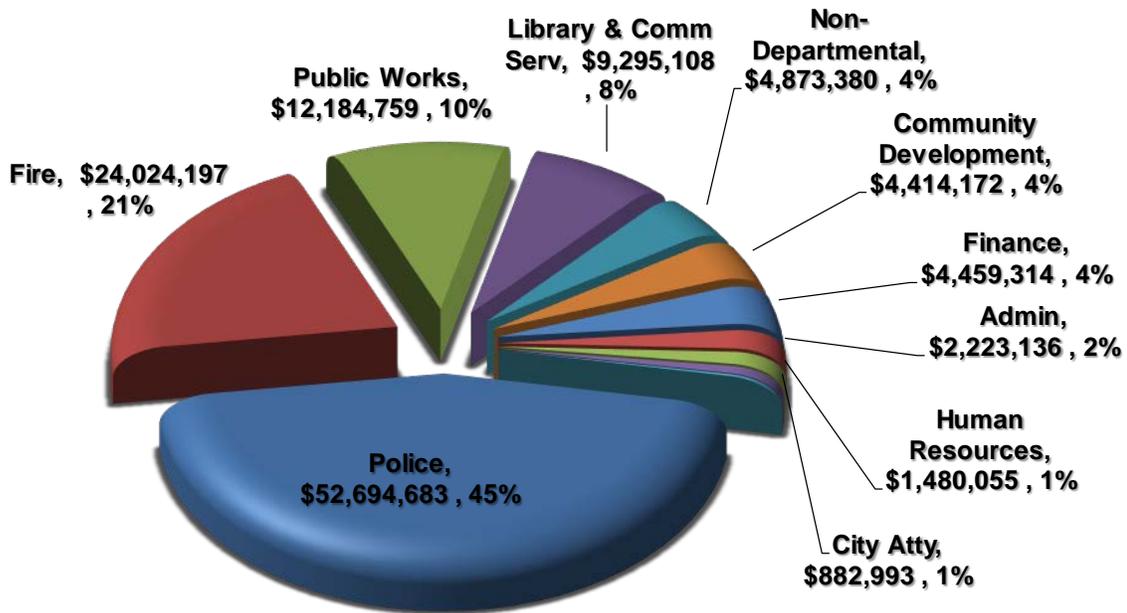
After ten consecutive quarter declines that began in April 2007 and a loss of \$4.5 million by April 2009, sales tax has fully recovered and has exceeded the peak it hit in FY 2006-07.

HdL, the City’s sales tax consultants/auditors, and their partnership with Beacon Economics, have evaluated trends in each sector and national and economic drivers. Considering the significant effects of the COVID-19 pandemic, staff is estimating an 18.9% decrease when comparing to the FY 2019-20 adopted budget. FY 2020-21 sales tax is estimated at \$24,332,000, Measure E tax is estimated at \$10,562,000, and Measure G is estimated at \$20,878,000.

General Fund and Measure E & G Expenditures

The FY 2020-21 General Fund, Measure E & G recommended operating budget totals \$116,765,183, a 1.0% decrease from last year’s total of \$117,972,113. Public Safety expenditures represent 65.7% of the operating budget. The recommended FY 2020-21 General Fund, Measure E & G operating budget, by department/service activity is as follows:

**General Fund & Measure E & G FY 2020-21
Expenditure Budget \$116,765,183**



The changes from the last year's FY 2019-20 Adopted Budget are shown in the table below:

Department	FY 2019-20	FY 2020-21	%	Change	%
	Adopted Budget	Proposed Budget			
City Council	\$ 226,290	\$ 233,386	0.2%	\$ 7,096	3.1%
Administration	3,849,120	2,223,136	1.9%	(1,625,984)	-42.2%
Human Resources	-	1,480,055	1.3%	1,480,055	100.0%
City Attorney	940,350	882,993	0.8%	(57,357)	-6.1%
Finance	4,788,900	4,459,314	3.8%	(329,586)	-6.9%
Comm. Development	4,444,045	4,414,172	3.8%	(29,873)	-0.7%
Police	52,247,657	52,694,683	45.1%	447,026	0.9%
Fire	23,922,310	24,024,197	20.6%	101,887	0.4%
Public Works	12,240,245	12,184,759	10.4%	(55,486)	-0.5%
Library and Community Serv.	9,294,868	9,295,108	8.0%	240	0.0%
Non-Departmental	6,018,328	4,873,380	4.1%	(1,144,948)	-19.0%
Total Exp. Budget	<u>\$ 117,972,113</u>	<u>\$ 116,765,183</u>	<u>100.0%</u>	<u>\$ (1,206,930)</u>	<u>-1.0%</u>

The reduction in Administration is a result of breaking out Human Resources into its own department, as shown as an increase on the next line under Administration. The City Attorney's reduction of 6.1% is a net reduction from freezing one position. The Finance Department reduction of 6.9% is a result of eliminating two positions and reducing some other operating items. The police department increase is mainly due to the Shot Spotter technology tool, that was previously funded by a state grant. The Library and Community Services department remained constant from the prior year due to City Council and community preference. The Non-Departmental is decreasing by 19.0% mainly from a \$551,000 decrease in the UAL as a result of pre-funding CalPERS \$4.5 million and eliminating the Monterey Bay Housing Trust and Ground Water Sustainability JPA payments in the new year.

Measure E

On May 7, 2020, the Measure E Committee met and received a presentation from staff on the budget proposal. The expenditure budget totals \$13.6 million. The revenue budget is estimated at \$10,562,000, which is a decrease of \$2,486,000, or 19.1%.

Compared to the prior year adopted budget, the total budget increased by \$561,506 as shown in the table below. Most of the change is related to the new El Gabilan Debt Service in addition to an increase in personnel costs such as PERS and health insurance. The number of full-time authorized positions under Measure E remains the same when compared to the previous fiscal year.

Measure E
FY 2020-21 Operating Budget

	FY 19/20	% of	FY 20/21	% of		%
	Adopted	Total	Proposed	Total	Change	Change
Code Enforcement	\$ 418,280	3.2%	\$ 408,766	3.0%	\$ (9,514)	-2.3%
Finance	62,000	0.5%	62,000	0.5%	-	0.0%
Fire Marshall	134,750	1.0%	139,551	1.0%	4,801	3.6%
Insurance - Energy Debt Svc	258,200	2.0%	68,300	0.5%	(189,900)	-73.5%
El Gabilan Library Debt	528,500	4.0%	1,150,400	8.4%	621,900	117.7%
Library	5,376,593	41.2%	5,165,656	37.9%	(210,937)	-3.9%
Public Works	785,130	6.0%	947,294	7.0%	162,164	20.7%
Parks & Recreation	1,136,040	8.7%	1,141,982	8.4%	5,942	0.5%
Youth Serv. & Com. Engagement	309,200	2.4%	312,606	2.3%	3,406	1.1%
Police	<u>4,054,520</u>	<u>31.0%</u>	<u>4,228,164</u>	<u>31.0%</u>	<u>173,644</u>	<u>4.3%</u>
	<u>\$ 13,063,213</u>	<u>100.0%</u>	<u>\$ 13,624,719</u>	<u>100.0%</u>	<u>\$ 561,506</u>	<u>4.3%</u>

Please see the Measure E section of this Operating Budget document for more details on Measure E. Measure E is not funding any new additional projects for FY 2020-21, however carryover from projects approved in the past years will still be available.

Measure G Oversight Committee

On May 14, 2020, the Measure G Committee met and received a presentation from staff on the budget proposal.

Measure G sales tax for FY 2020-21 is estimated to be \$20,878,000. This represents a \$4,915,000, or 19.1% decrease from the adopted FY 2019-20 revenue budget of \$25,793,000. The FY 2020-21 budget includes \$2,343,244 in capital improvement projects (CIP), a \$2,190,600 transfer out to mainly cover restoring services on Friday (furlough), a \$4,667,600 transfer out for the new Public Safety Building debt service and a \$15,569,019 operating budget. The CIP includes such projects as new public safety radios, urban forestry fleet replacement, police records management system, city cleanup program, General Plan update, and lease payments for fire apparatus vehicles. The details of the proposed capital projects are in the capital improvement budget document for FY 2020-21.

Measure G
FY 2020-21 Operating Budget

	<u>Adopted</u>	<u>% of</u>	<u>Proposed</u>	<u>% of</u>		<u>%</u>
	<u>FY 19/20</u>	<u>Total</u>	<u>FY 20/21</u>	<u>Total</u>	<u>Change</u>	<u>Change</u>
Police	\$ 8,708,390	58.2%	\$ 9,421,585	60.5%	\$ 713,195	8.2%
Fire	2,561,590	17.1%	2,373,233	15.2%	(188,357)	-7.4%
PW - Build / Improve / Maintain	1,219,890	8.1%	1,243,080	8.0%	23,190	1.9%
Code Enforcement	420,870	2.8%	431,168	2.8%	10,298	2.4%
Recreation - Youth Prevention	1,148,900	7.7%	1,172,031	7.5%	23,131	2.0%
Economic Development	103,990	0.7%	99,341	0.6%	(4,649)	-4.5%
Support - Technology	306,930	2.0%	315,732	2.0%	8,802	2.9%
Support - Finance	229,200	1.5%	239,424	1.5%	10,224	4.5%
Support - Human Resources	164,270	1.1%	167,856	1.1%	3,586	2.2%
Support - Administration	108,680	0.7%	105,569	0.8%	(3,111)	-2.9%
	<u>\$ 14,972,710</u>	<u>100.0%</u>	<u>\$ 15,569,019</u>	<u>100.0%</u>	<u>\$ 596,309</u>	<u>4.0%</u>

The number of positions funded by Measure G during FY 2019-20 and proposed for 2020-21 are summarized as follows:

	<u>FY 19/20</u>	<u>FY 20/21</u>
Police - Sworn	37.0	37.0
Police - Non-Sworn Support	12.0	12.0
Fire - Sworn	14.0	14.0
Fire - Non-Sworn Support	1.0	1.0
Code Enforcement	4.0	4.0
Public Works - Clean-up	1.0	1.0
Public Works - Park Maint.	1.0	1.0
Public Works - Streets	6.0	6.0
Recreation	6.0	6.0
Youth Services & Community Engagement	2.0	2.0
Support - Technology	2.0	2.0
Support - Finance	2.0	2.0
Support - Human Resources	1.0	1.0
Support - Administration	1.0	1.0
Total Positions	<u>90.0</u>	<u>90.0</u>

The total sworn personnel count for the police department remains at 174 (with 12 sworn still held vacant from two years ago) and the staffing figures for all departments remained constant from the previous year. Please see the Measure G section of this Operating Budget document for more details on Measure G.

Retirement Programs

Most California cities participate in the California Public Employees' Retirement System (CalPERS) retirement program. The cost of providing retirement benefits to employees remains a challenge to cities. Retirement costs represent 22% of total personnel costs. The average annual increases in CalPERS retirement costs have been 9.1% since Fiscal Year 2009-10 mainly due to the lower returns realized. CalPERS has made six major policy changes that have resulted in higher pension costs for the State and CalPERS contracting employers. The latest change is a change in amortization policy. It has become effective with rates for FY 2020-21. Overall, it means our annual contribution will increase. It does not change existing UAL amortizations, only future actuarial gains and losses and UAL changes going forward. Future gains will be amortized over 20 years (vs. 30). The biggest change was made on December 21, 2016, where CalPERS Board of Administration lowered the CalPERS discount rate assumption from 7.50 percent to 7.00 percent over a seven-year phase in period. The discount rate is the long-term rate of return and the change increased public agency employer contribution costs beginning in Fiscal Year 2018-19.

The benefits of reducing the discount rate include:

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

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

Under the Governor's pension reform law called Public Employees' Pension Reform Act of 2013 (PEPRA), new employees began to pay 50% of the normal costs of the pension. Existing city employees or new employees that have been active members in CalPERS (without separation for more than six months) continue to pay under the existing rates. City Public Safety – Police and Fire employees pay twelve (12%) percent of base salary into CalPERS, which was phased in from nine (9%); non-public safety employees pay seven (7%) percent. Most cities in the City's labor market (comparable cities) pay a portion of the entire employee share. The retirement formula used by the City of Salinas for non-public safety employees is 2% @ 55, at a time when many employee bargaining groups in other cities have negotiated 2.5% @ 55. The retirement formula that the City uses for sworn Public Safety employees is 3% @ 50 with the single highest year of salary. Any new sworn Public Safety employees hired between October 17, 2011 and December 31, 2012 were employed with a retirement formula of 3% @ 55 with a three-year final compensation. Under the PEPRA law, the retirement formula is 2% at 62 for non-public safety employees and 2.7% at 57 for safety employees, with the exception of new fire employees hired after March 4, 2014, which will be under the 2.5% at 57 formula as a result of City's fourth tier of pension reform.

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

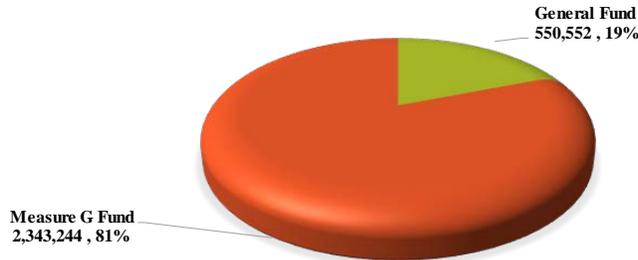
- Miscellaneous: \$35.2 million (72.2% funded)
- Police Safety: \$112.5 million (63.1% funded)
- Fire Safety Tier 1: \$49.2 million (71.2% funded)
- Fire Safety Tier 2: \$309.9 thousand (91.6% funded)
- Fire Safety Tier 2 PEPRAs: \$93.1 thousand (91.7% funded)

The City budgeted \$17.9 million, to pay the cost for the Public Safety retirements (87% of the total PERS cost) and \$2.6 million for non-public safety retirements (13% of the total PERS cost). At the end of FY 2017-18, the City paid \$11.3 million to PERS as a strategic cost cutting measure, where the City will save approximately \$1.9 million a year plus interest savings.

Capital Improvement Program

The Capital Improvement budget includes a number of General Fund and Measure G funded investments. The recommended General Fund items have been significantly scaled down to minimal levels. Measure G funded capital project items total \$2,343,244. No new additional projects are to be funded by Measure E, however carryover from existing projects approved in prior years will still be available.

General Fund and Measure G CIP Budget Projects



General Fund CIP Budget Projects

Department - Project	FY 20-21 Proposed
Police	
9304 - Abbott St Safety Building	\$ 225,552
Police Total	225,552
Fleet IS	
9579 - Police Vehicle Replacement	325,000
Fleet IS Total	325,000
Grand Total	\$ 550,552

Measure G Fund CIP Budget Projects

Department - Project	FY 20-21 Proposed
Community Development	
9181 - Downtown Streets Team	\$ 200,000
9187 - Shelter Operations	200,000
9215 - HUD Consolidated Plan	20,000
9701 - General Plan Update	200,000
Community Development Total	620,000
Finance	
9102 - PCs & Networking	50,000
9159 - Network Equipment Upgrades	30,000
Finance Total	80,000
Fire	
9213 - Fire Radio Command/Mobile Data Comp	184,240
9541 - Fire Station Repairs	50,000
Fire Total	234,240
Police	
9017 - Motorola Radios	225,370
9096 - Weapons and Safety Equipment	10,000
9214 - PD Records Management System	180,000
Police Total	415,370
Public Works	
9068 - City Cleanup Program	150,000
9217 - Facilities ADA Transition Plan & Improvements	15,000
Public Works Total	165,000
Recreation	
9142 - Safety Tree Trimming City Parks	30,000
9737 - Athletic Field Repairs	15,000
Recreation Total	45,000
Fleet IS	
9226 - Fleet Consolidation Replacement	50,000
9271 - Urban Forestry Equip Replacement	178,904
9273 - Fleet Vehicles Replacement	4,960
9540 - Fire Vehicle Replacement	549,770
Fleet IS Total	783,634
Grand Total	\$ 2,343,244

The CIP is contained in a separate document and provides detailed information for each capital project included in the FY 2020-21 Capital Improvement Budget and Capital Improvement Program (FY 2021-22 through FY 2025-26).

General Fund, Measure E and Measure G Operating Reserves

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

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

During the Great Recession, the FY 2009-10 Budget was balanced using \$9.4 million of General Fund/Measure E reserves. The use of reserves in both FY 2008-09 and FY 2009-10 was required to maintain services and were depleted to zero. Over the last nine fiscal years, using carryover funds and at the mid-year budget review, the City Council has approved replenishing the reserve with amounts almost every time. The General Fund, Measure G and E reserves have grown and are now at \$9.6 million or 8.2% of operating expenditures. The Measure G reserve of \$1,760,000 is 8% of the 1st year estimated Measure G sales tax of \$22,000,000 and will function both as an operating reserve and a capital reserve. In addition to these reserves, the City has reserved \$2,500,000 for the New York Life Retirement Reserve and \$425,000 remaining in the deficit reduction reserve.

	<u>General Fund</u>	<u>Measure E</u>	<u>Measure G</u>	<u>Total</u>
Operating Reserve	<u>\$ 6,830,000</u>	<u>\$ 962,000</u>	<u>\$ 1,760,000</u>	<u>\$ 9,552,000</u>
Reserve % of FY 20-21 Appropriations	7.6%	8.0%	11.3%	8.2%

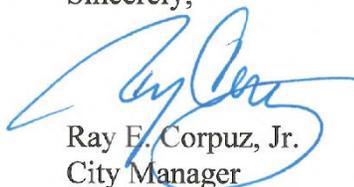
Given all the uncertainties surrounding COVID-19, such as the risk of a second wave of infections, the timing of when the businesses will open back up for full service and the speed of recovery, staff is recommending to not use reserves at this time.

Conclusion

In the face of this global health crisis that has triggered a global financial crisis, Salinas, like economies across the country, is confronted with a steep and unprecedented economic downturn – facing massive job losses and revenue shortfalls. However, the City, with the help of employees, has taken the steps necessary to balance next year’s budget without tapping into reserves. A continued recognition of the future challenges and the need for fiscal responsibility is more important now than ever. The need to control the largest cost driver of salaries is key. Furthermore, the recommended initiatives in the Salinas Plan and other initiatives are all contributing to help the City address the future challenges. I know we will weather these short-term setbacks and still accomplish the goal of longer-term fiscal sustainability as we continue to work together.

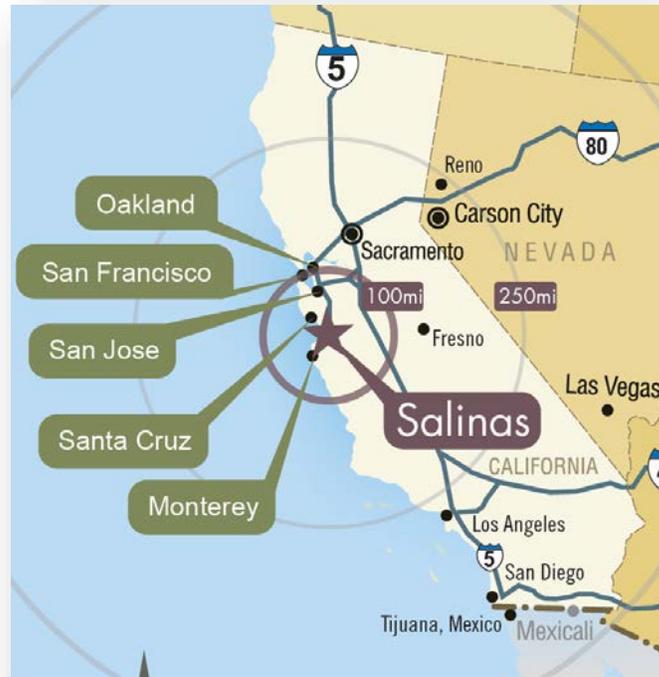
I would like to thank the City Council for its leadership during the last year in continuing to guide City Staff in providing excellent fiscal stewardship and service to the Salinas community. I would also like to recognize the City of Salinas staff for their dedication to this organization. Lastly,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

COMMUNITY PROFILE



HISTORY

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

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

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

CITY GOVERNMENT

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

COMMUNITY PROFILE

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

ECONOMY

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

HOUSING

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

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

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

TRANSPORTATION

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

Air

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

Bus

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

Highways

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

Rail

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

COMMUNITY PROFILE

SCHOOLS

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

COMMUNITY SERVICES

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

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

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

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

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

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

COMMUNITY PROFILE

- Measure G Committee

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

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

BUDGET GUIDE

BUDGET GUIDE

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

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

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

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

DOCUMENT ORGANIZATION

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

Letter of Transmittal

In the transmittal letter to the City Council and Salinas' citizens, the City Manager summarizes the operating budget for the next Fiscal Year (FY) 2020-21. 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 2020-21; The Appropriation Limit calculation; Fund Balance projection by fund for FY 2020-21; The Administrative Overhead Rates; A summary schedules of revenues by fund that includes actual revenues for FY

BUDGET GUIDE

2017-18 and FY 2018-19 and estimates for FY 2019-20 and FY 2020-21. Also contained here is the summary of the total full time workforce budgeted for the next year with historical changes in staffing over time.

Financial Policies

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

Measure E Funds

This section provides historical information about the circumstances surrounding the conception and implementation of the Transaction and Use tax approved by Salinas' voters on November 2005. This section also includes summaries of the Measure E funds budgeted for Operating and Capital Projects for FY 2020-21 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 2020-21 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 2020-21, and a financial summary showing funding sources, actual expenditures from FY 2017-18 and FY 2018-19 and projected expenditures for FY 2019-20 and FY 2020-21.

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

STRUCTURE OF THE CITY'S FINANCES

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

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

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

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

BUDGET GUIDE

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

BASIS OF ACCOUNTING

Fund Accounting

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

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

Base Budget: Each department is initially provided an annual appropriation sufficient to fund current service levels and any other costs the department is responsible for managing. This year's base budget involved taking the FY 2018-19 final adopted budget, reducing it for any one-time capital outlay expenditures and includes a Cost-of-living adjustments ranging from 2.5% to 3.0% for both public safety and non-public safety employees, with various bargaining unit increases due on December 8, 2018, January 1, 2019, January 15, 2019, and March 27, 2019. In addition, the budget includes cost increases for other contractual obligations where needed (such as utilities increases, vendor service contract rate increases, etc.)

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

Long Range Financial Planning

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

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

Reserves

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

Contingency Reserve Policy

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

Long Term Capital Debt

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

BUDGET GUIDE

Investments and Cash Management

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

BUDGET PROCESS

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

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

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

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

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

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

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

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

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

BUDGET GUIDE

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

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

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

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

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

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

CITIZEN PARTICIPATION

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

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

GLOSSARY OF BUDGET TERMINOLOGY

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

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

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

BUDGET GUIDE

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

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

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

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

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

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

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

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

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

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

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

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

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

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

DEPARTMENT SUMMARY The Department Summary provides a summary of source of funds and expenditures by major category. The source of funds section shows how the fiscal year 2017-18 and 2018-19 actual, the 2019-20 budget and the proposed 2020-21 budget are funded. The expenditure section details both employee services and other resources. The employee services category includes regular full-time, temporary part-time, and overtime. The other resources category includes: supplies/small equipment, outside services/other expenditures, and capital outlay

BUDGET GUIDE

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

BUDGET GUIDE

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

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

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

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

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

REVENUES SCHEDULES Complete revenue worksheet for 2016-17 and 2017-18 actuals & 2018-19 and 2019-20 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 2020-21

RESOLUTION NO. 21871 (N.C.S.)
RESOLUTION NO. 38 (S.A.)

RESOLUTION ADOPTING THE 2020-21 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 2020-21 commencing on July 1, 2020 be adopted as listed below:

<u>Fund Description</u>	<u>Estimated Revenue</u>	<u>Interfund Transfers</u>	<u>Appropriations</u>
<u>General Government Funds</u>			
1000 General Fund	94,331,450	(5,685,500)	87,720,140
1100 Measure E	10,622,000	(518,700)	10,430,300
1200 Measure G	21,028,000	(6,858,200)	11,826,556
2200 Local Public Safety	922,000		680,000
2501 Emergency Medical Services	146,000	1,015,300	1,155,242
2502 Asset Seizure	21,050		45,000
2503 Traffic Safety	250,000	(250,000)	
2504 Vehicle Abatement	120,000	50,000	231,304
2505 Recreation Parks	30,000		23,400
2506 PEG Cable Franchise	185,000		325,500
2510 Measure X Transport Safety & Inv Plan		(2,334,200)	
2601 SA Public Improvements	6,000		
2602 HAS Affordable Housing	57,100		47,080
Total	127,718,600	(14,581,300)	112,484,522
<u>Internal Services Funds</u>			
7100 Internal Service	5,523,700	3,656,700	10,383,287
<u>Enterprise Funds</u>			
6100 Municipal Airport	1,652,000	(82,400)	1,442,169
6200 Industrial Waste	3,120,000	(77,200)	1,981,158
6300 Municipal Golf Courses	162,700	450,000	740,000
6400 Sanitary Sewer	3,060,000	(102,800)	3,264,481
6500 Storm Sewer (NPDES)	10,700	3,176,000	3,271,854
6600 Crazy Horse Landfill		(385,100)	
6700 Water Utility	11,000		20,000
6800 Parking District	1,801,500	917,600	2,670,948
6900 Permit Services	2,709,700		2,694,194
Total	12,527,600	3,896,100	16,084,804
<u>Assessment and Maintenance District Funds</u>			
2100 Maintenance Districts	1,837,290		1,306,444
4200 Assessments Districts	1,461,120		790,700
Total	3,298,410	-	2,097,144
<u>Housing & Urban Development</u>			
2910 Community Development	2,074,219		2,659,906
2930 Home Investment Partnership	853,851		1,270,716
2940 Emergency Solutions Grant-HUD	412,866		351,882
2941 Emergency Solutions Grant-COC	242,240		627,524
2942 CA Emergency Solutions & Housing	562,293		308,024
2945 Housing - Other Agency Match	878,198		
2951 SB2	1,006,847		976,085
2957 Inclusionary Housing Trust			12,000
Total	6,030,514	-	6,206,137

FINANCIAL SUMMARIES

Budget Resolution Fiscal Year 2020-21

<u>Fund Description</u>	<u>Estimated Revenue</u>	<u>Interfund Transfers</u>	<u>Appropriations</u>
<u>Grants, Trust & Agency Funds</u>			
3000 Grants	590,496		590,496
8900 Successor Agency Fund	2,412,078	(953,900)	1,584,020
Total	<u>3,002,574</u>	<u>(953,900)</u>	<u>2,174,516</u>
<u>Debt Service Funds</u>			
4100 Debt Service Fund	22,000	10,457,400	11,321,100
<u>Capital Projects Funds</u>			
1000 General Fund		(550,552)	
1200 Measure G		(2,343,244)	
2109 Monte Bella Maintenance District		(611,000)	
2202 Supplemental Law Enf AB3229		(327,300)	
2300 Development Fees	603,200	(502,500)	
2400 Gas Tax Fund - Capital	2,635,900	(358,350)	
2400 Gas Tax Fund - Operating		(2,475,000)	
2510 Measure X Transportation Safety & Inv Plan	3,630,000	(3,772,000)	
2511 SB1 Road Maintenance & Rehabilitation	2,024,000	(1,000,000)	
2512 SB1 Traffic Congestion Relief	184,700		
2940 Emergency Solutions Grant-HUD		(30,000)	
2941 Emergency Solutions Grant-COC		(50,000)	
2942 CA Emergency Solutions & Housing		(28,114)	
5100 Special Aviation	514,040	-	
5200 Special Construction Assistance	4,916,515	(10,381,170)	
5300 Assessment District Project	2,000		
6100 Municipal Airport		(61,750)	
6200 Industrial Waste		(15,000)	
6400 Sanitary Sewer		(1,189,410)	
6900 Permit Services		(225,000)	
5800 Capital Projects		21,445,390	21,445,390
Total	<u>14,510,355</u>	<u>(2,475,000)</u>	<u>21,445,390</u>
Total Budget	<u>172,633,753</u>	<u>-</u>	<u>182,196,900</u>

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

BE IT FURTHER RESOLVED that the FY 19/20 CIP budget adjustments included in the attached Exhibit B and the \$3.5 million of salary savings anticipated for the General Fund, Measure E, and Measure G are approved.

PASSED AND ADOPTED this 23rd day of June 2020 by the following vote:

AYES: Councilmembers: Cromeenes, Davis, De La Rosa, McShane, Villegas and Mayor Gunter

NOES: Councilmembers: Barrera

ABSENT: Councilmembers:

ABSTAIN: Councilmembers:

ATTEST:


Patricia Barajas, City Clerk


Joe Gunter, Mayor

FINANCIAL SUMMARIES

Appropriations Limit

RESOLUTION No. 21872 (N.C.S.)

A RESOLUTION SETTING THE APPROPRIATIONS LIMIT
FOR THE CITY OF SALINAS FOR
FISCAL YEAR 2020-21

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 2020-21 is hereby adopted at \$263,711,239 pursuant to Article XIII B of the California Constitution as amended by Proposition 111. The portion of the City's budget that is subject to the appropriation limit (the proceeds of taxes) totals \$117,012,200 and is well within the appropriations limit.

PASSED AND ADOPTED this 23rd day of June 2020, by the following vote:

AYES: Councilmembers: Cromeenes, Davis, De La Rosa, McShane, Villegas and Mayor Gunter

NOES: Councilmember Barrera

ABSENT:

ABSTAINED:

APPROVED:



Joe Gunter, Mayor

ATTEST:



Patricia Barajas, City Clerk



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FINANCIAL SUMMARIES

Fund Balances

Fiscal Year 2020-21

Fund	Estimated Balance 06/30/2020	Estimated Revenues FY 20-21	Budget FY 20-21	Interfund Transfers FY 20-21	Reserve FY 20-21	Estimated Balance 06/30/2021	
General Fund	(48,258)	94,331,450	(88,790,145)	(5,685,500)	-	(192,453)	
General Fund Salary Savings	-	-	1,070,005	-	-	1,070,005	
General-Capital Improvement Reserve	-	-	-	(550,552)	-	(550,552)	
General-Operating Reserve	6,830,000	-	-	-	-	6,830,000	
Reserve - Deficit Contingency	425,000	-	-	-	-	425,000	
Reserve - 115 Trust	3,000,000	-	-	-	-	3,000,000	
Reserve - Productivity Bank	500,000	-	-	-	-	500,000	
Reserve New York Life Plan	2,500,000	-	-	-	-	2,500,000	
Total	<u>13,206,742</u>	<u>94,331,450</u>	<u>(87,720,140)</u>	<u>(6,236,052)</u>	<u>-</u>	<u>13,582,000</u>	1
Measure E Fund							
Transactions & Use 1/2 cent Tax	2,658,024	10,622,000	(12,406,019)	(518,700)	-	355,305	
Salary Savings	-	-	1,975,719	-	-	1,975,719	
Measure E - Operating Reserve	-	-	-	-	-	-	
Total	<u>2,658,024</u>	<u>10,622,000</u>	<u>(10,430,300)</u>	<u>(518,700)</u>	<u>-</u>	<u>2,331,024</u>	2
Measure G Fund							
Transactions & Use 1 cent Tax	(1,336,753)	21,028,000	(15,569,019)	(9,201,444)	-	(5,079,216)	
Salary Savings	-	-	3,742,463	-	-	3,742,463	
Measure G - Operating Reserve	-	-	-	-	-	-	
Total	<u>(1,336,753)</u>	<u>21,028,000</u>	<u>(11,826,556)</u>	<u>(9,201,444)</u>	<u>-</u>	<u>(1,336,753)</u>	3
Assessment & Maintenance Districts							
Maintenance District Administration	72,942	62,000	(42,130)	-	-	92,812	
Woodside Park	84,691	44,200	(34,177)	-	-	94,714	
Downtown Mall	(42,996)	-	-	-	-	(42,996)	
Airport Business Park	7,079	13,990	(13,469)	-	-	7,600	
North East	410,442	743,600	(626,961)	-	-	527,081	
Harden Ranch	25,899	140,500	(124,529)	-	-	41,870	
Vista Nueva	288,255	38,000	(26,810)	-	-	299,445	
Mira Monte	338,221	125,000	(151,025)	-	-	312,196	
Monte Bella	3,107,303	670,000	(287,343)	(611,000)	-	2,878,960	
Assessment Administration	13,822	16,000	-	-	-	29,822	
Assessment Districts Debt Service/Bonds	1,591,719	1,434,120	(631,300)	-	-	2,394,539	
Assessment Districts Reserve	1,801,404	11,000	-	-	-	1,812,404	
Assessment District Monte Bella	186,156	-	(159,400)	-	-	26,756	
Total	<u>7,884,936</u>	<u>3,298,410</u>	<u>(2,097,144)</u>	<u>(611,000)</u>	<u>-</u>	<u>8,475,202</u>	

FINANCIAL SUMMARIES

Fund Balances

Fiscal Year 2020-21

Fund	Estimated Balance 06/30/2020	Estimated Revenues FY 20-21	Budget FY 20-21	Interfund Transfers FY 20-21	Reserve FY 20-21	Estimated Balance 06/30/2021	
Public Safety	452,881	922,000	(680,000)	(327,300)	-	367,581	
Emergency Medical Services Fund	145,735	146,000	(1,155,242)	1,015,300	-	151,793	4
Asset Seizure	50,463	21,050	(45,000)	-	-	26,513	
Traffic Safety	(20,184)	250,000	-	(250,000)	-	(20,184)	
Vehicle Abatement	333,509	120,000	(231,304)	50,000	-	272,205	
Recreation Parks Fund	61,729	30,000	(23,400)	-	-	68,329	5
Public Education Fund	292,001	185,000	(325,500)	-	-	151,501	
Municipal Art Fund	(1,784)	-	-	-	-	(1,784)	
Contributions & Donations	95,844	-	-	-	-	95,844	
KDF Los Padres	200,901	-	-	-	-	200,901	
Measure X Transportation Safety	2,496,798	3,630,000	-	(6,106,200)	-	20,598	
SB1 Road Maintenance & Rehab	72,251	2,024,000	-	(1,000,000)	-	1,096,251	
SB1 Traffic Congestion Relief	554,766	184,700	-	-	-	739,466	
SA Public Improvements	1,583,774	6,000	-	-	-	1,589,774	
HSA Affordable Housing	922,949	57,100	(47,080)	-	-	932,969	
Development Fees							
Sewers	368,574	130,000	-	(420,000)	-	78,574	
Parks	149,203	17,000	-	(82,500)	-	83,703	
Library Fees	82,477	26,600	-	-	-	109,077	
Trees	3,920	500	-	-	-	4,420	
Annexation	731	100	-	-	-	831	
Arterial	2,163,771	330,000	-	-	-	2,493,771	
Fire Fees	91,399	13,000	-	-	-	104,399	
Police Fees	823,577	86,000	-	-	-	909,577	
Total	3,683,652	603,200	-	(502,500)	-	3,784,352	6
Gas Tax	(558,939)	2,635,900		(2,833,350)	-	(756,389)	7
Community Development Act of 1974	1,005,520	6,030,514	(6,206,137)	(108,114)	-	721,783	
Grants	-	590,496	(590,496)	-	-	-	
Debt Service	1,318,109	22,000	(11,321,100)	10,457,400	-	476,409	

FINANCIAL SUMMARIES

Fund Balances

Fiscal Year 2020-21

Fund	Estimated Balance 06/30/2020	Estimated Revenues FY 20-21	Budget FY 20-21	Interfund Transfers FY 20-21	Reserve FY 20-21	Estimated Balance 06/30/2021	
Special Aviation							
California Aid to Airports	31,637	500	-	-	-	32,137	
CC&F Land Sale	1,187,039	18,000	-	-	-	1,205,039	
Federal Aviation Grants	(772,424)	495,540	-	-	-	(276,884)	
Total	<u>446,252</u>	<u>514,040</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>960,292</u>	
Construction Assistance							
State & Federal	(7,797,246)	2,292,840	-	(2,292,840)	-	(7,797,246)	
Measure X - Bond Proceeds	5,550,988	-	-	(5,464,655)	-	86,333	
Others	279,609	2,623,675	-	(2,623,675)	-	279,609	
Total	<u>(1,966,648)</u>	<u>4,916,515</u>	<u>-</u>	<u>(10,381,170)</u>	<u>-</u>	<u>(7,431,303)</u>	
Assessment District Project	406,562	2,000	-	-	-	408,562	
Capital Projects Revolving Fund	<u>2,000,000</u>	<u>-</u>	<u>(21,445,390)</u>	<u>21,445,390</u>	<u>-</u>	<u>2,000,000</u>	8
Enterprise Operations							
Airport	747,892	1,652,000	(1,442,169)	(144,150)	-	813,573	
Industrial Waste	319,967	3,120,000	(1,981,158)	(92,200)	-	1,366,609	
Golf Courses	477,431	162,700	(740,000)	450,000	(345,748)	4,383	9
Sanitary Sewer	1,566,186	3,060,000	(3,264,481)	(1,292,210)	(1,620,200)	(1,550,705)	10
Storm Sewer	227,627	10,700	(3,271,854)	3,176,000	-	142,473	
Hitchcock Road Water System	20,279	11,000	(20,000)	-	-	11,279	
Downtown Parking District	(1,491,983)	592,100	(1,499,008)	917,600	-	(1,481,291)	11
Preferential Parking	34,258	39,400	(24,500)	-	-	49,158	
Parking Enforcement	571,760	1,170,000	(1,147,440)	-	-	594,320	
Permit Services	1,247,616	2,709,700	(2,694,194)	(225,000)	-	1,038,122	
Carzyhorse Landfill	946,630	-	-	(385,100)	-	561,530	
Total	<u>4,667,662</u>	<u>12,527,600</u>	<u>(16,084,804)</u>	<u>2,404,940</u>	<u>(1,965,948)</u>	<u>1,549,450</u>	

FINANCIAL SUMMARIES

Fund Balances

Fiscal Year 2020-21

Fund	Estimated Balance 06/30/2020	Estimated Revenues FY 20-21	Budget FY 20-21	Interfund Transfers FY 20-21	Reserve FY 20-21	Estimated Balance 06/30/2021	
Internal Service							
Administration	1,894,411	-	(47,100)	-	-	1,847,311	
General Insurances	3,462,066	60,000	(586,100)	-	-	2,935,966	
Workers Compensation Insurance	5,278,857	5,447,700	(5,465,273)	-	(5,706,431)	(445,147)	
Liability Insurance	4,007,770	16,000	(2,457,722)	1,661,300	(3,723,910)	(496,562)	
Fleet Maintenance	929,887	-	(1,827,092)	1,995,400	-	1,098,195	
Total	<u>15,572,991</u>	<u>5,523,700</u>	<u>(10,383,287)</u>	<u>3,656,700</u>	<u>(9,430,341)</u>	<u>4,939,763</u>	12
Trusts & Agencies							
Successor Agency - SRA	4,382,539	2,412,078	(1,584,020)	(953,900)	(1,704,203)	2,552,494	13
Total	<u>4,382,539</u>	<u>2,412,078</u>	<u>(1,584,020)</u>	<u>(953,900)</u>	<u>(1,704,203)</u>	<u>2,552,494</u>	
Deferred Compensation & Retirement	<u>27,875</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>27,875</u>	
Total All Funds	<u>60,546,098</u>	<u>172,633,753</u>	<u>(182,196,900)</u>	<u>-</u>	<u>(13,100,492)</u>	<u>37,882,459</u>	

FINANCIAL SUMMARIES

Fund Balances - Notes Fiscal Year 2020-21

	<u>Estimated FY 19-20</u>	<u>Estimated FY 20-21</u>
1 General Fund		
Beginning Fund Balance	12,855,090	13,206,742
Estimated Revenue	97,522,950	94,331,450
(To) From Other Funds	(5,513,100)	(5,685,500)
Estimated Expenditures		
Operating	(91,154,360)	(87,720,140)
Capital Projects-On-going (Minimum Required)	(798,552)	(550,552)
Unreserved Fund Balance	<u>12,912,028</u>	<u>13,582,000</u>
Reserves:		
Operating Reserve	(6,830,000)	(6,830,000)
Contingency Reserve	(1,150,000)	(425,000)
Reserve - 115 Trust	-	(3,000,000)
Reserve - Productivity Bank	(500,000)	(500,000)
New York Life Reserve	(2,500,000)	(2,500,000)
Ending General Fund Unreserved Fund Balance	<u><u>1,932,028</u></u>	<u><u>327,000</u></u>
2 Measure E		
Beginning Fund Balance	<u>1,141,379</u>	<u>2,658,024</u>
Estimated Revenue	13,108,000	10,622,000
Estimated Expenditures		
Operating Budget	(12,276,513)	(10,430,300)
Capital Projects	(931,250)	-
(To) From Other Funds	(86,700)	(518,700)
Total On-going Expenditures	<u>(13,294,463)</u>	<u>(10,949,000)</u>
Unreserved Fund Balance	954,916	2,331,024
Operating Reserve	-	-
Ending Measure E Unreserved Fund Balance	<u><u>954,916</u></u>	<u><u>2,331,024</u></u>
3 Measure G		
Beginning Fund Balance	<u>(4,083,523)</u>	<u>(1,336,753)</u>
Estimated Revenue	25,943,000	21,028,000
Estimated Expenditures		
Operating Budget	(14,972,710)	(11,826,556)
Capital Projects	(6,859,031)	(2,343,244)
(To) From Other Funds	(4,110,600)	(6,858,200)
Total On-going Expenditures	<u>(25,942,341)</u>	<u>(21,028,000)</u>
Unreserved Fund Balance	(4,082,864)	(1,336,753)
Operating Reserve	-	-
Ending Measure G Unreserved Fund Balance	<u><u>(4,082,864)</u></u>	<u><u>(1,336,753)</u></u>

FINANCIAL SUMMARIES

Fund Balances - Notes Fiscal Year 2020-21

	Estimated FY 19-20	Estimated FY 20-21
4 Emergency Medical Services Fund (Paramedic Program)		
Beginning Fund Balance	51,125	145,735
County CSA 74 Funds	135,000	140,000
Other Revenue	10,000	6,000
General Fund Contribution	953,200	1,015,300
Estimated Expenditure		
Operations	(953,200)	(1,015,242)
EMS Equipment	(135,000)	(140,000)
Ending EMS Unreserved Fund Balance	61,125	151,793
5 Recreation Parks Fund		
Funds reserved for park and recreation purposes	53,909	68,329
<p>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.</p>		
6 Development Fees	2,582,599	3,784,352
Reserved for Future Development Fee projects.		
7 Gas Tax Transfers		
To General Fund, Capital Projects and Storm Sewer to fund the federally mandated program	(2,943,590)	(2,833,350)
8 Capital Projects Revolving Fund Balance		
Required for Capital Grant Advances	2,000,000	2,000,000
9 Golf Courses Fund		
Beginning Fund Balance	629,615	477,431
Estimated Revenue	162,700	162,700
Transfers In from General Fund	450,000	450,000
Estimated Expenditures	(739,700)	(740,000)
Reserve-Debt Service	(340,873)	(345,748)
Ending Golf Courses Unreserved Fund Balance	161,742	4,383
10 Sanitary Sewer		
Beginning Fund Balance	3,068,479	1,566,186
Estimated Revenue	3,760,000	3,060,000
Estimated Expenditures		
Operations	(2,152,890)	(2,239,981)
Debt Service	(1,023,900)	(1,127,300)
Capital Projects	(2,609,510)	(1,189,410)
Reserve-Debt Service	(1,591,350)	(1,620,200)
Ending Sanitary Sewer Unreserved Fund Balance	(549,171)	(1,550,705)

FINANCIAL SUMMARIES

Fund Balances - Notes Fiscal Year 2020-21

	<u>Estimated FY 19-20</u>	<u>Estimated FY 20-21</u>
11 Downtown Parking District		
Beginning Fund Balance	(1,202,775)	(1,491,983)
Estimated Revenue	610,000	592,100
General Fund	-	-
Successor Agency of RDA	*	952,500
Estimated Expenditure		
Operations	(560,869)	(551,408)
Debt Service	(952,405)	(982,500)
Capital Project - Monterey St Garage	(12,524)	-
Energy Improvements	(34,200)	-
Ending Downtown Parking Unreserved Fund Balance	<u>(1,200,273)</u>	<u>(1,481,291)</u>
* Annual debt service on the Monterey Street Parking Structure is paid by the Successor Agency of the Redevelopment Agency.		
12 Internal Service Fund-Ins		
Reserves		
-Workers Compensation Insurance	(5,706,431)	(5,706,431)
-Liability Insurance	(3,723,910)	(3,723,910)
Total Reserves	<u>(9,430,341)</u>	<u>(9,430,341)</u>
13 Successor Agency		
Beginning Fund Balance	4,159,944	4,382,539
Estimated Revenue	2,365,280	2,412,078
Estimated Expenditures	(1,579,070)	(1,584,020)
Transfer to Downtown Parking-Debt Service	(952,500)	(952,500)
Transfer to Energy Efficient-Debt Service	(1,400)	(1,400)
Reserve for Debt Service	(1,704,203)	(1,704,203)
Ending Successor Agency Fund Unreserved Fund Balance	<u>2,288,051</u>	<u>2,552,494</u>

FINANCIAL SUMMARIES

Fund Transfers

Fiscal Year 2020-21

	Transfers In	Transfers Out	Net Transfers
	\$	\$	\$
10 General Fund			
90.1200 Measure G	1,413,300		
90.2401 Gas Tax - 2107	1,200,300		
90.2402 Gas Tax - 2106	230,000		
90.2403 Gas Tax - 2105	294,700		
90.2503 Traffic Safety	250,000		
95.2501 Emergency Medical Service Fund		1,015,300	
95.2504 Vehicle Abatement		50,000	
95.4108 Energy Efficient Debt Svc		1,232,600	
95.4109 2015 Refunding COP 2005 A & B		315,100	
95.6302 Twin Creek Golf Course		450,000	
95.6500 Storm Sewer (NPDES)		2,354,100	
95.7104 Int Serv - General Liability		1,661,300	
95.7120 Int Serv - Fleet Maint		1,995,400	
95.5800 Capital Projects		550,552	
Total General Fund	3,388,300	9,624,352	(6,236,052)
11 Measure E Fund			
90.1200 Measure G	700,000		
95.4108 Energy Efficient Debt Svc		68,300	
95.4110 2018 Lease-El Gabilan Library		1,150,400	
Total Measure E	700,000	1,218,700	(518,700)
12 Measure G Fund			
95.1000 General Fund		1,413,300	
95.1100 Measure E		700,000	
95.4106 2018 Lease - Public Safety Bldg		4,667,600	
95.4108 Energy Efficient Debt Svc		5,400	
95.6500 Storm Sewer (NPDES)		71,900	
95.5800 Capital Projects		2,343,244	
Total Measure G	-	9,201,444	(9,201,444)
21 Maintenance District Fund			
95.5800 Capital Projects		611,000	
Total Maintenance District Fund	-	611,000	(611,000)
2202 Supplemental Law Enf - AB3229			
95.5800 Capital Projects		327,300	
Total Supplemental Law Enf - AB3229	-	327,300	(327,300)
23 Development Fees			
95.5800 Capital Projects		420,000	
95.5800 Capital Projects		82,500	
95.5800 Capital Projects		-	
Total Industrial Waste Fund	-	502,500	(502,500)
24 Gas Tax Fund			
95.1000 General Fund		1,200,300	
95.6500 Storm Sewer (NPDES)		150,000	

FINANCIAL SUMMARIES

Fund Transfers

Fiscal Year 2020-21

	Transfers In	Transfers Out	Net Transfers
	\$	\$	\$
95.1000 General Fund		230,000	
95.1000 General Fund		294,700	
95.6500 Storm Sewer (NPDES)		600,000	
95.5800 Capital Projects		358,350	
Total Gas Tax Fund	-	2,833,350	(2,833,350)
2501 Emergency Medical Services Fund			
90.1000 General Fund	1,015,300		
Total Industrial Waste Fund	1,015,300	-	1,015,300
2503 Traffic Safety Fund			
95.1000 General Fund		250,000	
Total Traffic Safety Fund	-	250,000	(250,000)
2504 Vehicle Abatement Fund			
90.1000 General Fund	50,000		
Total Vehicle Abatement Fund	50,000	-	50,000
2510 Measure X			
95.4107 Measure X Bonds		2,334,200	
95.5800		3,772,000	
Total Measure X	-	6,106,200	(6,106,200)
2511 SB1 Road Maint & Rehab			
95.5800 Capital Projects		1,000,000	
Total SB1 Road Maintenance & Rehab	-	1,000,000	(1,000,000)
29 Emergency Solutions Grant			
95.5800 Capital Projects		30,000	
95.5800 Capital Projects		50,000	
95.5800 Capital Projects		28,114	
Total Emergency Solutions Grant	-	108,114	(108,114)
41 Debt Service Fund			
90.1200 Measure G	4,667,600		
90.2510 Measure X - TAMC	2,334,200		
90.1000 General Fund	1,232,600		
90.1100 Measure E	68,300		
90.1200 Measure G	5,400		
90.6100 Airport Fund	82,400		
90.6200 Industrial Waste	77,200		
90.6400 Sewer Fund	102,800		
90.6600 Crazy Horse Landfill	385,100		
90.6801 Downtown Parking	34,900		
90.8915 Successor Agency	1,400		
90.1000 General Fund	315,100		
90.1100 Measure E	1,150,400		
Total Debt Service Fund	10,457,400	-	10,457,400

FINANCIAL SUMMARIES

Fund Transfers

Fiscal Year 2020-21

	Transfers In	Transfers Out	Net Transfers
	\$	\$	\$
52 Special Construction Assist.			
95.5800 Capital Projects		2,292,840	
95.5800 Capital Projects		5,464,655	
95.5800 Capital Projects		2,623,675	
Total Special Construction Assist.	-	10,381,170	(10,381,170)
61 Airport Fund			
95.4108 Energy Efficient Debt Svc		82,400	
95.5800 Capital Projects		61,750	
Total Airport Fund	-	144,150	(144,150)
62 Industrial Waste Fund			
95.4108 Energy Efficient Debt Svc		77,200	
95.5800 Capital Projects		15,000	
Total Industrial Waste Fund	-	92,200	(92,200)
63 Golf Courses			
90.1000 General Fund	450,000		
Total Golf Courses	450,000	-	450,000
64 Sanitary Sewer Fund			
95.4108 Energy Efficient Debt Svc		102,800	
95.5800 Capital Projects		1,189,410	
Total Sanitary Sewer Fund	-	1,292,210	(1,292,210)
65 Storm Sewer (NPDES) Fund			
90.1000 General Fund	2,354,100		
90.1200 Measure G	71,900		
90.2401 Gas Tax - 2107	150,000		
90.2403 Gas Tax - 2105	600,000		
Total Storm Sewer (NPDES) Fund	3,176,000	-	3,176,000
66 Crazyhorse Landfill Fund			
95.4109 2015 Refunding COP 2005 A & B		385,100	
Total Crazyhorse Landfill Fund	-	385,100	(385,100)
68 Parking District Fund			
90.8914 RORF-Redev Obligation Retirement	952,500		
95.4108 Energy Efficient Debt Svc		34,900	
95.5800 Capital Projects		-	
Total Parking District Fund	952,500	34,900	917,600
69 Permit Services			
95.5800 Capital Projects		225,000	
Total Permit Services	-	225,000	(225,000)

FINANCIAL SUMMARIES

Fund Transfers

Fiscal Year 2020-21

	Transfers In	Transfers Out	Net Transfers
	\$	\$	\$
71 Internal Service Fund			
90.1000 General Fund	1,661,300		
90.1000 General Fund	1,995,400		
Total Internal Service Fund	3,656,700	-	3,656,700
89 Successor Agency of the SRA			
95.6801 Downtown Parking District		952,500	
95.4108 Energy Efficient Debt Svc		1,400	
Total Successor Agency of the SRA	-	953,900	(953,900)
58 Capital Projects Fund			
90.1000 General Fund	550,552		
90.1200 Measure G	2,343,244		
90.2105 NE Salinas Landscape	-		
90.2109 Monte Bella Maint District	611,000		
90.2202 Supplemental Law Enforcement	327,300		
90.2301 Development Fees-Sewer and Storm	420,000		
90.2302 Development Fees-Parks and Playground	82,500		
90.2306 Development Fees-Arterial	-		
90.2306 Development Fees-Arterial	-		
90.2404 Gas Tax 7360	-		
90.2501 Emergency Medical Svcs	-		
90.2404 Gas Tax 7360	358,350		
90.2510 Measure X	3,772,000		
90.2511 SB1 Road Maint & Rehab	1,000,000		
90.2910 Block Grant	-		
90.2940 Homeless Emergency Solutions	30,000		
90.2941 ESG State	50,000		
90.2942 CESH	28,114		
90.5201 Spec Constr Asst State & Fed	2,292,840		
90.5202 Measure X Bonds	5,464,655		
90.5203 Spec Constr Asst Others	2,623,675		
90.5300 Assessment District-Projects	-		
90.6100 Airport	61,750		
90.6200 Industrial Waste	15,000		
90.6400 Sewer Fund	1,189,410		
90.6501 Storm Sewer	-		
90.6900 Permit Services	225,000		
Total Capital Projects Fund	21,445,390	-	21,445,390
Total Interfund Transfers	45,291,590	45,291,590	0

FINANCIAL SUMMARIES

Administration Overhead Rates

Allocated Cost Summary Operating Department / Division / Fund	Total Allocation	Direct Cost Base	
		Total Allowable FY 2019-20 Budget	Indirect Cost Rate
	\$17,291,831	\$101,444,092	17%
General Fund			
1000.12.1113: Administration - Community Safety	\$26,299	\$64,400	41%
1000.12.1355: Administration - Economic Development	\$93,188	\$1,145,640	8%
1000.30: Community Development	\$881,355	\$2,940,843	30%
1000.40: Police	\$5,091,093	\$39,643,473	13%
1000.45: Fire	\$2,403,622	\$19,574,190	12%
1000.50: Public Works	\$2,476,213	\$8,437,920	29%
1000.55: Recreation	\$272,081	\$921,435	30%
Measure E			
1100.12.1113: Administration - Community Safety	\$38,172	\$272,720	14%
1100.30: Community Development	\$57,196	\$403,280	14%
1100.40: Police	\$480,885	\$3,831,151	13%
1100.45: Fire	\$10,602	\$108,820	10%
1100.50: Public Works	\$175,394	\$1,137,230	15%
1100.55: Recreation	\$274,561	\$1,072,815	26%
1100.60: Library	\$1,080,835	\$5,218,140	21%
Measure G			
1200.12.1113: Administration - Community Safety	\$16,625	\$100,280	17%
1200.30: Community Development	\$74,183	\$511,110	15%
1200.40: Police	\$895,004	\$6,857,900	13%
1200.45: Fire	\$296,085	\$2,097,570	14%
1200.50: Public Works	\$168,132	\$1,320,450	13%
1200.55: Recreation	\$128,749	\$896,480	14%
Woodside Park Maint District			
2102: Woodside Park Maint District	\$3,714	\$34,000	11%
Downtown Mall Maint District			
2103: Downtown Mall Maint District	\$214	\$2,200	10%
Airport Bus Park Maint District			
2104: Airport Bus Park Maint District	\$2,016	\$18,260	11%
N E Salinas Landscape Dist			
2105: N E Salinas Landscape Dist	\$69,225	\$640,760	11%
Harden Ranch Landscape Dist			
2106: Harden Ranch Landscape Dist	\$19,534	\$183,870	11%
Vista Nueva Maint District			
2107: Vista Nueva Maint District	\$2,676	\$22,100	12%
Mira Monte Maint District			
2108: Mira Monte Maint District	\$11,284	\$106,320	11%
Monte Bella Maint District			
2109: Monte Bella Maint District	\$19,940	\$184,110	11%
Sales Tax-SB172			
2201: Sales Tax-SB172	\$40,921	\$600,000	7%
Supplemental Law Enf - AB3229			
2202: Supplemental Law Enf - AB3229	\$40,921	\$600,000	7%
Emergency Medical Service Fund			
2501: Emergency Medical Service Fund	\$104,763	\$979,270	11%
Asset Seizure			
2502: Asset Seizure	\$2,156	\$20,000	11%

FINANCIAL SUMMARIES

Administration Overhead Rates

Allocated Cost Summary Operating Department / Division / Fund	Total Allocation	Direct Cost Base	
		Total Allowable FY 2019-20 Budget	Indirect Cost Rate
	\$17,291,831	\$101,444,092	17%
Vehicle Abatement			
2504: Vehicle Abatement	\$30,965	\$166,490	19%
Recreation Parks			
2505: Recreation Parks	\$3,993	\$23,400	17%
PEG Cable Franchise			
2506: PEG Cable Franchise	\$8,475	\$120,000	7%
HSA - Affordable Housing			
2602: HSA - Affordable Housing	\$7,075	\$71,791	10%
Community Development			
2910: Community Development	\$96,177	\$896,324	11%
Home Investment Partnership			
2930: Home Investment Partnership	\$13,512	\$130,540	10%
Emergency Solutions Grant-HUD			
2940: Emergency Solutions Grant-HUD	\$6,804	\$88,810	8%
Emergency Solutions Grant-COC			
2941: Emergency Solutions Grant-COC	\$11,136	\$145,526	8%
2014 COPS Hiring SRO			
3163: 2014 COPS Hiring SRO	\$169,186	\$1,332,800	13%
Violence Prevention Effort			
3283: Violence Prevention Effort	\$30,635	\$160,390	19%
Cal ID / RAN Grant			
3302: Cal ID / RAN Grant	\$17,714	\$115,106	15%
Assessment Districts-Debt Svc			
4202: Assessment Districts-Debt Svc	\$140,832	\$0	
Municipal Airport			
6100: Municipal Airport	\$512,602	\$1,155,370	44%
Industrial Waste			
6200: Industrial Waste	\$92,684	\$990,380	9%
Fairways Golf Course			
6301: Fairways Golf Course	\$124	\$0	
Twin Creek Golf Course			
6302: Twin Creek Golf Course	\$521	\$0	
Sewer			
6400: Sewer	\$229,608	\$1,669,700	14%
Storm Sewer (NPDES)			
6500: Storm Sewer (NPDES)	\$281,884	\$2,147,639	13%
Water Utility			
6700: Water Utility	\$2,891	\$18,000	16%
Downtown Parking District			
6801: Downtown Parking District	\$59,625	\$507,520	12%
Preferential Parking			
6802: Preferential Parking	\$1,480	\$21,500	7%
Permit Services			
6900: Permit Services	\$291,892	\$2,151,060	14%
RORF-Redev Obligation Retirement			
8914: RORF-Redev Obligation Retirement	\$172	\$1,800	10%
Successor Agency Administration			
8915: Successor Agency Administration	\$24,202	\$228,900	11%

FINANCIAL SUMMARIES

Revenue

Account Number	Account Name	17-18 Actual	18-19 Actual	19-20 Budget	20-21 Budget
1000 - General Fund					
1000.00.0000-50.1010	Taxes Property Taxes-Secured CY	13,960,596	14,601,965	15,060,000	15,800,000
1000.00.0000-50.1020	Taxes Property Taxes-Unsecured CY	726,174	760,506	780,000	796,000
1000.00.0000-50.1030	Taxes Property Taxes-Supp Assessment	323,903	381,159	320,000	250,000
1000.00.0000-50.1040	Taxes Property Taxes - Interest	30,211	46,453	30,000	31,000
1000.00.0000-50.1050	Taxes Property Taxes-Secured PY	177,847	215,670	250,000	255,000
1000.00.0000-50.1060	Taxes Property Taxes-Unsecured PY	5,721	9,615	7,000	5,000
1000.00.0000-50.1070	Taxes Property Taxes-HOPTR	70,985	69,687	70,000	71,000
1000.00.0000-50.1080	Taxes Property Taxes-Transfer	302,505	342,790	360,000	367,000
1000.00.0000-50.1120	Taxes Property Taxes-Veh Lic In-Lieu	12,407,314	13,030,467	13,551,000	13,400,000
1000.00.0000-50.1129	Taxes ROPS Pass Through Payments	120,606	149,915	130,000	132,000
1000.00.0000-50.1130	Taxes Property Taxes-Residual Prop Tax	480,239	531,875	480,000	489,000
1000.00.0000-50.2010	Taxes Sales Tax	28,420,384	31,235,018	29,950,000	24,332,000
1000.00.0000-50.2060	Taxes Utility Users	12,124,060	11,704,036	12,240,000	12,000,000
1000.00.0000-50.2070	Taxes Transient Occupancy	2,875,585	3,435,440	3,000,000	2,550,000
1000.00.0000-50.2080	Taxes Business License	5,141,299	5,415,507	5,300,000	4,800,000
1000.00.0000-50.2081	Taxes Cannabis Business License	490,821	1,071,610	-	1,400,000
1000.00.0000-51.2160	Franchise Fees AT&T	131,586	115,328	120,000	120,000
1000.00.0000-51.2170	Franchise Fees Cable TV	794,373	761,725	775,000	775,000
1000.00.0000-51.2180	Franchise Fees Electric	592,649	627,348	600,000	750,000
1000.00.0000-51.2190	Franchise Fees Garbage	6,737,743	6,946,496	6,900,000	7,300,000
1000.00.0000-51.2200	Franchise Fees Gas	270,843	247,071	275,000	280,000
1000.00.0000-51.2210	Franchise Fees Recycling Shares	109,926	75,600	-	-
1000.00.0000-51.2220	Franchise Fees Towing	148,648	92,934	130,000	130,000
1000.20.2030-52.5030	Licenses & Permits Garage Sale Permits	8,863	8,267	10,000	10,000
1000.30.3352-52.3020	Licenses & Permits Building Permits	2,158	61,430	-	-
1000.30.3352-52.3050	Licenses & Permits Encroachment Permits	(1,250)	1,512	-	-
1000.30.3352-52.3060	Licenses & Permits Re-Roofing Permits	(795)	372	-	-
1000.30.3462-52.1206	Licenses & Permits Cannabis Permit-Amendment Major	-	4,945	4,945	5,000
1000.30.3462-52.1207	Licenses & Permits Cannabis Permit-Amendment Minor	-	1,628	-	1,000
1000.30.3462-52.1209	Licenses & Permits Cannabis Permit-Renewal	-	4,128	20,835	15,000
1000.30.3462-52.8015	Licenses & Permits Cannabis Business Admin Permit	-	318	1,060	1,000
1000.40.4116-52.4030	Licenses & Permits Pawn Broker/False Alarm Renewal	114,462	116,019	100,000	115,000
1000.40.4170-52.4010	Licenses & Permits Animal Licenses	117,368	126,314	78,000	110,000
1000.50.5115-52.3050	Licenses & Permits Encroachment Permits	442,646	653,118	450,000	500,000
1000.50.5120-52.3050	Licenses & Permits Encroachment Permits	32,554	123	150	150
1000.50.5120-52.5050	Licenses & Permits Transportation Permits	4,563	232	5,000	5,000
1000.50.5120-52.8010	Licenses & Permits Other Licenses & Permits	-	-	500	500
1000.50.5122-52.5050	Licenses & Permits Transportation Permits	2,834	11,076	10,000	10,000
1000.00.0000-53.8010	Fines and Forfeits General Code Fines	201,254	83,872	100,000	200,000
1000.30.3353-53.3010	Fines and Forfeits Code Enforcement Violations	176,505	237,217	90,000	140,000
1000.50.5125-53.8010	Fines and Forfeits General Code Fines	-	800	-	-
1000.00.0000-54.8010	Use of money and property Investment Earnings	394,690	946,994	600,000	890,000
1000.00.0000-54.8030	Use of money and property Possessory Interest	-	-	4,000	4,000
1000.00.0000-54.8050	Use of money and property Rental Income	138,508	94,760	100,000	100,000
1000.00.0000-54.8051	Use of money and property ITC Lease	32,575	25,667	29,000	29,000
1000.00.0000-54.8060	Use of money and property Building Lease	176,312	218,851	204,800	180,000
1000.00.0000-55.8013	Intergovernmental County Housing In-Lieu	-	-	36,000	-
1000.00.0000-55.8014	Intergovernmental Local Agency Reimbursement	32,984	-	-	-
1000.00.0000-55.8202	Intergovernmental Motor Vehicle In-Lieu	85,522	77,657	75,000	120,000
1000.00.0000-55.8212	Intergovernmental State Mandated Costs	56,740	64,821	59,000	59,000
1000.40.4110-55.4222	Intergovernmental Post Training Reimbursement	24,492	22,178	15,000	70,000
1000.40.4110-55.5073	Intergovernmental Monterey County	18,190	-	-	-
1000.40.4170-55.4063	Intergovernmental City of Marina(Animal Shelter)	41,911	31,083	60,000	30,000
1000.45.4510-55.4202	Intergovernmental State Fire Reimbursement	760,946	392,823	250,000	20,000
1000.45.4510-55.5073	Intergovernmental Monterey County	3,579	-	-	-
1000.45.4570-55.4023	Intergovernmental HAZMAT Reimbursement	-	473,218	124,800	50,000
1000.50.5110-55.5242	Intergovernmental Rebates/Refunds & Reimb	-	343	-	-
1000.50.5234-55.5282	Intergovernmental State Highway Maintenance	11,823	13,468	5,200	5,200
1000.50.5238-55.5043	Intergovernmental Alisal Steinbeck Park Maint.	8,000	8,000	8,400	8,400
1000.00.0000-56.6010	Charges for Services Concessions	3,591	6,302	5,000	5,000
1000.00.0000-56.8020	Charges for Services Administrative Service Revenue	2,074,077	2,609,581	1,900,000	2,400,000
1000.00.0000-56.8050	Charges for Services Research Fees	-	-	100	100
1000.00.0000-56.8060	Charges for Services Copying Fees	509	794	1,500	1,500
1000.00.0000-56.8070	Charges for Services Holiday Parade of Lights	-	-	5,000	5,000

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Account Number	Account Name	17-18 Actual	18-19 Actual	19-20 Budget	20-21 Budget
1000.00.0000-56.8080	Charges for Services Airshow Charges	11,059	-	5,000	5,000
1000.00.0000-56.8090	Charges for Services Parade Permit Fees	680	770	500	500
1000.00.0000-56.8120	Charges for Services Special Events Fee	8,392	5,715	10,000	10,000
1000.12.1120-56.1020	Charges for Services Candidate Filing Fees	-	6,091	-	1,000
1000.12.1120-56.8030	Charges for Services Sale of Printed Material	333	357	500	500
1000.14.1400-56.1140	Charges for Services Legal Services	-	-	1,000	1,000
1000.14.1400-56.8035	Charges for Services Cannabis Monitoring Fee	4,044	4,173	-	5,000
1000.20.2030-56.8040	Charges for Services Cost of Issuance/Monitoring Fees	-	25,000	25,000	25,000
1000.20.2031-56.2020	Charges for Services Returned Check Charges	637	830	1,000	1,000
1000.20.2034-56.2010	Charges for Services Bus License Applic Review Fees	5,038	5,007	18,000	5,000
1000.20.2034-56.2030	Charges for Services Credit Card Convenience Fee	12,033	12,525	20,000	12,500
1000.30.3352-56.3400	Charges for Services Building Plan Check Fees	1,880	(80)	-	-
1000.30.3352-56.3440	Charges for Services Microfilm Fee	63	-	-	-
1000.30.3353-56.3450	Charges for Services Special Code Inspection	41,058	37,620	16,000	25,000
1000.30.3462-56.3010	Charges for Services Tentative Map Review Fees	10,021	53,605	6,000	8,000
1000.30.3462-56.3020	Charges for Services Minor Subdivision Review Fees	23,078	12,387	15,000	15,000
1000.30.3462-56.3030	Charges for Services Development Agreement	-	7,972	-	-
1000.30.3462-56.3040	Charges for Services General Plan Amendment Fees	13,094	7,607	-	-
1000.30.3462-56.3060	Charges for Services Rezoning/Prezoning Fees	16,480	4,252	-	-
1000.30.3462-56.3070	Charges for Services Planning Decision Appeal	-	754	1,000	1,000
1000.30.3462-56.3080	Charges for Services Conditional Use Permit Fee	122,704	68,452	100,000	100,000
1000.30.3462-56.3090	Charges for Services Prelim Project Review Fee	1,648	850	-	-
1000.30.3462-56.3100	Charges for Services Planned Unit Development Fee	5,768	12,687	5,000	5,000
1000.30.3462-56.3130	Charges for Services Environment Assessment Fee	4,635	4,734	1,500	1,500
1000.30.3462-56.3160	Charges for Services Temporary Use of Land Review	11,470	10,242	8,000	8,000
1000.30.3462-56.3170	Charges for Services Sign Review & Permits	19,488	22,782	15,000	15,000
1000.30.3462-56.3190	Charges for Services Variance Fees	3,258	15,575	-	-
1000.30.3462-56.3210	Charges for Services Site Plan Review	21,825	22,776	20,000	20,000
1000.30.3462-56.3220	Charges for Services Planning Inspection Fee	11,091	19,692	13,000	13,000
1000.30.3462-56.3240	Charges for Services Building Permit Review	60,488	60,621	42,000	42,000
1000.30.3462-56.3250	Charges for Services Time Extension of Permits	260	405	500	500
1000.30.3462-56.3260	Charges for Services Precise & Specific Plan Review	500	2,519	-	-
1000.30.3462-56.3270	Charges for Services Home Occupation Permits	29,542	30,902	25,000	25,000
1000.30.3462-56.3280	Charges for Services Fire Plan Check Fee-Permit Ctr	-	-	100	100
1000.30.3462-56.3290	Charges for Services Other Planning Fees	13,202	15,840	11,000	11,000
1000.30.3462-56.8010	Charges for Services Financial Assessment	-	28,520	19,737	50,000
1000.30.3462-56.8035	Charges for Services Cannabis Monitoring Fee	-	29,907	31,795	32,000
1000.30.3462-56.8100	Charges for Services Map Sales	-	-	100	100
1000.40.4110-56.1141	Charges for Services Cannabis Work Permit Fee	1,428	20,368	20,000	20,000
1000.40.4110-56.8035	Charges for Services Cannabis Monitoring Fee	46,288	47,769	50,000	50,000
1000.40.4116-56.4140	Charges for Services Abandon Vehicle Abatement Fee	6,254	7,038	4,000	4,000
1000.40.4116-56.4150	Charges for Services Firearm Dealers	1,338	1,975	1,000	1,000
1000.40.4116-56.4170	Charges for Services Vehicle Release Fees (Towing)	81,119	71,307	50,000	50,000
1000.40.4116-56.4180	Charges for Services Vehicle Impound Fee (Towing)	30,889	52,583	45,000	45,000
1000.40.4130-56.4030	Charges for Services Police Report Fees	37,075	36,474	35,000	35,000
1000.40.4130-56.4040	Charges for Services Police False Alarm Fees	175,815	181,781	150,000	150,000
1000.40.4130-56.4060	Charges for Services Fingerprint Fees	435	528	500	500
1000.40.4130-56.4070	Charges for Services Card Room Fees	16,822	17,008	17,000	17,000
1000.40.4130-56.4080	Charges for Services Police Photo Charges	361	1,091	500	500
1000.40.4130-56.4100	Charges for Services Noise Regulation Fees	2,873	2,245	2,500	2,500
1000.40.4130-56.4161	Charges for Services Tobacco Retailer Lic Fee Mo. Co.	-	-	4,000	4,000
1000.40.4134-56.4120	Charges for Services Police Record Review Charges	4,060	3,243	2,500	2,500
1000.40.4170-56.4090	Charges for Services Animal Shelter Fees	69,916	74,379	50,000	50,000
1000.40.4170-56.4190	Charges for Services Animal Shelter Citation Fees	5,844	4,843	4,600	4,600
1000.40.4220-56.4020	Charges for Services Special Police Service Fees	182,607	322,172	130,000	265,000
1000.45.4505-56.4540	Charges for Services Fire Dept Service Charge	-	550	-	-
1000.45.4510-56.4410	Charges for Services Rural Fire Service	196,000	196,000	195,000	195,000
1000.45.4510-56.4520	Charges for Services Special Event - Fire	-	224	-	-
1000.45.4510-56.4560	Charges for Services Fire Apparatus Fee	-	15,400	-	-
1000.45.4520-56.4520	Charges for Services Special Event - Fire	68	49	-	-
1000.45.4520-56.4580	Charges for Services ALS Cost Recovery Fee	421,315	81,152	70,000	-
1000.45.4520-56.4590	Charges for Services VAC Cost Recovery Fee	3,557	1,296	20,000	-
1000.45.4530-56.4430	Charges for Services Fire Code Mandated Insp Fee	161,014	233,851	200,000	180,000
1000.45.4530-56.4440	Charges for Services State Mandated Inspection Fees	80,290	82,306	75,000	50,000
1000.45.4530-56.4450	Charges for Services Fire Plan Check Fee-Fire Dept	56,928	59,321	55,000	35,000

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Account Number	Account Name	17-18 Actual	18-19 Actual	19-20 Budget	20-21 Budget
1000.45.4530-56.4460	Charges for Services Special Fire Permits	50,004	68,933	50,000	50,000
1000.45.4530-56.4470	Charges for Services Structural Fire Report Fees	4,622	4,457	2,300	4,300
1000.45.4530-56.4480	Charges for Services Fireworks Fees	7,811	8,353	8,000	8,000
1000.45.4530-56.4490	Charges for Services Fireworks Surcharge	49,772	50,071	48,000	45,000
1000.45.4530-56.4510	Charges for Services Fire False Alarm Fees	127,233	120,159	115,000	75,000
1000.45.4530-56.4530	Charges for Services Admin Fire Citations	38,533	52,666	35,000	20,000
1000.45.4530-56.4550	Charges for Services Outside Fire Plan Review	147	(108)	-	-
1000.45.4540-56.4570	Charges for Services Other Fire Fees & Training	-	90,722	1,000	1,000
1000.45.4570-56.4500	Charges for Services Fire Hazard Inspection Fees	213	366	35,500	100
1000.45.4570-56.4570	Charges for Services Other Fire Fees & Training	-	8,875	-	-
1000.50.5115-56.5010	Charges for Services Subdivision Map Check Fees	2,472	3,214	-	-
1000.50.5115-56.5020	Charges for Services Subdivision Imp Plan Check Fee	8,625	-	-	-
1000.50.5115-56.5030	Charges for Services Subdivision Imp Inspection Fee	46,602	-	-	-
1000.50.5115-56.5080	Charges for Services Review and Inspection Fees	215,859	181,348	75,000	140,000
1000.50.5120-56.5060	Charges for Services Special Traffic Marking Reques	276	793	6,000	6,000
1000.50.5120-56.5070	Charges for Services Routing/Escorting/Overload	-	36	-	-
1000.50.5122-56.5060	Charges for Services Special Traffic Marking Reques	10,081	8,286	2,000	2,000
1000.50.5234-56.5080	Charges for Services Review and Inspection Fees	-	455	-	-
1000.50.5235-56.5065	Charges for Services USA Service Fee	-	4,940	-	-
1000.50.5236-56.5065	Charges for Services USA Service Fee	-	-	3,500	3,500
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	7,474	9,203	4,000	4,000
1000.55.6237-56.6060	Charges for Services Reimbursable Fee Activities	61,506	58,324	50,000	50,000
1000.55.6239-56.6020	Charges for Services Sherwood Tennis Use Fees	891	3,130	2,000	2,000
1000.55.6239-56.6030	Charges for Services Reserved Picnic Area Use Fee	1,238	803	100	100
1000.55.6239-56.6040	Charges for Services Ball Field Use Fee	3,293	2,756	2,300	2,300
1000.55.6239-56.6050	Charges for Services Youth Sports League Fees	114,152	119,217	95,000	70,000
1000.55.6239-56.6080	Charges for Services Other Rec Bldg Rental Fee	-	-	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	76,105	144,752	60,000	60,000
1000.60.6005-56.6300	Charges for Services Other Library Fees	6,764	4,479	5,500	5,500
1000.60.6005-56.6310	Charges for Services Library Copying Fees	11,229	11,441	10,000	10,000
1000.60.6005-56.6320	Charges for Services Overdue Library Fines	15,707	20,916	18,000	18,000
1000.60.6005-56.6330	Charges for Services Lost/Damaged Material Fees	7,925	6,801	8,000	8,000
1000.80.8010-56.8110	Charges for Services Rental Income	-	46,099	-	53,000
1000.00.0000-57.8010	Other Revenue Unclaimed Property Sales	47,277	26,986	10,000	25,000
1000.00.0000-57.8020	Other Revenue Surplus Property	92,062	14,218	10,000	50,000
1000.00.0000-57.8030	Other Revenue Land & Building Sale	-	-	1,000	1,000
1000.00.0000-57.8040	Other Revenue Loss/Damage Reimb	-	33,060	1,000	1,000
1000.00.0000-57.8050	Other Revenue Miscellaneous Receipts	85,933	153,009	110,000	160,000
1000.00.0000-57.8140	Other Revenue Subpoena-Civil	1,890	1,660	3,000	3,000
1000.00.0000-57.8605	Other Revenue PERS Retirement Cost Share	333,547	575,286	445,000	690,000
1000.30.3111-57.8050	Other Revenue Miscellaneous Receipts	-	167	-	-
1000.40.4220-57.4010	Other Revenue Donated Assets	-	6,095	-	-
1000.45.4510-57.8050	Other Revenue Miscellaneous Receipts	-	4,343	-	-
1000.50.5234-57.8050	Other Revenue Miscellaneous Receipts	-	8,352	-	-
1000.50.5235-57.8050	Other Revenue Miscellaneous Receipts	-	25,061	-	-
1000.50.5236-57.8050	Other Revenue Miscellaneous Receipts	-	41,143	30,000	30,000
1000.50.5239-57.8050	Other Revenue Miscellaneous Receipts	-	5,007	-	-
1000.80.8010-57.8050	Other Revenue Miscellaneous Receipts	-	13,780	-	10,000
1000 - General Fund Total		94,874,931	102,151,815	97,522,950	94,331,450
1100 - Measure E					
1100.00.0000-50.2030	Taxes Transactions and Use Tax-MV	12,597,096	13,526,569	13,048,000	10,562,000
1100.00.0000-54.8010	Use of money and property Investment Earnings	64,994	87,110	60,000	60,000
1100.00.0000-57.8080	Other Revenue Miscellaneous Deposits	-	2,242	-	-
1100 - Measure E Total		12,662,090	13,615,922	13,108,000	10,622,000
1200 - Measure G					
1200.00.0000-50.2040	Taxes Transactions and Use Tax-MG	25,235,291	27,179,977	25,793,000	20,878,000
1200.00.0000-54.8010	Use of money and property Investment Earnings	177,748	229,467	150,000	150,000
1200.00.0000-57.8080	Other Revenue Miscellaneous Deposits	10,235	-	-	-
1200 - Measure G Total		25,423,273	27,409,445	25,943,000	21,028,000

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Account Number	Account Name	17-18 Actual	18-19 Actual	19-20 Budget	20-21 Budget
2101 - Maintenance Dist Administration					
2101.20.2140-56.8010	Charges for Services Financial Assessment	61,429	61,915	62,000	62,000
2101 - Maintenance Dist Administration Total		61,429	61,915	62,000	62,000
2102 - Woodside Park Maint District					
2102.50.5560-54.8010	Use of money and property Investment Earnings	977	1,622	1,200	1,200
2102.50.5560-57.5010	Other Revenue Woodside Park Maint Assessment	42,903	45,794	43,000	43,000
2102 - Woodside Park Maint District Total		43,880	47,416	44,200	44,200
2104 - Airport Bus Park Maint District					
2104.50.5562-54.8010	Use of money and property Investment Earnings	239	234	250	250
2104.50.5562-57.5030	Other Revenue Airport Bus Park Maint Assess	14,078	13,997	13,740	13,740
2104.50.5562-57.8420	Other Revenue Airport Contribution	7,000	7,000	7,500	-
2104 - Airport Bus Park Maint District Total		21,317	21,232	21,490	13,990
2105 - N E Salinas Landscape Dist					
2105.50.5563-54.8010	Use of money and property Investment Earnings	2,841	5,291	3,600	3,600
2105.50.5563-57.5040	Other Revenue N/E Landscape Maint Assessment	741,469	764,935	740,000	740,000
2105 - N E Salinas Landscape Dist Total		744,310	770,227	743,600	743,600
2106 - Harden Ranch Landscape Dist					
2106.50.5564-54.8010	Use of money and property Investment Earnings	986	489	1,000	1,000
2106.50.5564-57.5050	Other Revenue Harden Ranch Maint Assessment	139,540	141,081	139,500	139,500
2106 - Harden Ranch Landscape Dist Total		140,527	141,569	140,500	140,500
2107 - Vista Nueva Maint District					
2107.50.5565-54.8010	Use of money and property Investment Earnings	2,981	4,497	3,000	3,000
2107.50.5565-57.5060	Other Revenue Vista Nueva	35,126	33,759	35,000	35,000
2107 - Vista Nueva Maint District Total		38,107	38,256	38,000	38,000
2108 - Mira Monte Maint District					
2108.50.5566-54.8010	Use of money and property Investment Earnings	4,188	6,105	4,000	4,000
2108.50.5566-57.5070	Other Revenue Mira Monte	120,771	125,009	121,000	121,000
2108 - Mira Monte Maint District Total		124,959	131,114	125,000	125,000
2109 - Monte Bella Maint District					
2109.50.5567-54.8010	Use of money and property Investment Earnings	54,099	78,931	54,000	70,000
2109.50.5567-57.5080	Other Revenue Monte Bella	527,780	651,355	528,000	600,000
2109 - Monte Bella Maint District Total		581,879	730,286	582,000	670,000
2201 - Sales Tax-Proposition 172					
2201.40.4220-50.2050	Taxes City of Salinas-SB 172	386,286	483,496	500,000	510,000
2201 - Sales Tax-Proposition 172 Total		386,286	483,496	500,000	510,000
2202 - Supplemental Law Enf - AB3229					
2202.40.4220-54.8010	Use of money and property Investment Earnings	7,254	6,984	7,000	7,000
2202.40.4220-55.4252	Intergovernmental Supp Law Enforcement (AB 3229)	515,085	373,260	405,000	405,000
2202 - Supplemental Law Enf - AB3229 Total		522,339	380,244	412,000	412,000
2301 - Development Fees-Sewer & Storm					
2301.00.0000-54.8010	Use of money and property Investment Earnings	28,953	41,801	30,000	30,000
2301.00.0000-56.5120	Charges for Services Sanitary Sewer Impact Fee	195,147	182,803	36,100	50,000
2301.00.0000-56.5130	Charges for Services Storm Sewer Impact Fee	122,771	161,982	28,300	50,000
2301 - Development Fees-Sewer & Storm Total		346,871	386,585	94,400	130,000
2302 - Development Fees-Parks & Playgr					
2302.00.0000-54.8010	Use of money and property Investment Earnings	13,335	19,498	13,000	13,000
2302.00.0000-56.5140	Charges for Services Neighborhood Park Impact Fee	30,208	28,027	16,000	2,000
2302.00.0000-56.5160	Charges for Services Facilities Impact Fees	16,195	8,699	5,000	2,000
2302 - Development Fees-Parks & Playgr Total		59,738	56,224	34,000	17,000
2303 - Development Fees-Library					
2303.00.0000-54.8010	Use of money and property Investment Earnings	2,656	2,913	2,500	1,500
2303.00.0000-56.5160	Charges for Services Facilities Impact Fees	29,168	14,463	26,000	100
2303.00.0000-56.5180	Charges for Services Library Impact Fee	38,589	41,808	26,000	25,000
2303 - Development Fees-Library Total		70,413	59,184	54,500	26,600

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Account Number	Account Name	17-18 Actual	18-19 Actual	19-20 Budget	20-21 Budget
2304 - Development Fees-Street Trees					
2304.00.0000-56.5110	Charges for Services Street Tree Fee	-	1,715	500	500
2304 - Development Fees-Street Trees Total		-	1,715	500	500
2305 - Development Fees-Annexations					
2305.00.0000-54.8010	Use of money and property Investment Earnings	-	-	500	-
2305.00.0000-56.5170	Charges for Services Annexation Impact Fees	-	-	500	100
2305 - Development Fees-Annexations Total		-	-	1,000	100
2306 - Development Fees-Arterial					
2306.00.0000-54.8010	Use of money and property Investment Earnings	130,012	170,912	120,000	120,000
2306.00.0000-56.5150	Charges for Services Street/Traffic Impact Fees	458,577	829,960	210,000	210,000
2306 - Development Fees-Arterial Total		588,589	1,000,872	330,000	330,000
2307 - Development Fees-Fire					
2307.00.0000-54.8010	Use of money and property Investment Earnings	1,138	1,875	1,000	1,000
2307.00.0000-56.5160	Charges for Services Facilities Impact Fees	2,979	15,985	40,000	2,000
2307.00.0000-56.5190	Charges for Services Fire Protection Service Fee	14,820	15,764	10,000	10,000
2307 - Development Fees-Fire Total		18,937	33,624	51,000	13,000
2308 - Dev Fees Fund-Police					
2308.00.0000-54.8010	Use of money and property Investment Earnings	4,917	9,104	5,000	6,000
2308.00.0000-56.5160	Charges for Services Facilities Impact Fees	127,242	167,244	135,000	80,000
2308 - Dev Fees Fund-Police Total		132,159	176,348	140,000	86,000
2401 - Gas Tax - 2107					
2401.00.0000-54.8010	Use of money and property Investment Earnings	22,477	33,440	20,000	20,000
2401.00.0000-54.8050	Use of money and property Rental Income	165,374	176,882	165,400	165,400
2401.00.0000-55.5212	Intergovernmental State Gas Tax - 2107	1,147,441	1,116,315	1,000,000	750,000
2401.00.0000-55.5222	Intergovernmental State Gas Tax - 2107.5	10,000	10,000	10,000	10,000
2401 - Gas Tax - 2107 Total		1,345,292	1,336,637	1,195,400	945,400
2402 - Gas Tax - 2106					
2402.00.0000-55.5202	Intergovernmental State Gas Tax - 2106	387,129	392,611	500,000	375,000
2402 - Gas Tax - 2106 Total		387,129	392,611	500,000	375,000
2403 - Gas Tax - 2105					
2403.00.0000-55.5252	Intergovernmental State Gas Tax - 2105 (P-111)	881,671	887,648	940,000	705,000
2403 - Gas Tax - 2105 Total		881,671	887,648	940,000	705,000
2404 - Gas Tax - Motor Vehicle Fuel Tax					
2404.00.0000-55.5262	Intergovernmental State Gas Tax - 2103 (TCR)	632,698	540,478	610,500	610,500
2404 - Gas Tax - Motor Vehicle Fuel Tax Total		632,698	540,478	610,500	610,500
2501 - Emergency Medical Service Fund					
2501.45.4520-54.8010	Use of money and property Investment Earnings	10,090	8,433	10,000	6,000
2501.45.4520-55.4013	Intergovernmental County CSA 74-Safety Equipment	135,938	138,566	135,000	140,000
2501 - Emergency Medical Service Fund Total		146,027	146,999	145,000	146,000
2502 - Asset Seizure					
2502.40.4380-54.8010	Use of money and property Investment Earnings	1,450	2,298	750	750
2502.40.4380-55.4232	Intergovernmental State Seizure Reimbursement	24,784	5,599	20,000	20,000
2502.40.4380-55.4501	Intergovernmental Federal Reimbursements	-	-	100	100
2502.40.4380-57.8020	Other Revenue Surplus Property	-	-	100	100
2502.40.4380-57.8050	Other Revenue Miscellaneous Receipts	-	-	100	100
2502 - Asset Seizure Total		26,235	7,897	21,050	21,050
2503 - Traffic Safety					
2503.00.0000-53.4010	Fines and Forfeits Vehicle Code Fines	185,988	212,055	250,000	250,000
2503.00.0000-53.4020	Fines and Forfeits Parking Fines	319,473	-	-	-
2503 - Traffic Safety Total		505,460	212,055	250,000	250,000
2504 - Vehicle Abatement					
2504.40.4116-55.4242	Intergovernmental Abandoned Vehicle Abatement	128,428	174,444	120,000	120,000
2504 - Vehicle Abatement Total		128,428	174,444	120,000	120,000

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Account Number	Account Name	17-18 Actual	18-19 Actual	19-20 Budget	20-21 Budget
2505 - Recreation Parks					
2505.55.6239-54.8050	Use of money and property Rental Income	-	-	30,000	-
2505.60.6239-54.8050	Use of money and property Rental Income	30,424	42,506	-	30,000
2505 - Recreation Parks Total		30,424	42,506	30,000	30,000
2506 - PEG Cable Franchise					
2506.00.8005-51.2170	Franchise Fees Cable TV	185,192	176,191	185,000	185,000
2506 - PEG Cable Franchise Total		185,192	176,191	185,000	185,000
2507 - Municipal Art Fund					
2507.00.0000-54.8010	Use of money and property Investment Earnings	-	339	-	-
2507.00.0000-56.8013	Charges for Services Public Art Charge	23,139	31,163	-	-
2507 - Municipal Art Fund Total		23,139	31,502	-	-
2508 - Contributions & Donations					
2508.00.0000-54.8010	Use of money and property Investment Earnings	-	-	-	-
2508.55.6231-57.8285	Other Revenue Contributions & Donations	-	-	-	-
2508 - Contributions & Donations Total		-	-	-	-
2509 - KDF Los Padres Dev Social Svcs					
2509.00.0000-54.8010	Use of money and property Investment Earnings	-	-	-	-
2509.55.6240-57.8510	Other Revenue KDF Tenant Services	-	-	39,000	-
2509 - KDF Los Padres Dev Social Svcs Total		-	-	39,000	-
2510 - MX-Transport Safety & Inv Plan					
2510.00.0000-54.8010	Use of money and property Investment Earnings	-	51,606	30,000	30,000
2510.00.0000-55.4073	Intergovernmental Measure X - TAMC	3,914,834	3,403,326	4,530,000	3,600,000
2510 - MX-Transport Safety & Inv Plan Total		3,914,834	3,454,932	4,560,000	3,630,000
2511 - SB1 Road Maintenance & Rehab					
2511.00.0000-54.8010	Use of money and property Investment Earnings	1,063	24,158	15,000	15,000
2511.00.0000-55.5292	Intergovernmental SB1 Road Maintenance & Rehab	607,649	2,781,689	2,677,800	2,009,000
2511 - SB1 Road Maintenance & Rehab Total		608,712	2,805,847	2,692,800	2,024,000
2512 - SB1 Traffic Congestion Relief					
2512.00.0000-54.8010	Use of money and property Investment Earnings	-	2,921	-	-
2512.00.0000-55.4292	Intergovernmental SB1 Loan Repayment	184,700	182,445	184,700	184,700
2512 - SB1 Traffic Congestion Relief Total		184,700	185,365	184,700	184,700
2601 - SRA Public Improvements					
2601.20.2505-54.8010	Use of money and property Investment Earnings	18,456	26,171	6,000	6,000
2601 - SRA Public Improvements Total		18,456	26,171	6,000	6,000
2602 - HSA - Affordable Housing					
2602.20.2505-54.8010	Use of money and property Investment Earnings	10,430	13,638	5,000	5,000
2602.30.2505-57.3020	Other Revenue Housing Revolving Loans	93,621	78,988	52,000	52,000
2602.30.2505-57.8050	Other Revenue Miscellaneous Receipts	26,500	-	100	100
2602 - HSA - Affordable Housing Total		130,551	92,625	57,100	57,100
2910 - Community Development					
2910.30.3220-55.7501	Intergovernmental Block Grant	1,536,087	1,824,054	4,971,907	2,024,219
2910.30.3220-57.8050	Other Revenue Miscellaneous Receipts	-	-	29,828	-
2910.30.3221-57.3020	Other Revenue Housing Revolving Loans	210,253	130,198	67,876	50,000
2910 - Community Development Total		1,746,340	1,954,252	5,069,611	2,074,219
2930 - Home Investment Partnership					
2930.30.3220-54.8010	Use of money and property Investment Earnings	28	1,204	-	-
2930.30.3220-55.7521	Intergovernmental HOME Inv Partnership (HUD)	559,473	581,931	1,488,533	803,851
2930.30.3220-57.8050	Other Revenue Miscellaneous Receipts	-	-	213,345	-
2930.30.3221-57.3020	Other Revenue Housing Revolving Loans	143,648	205,458	50,000	50,000
2930.30.3221-57.8050	Other Revenue Miscellaneous Receipts	2,882	-	-	-
2930 - Home Investment Partnership Total		706,031	788,593	1,751,878	853,851

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Account Number	Account Name	17-18 Actual	18-19 Actual	19-20 Budget	20-21 Budget
2940 - Emergency Solutions Grant-HUD					
2940.30.3220-55.7531	Intergovernmental Emergency Solutions Grant	165,235	460,803	304,536	412,866
2940 - Emergency Solutions Grant-HUD Total		165,235	460,803	304,536	412,866
2941 - Emergency Solutions Grant-COC					
2941.30.3240-55.7531	Intergovernmental Emergency Solutions Grant	467,925	465,276	812,810	242,240
2941 - Emergency Solutions Grant-COC Total		467,925	465,276	812,810	242,240
2942 - CA Emergency Solutions & Housing					
2942.30.3220-55.7532	Intergovernmental Emergency Solutions & Housing	-	-	1,027,285	562,293
2942 - CA Emergency Solutions & Housing Total		-	-	1,027,285	562,293
2945 - Housing - Other Agency Match					
2945.30.3310-55.5073	Intergovernmental Monterey County	-	-	439,099	439,099
2945.30.3310-57.8415	Other Revenue Other Agency Contribution	-	-	439,099	439,099
2945 - Housing - Other Agency Match Total		-	-	878,198	878,198
2951 - SB2					
2951.30.3220-55.7542	Intergovernmental SB2	-	-	310,040	1,006,847
2951 - SB2 Total		-	-	310,040	1,006,847
2955 - Neighborhood Stabilization Prog					
2955.30.3222-57.8050	Other Revenue Miscellaneous Receipts	-	-	-	-
2955 - Neighborhood Stabilization Prog Total		-	-	-	-
2957 - Inclusionary Housing Trust Fund					
2957.30.3230-57.3020	Other Revenue Housing Revolving Loans	-	5,725	-	-
2957.30.3230-57.8460	Other Revenue Inclusionary Housing	2,522	9,000	-	-
2957 - Inclusionary Housing Trust Fund Total		2,522	14,725	-	-
3111 - SAFER					
3111.45.4510-55.7511	Intergovernmental SAFER-FEMA Grant Reimb	-	432,347	567,329	383,560
3111 - SAFER Total		-	432,347	567,329	383,560
3163 - 2014 COPS Hiring SRO					
3163.40.4342-55.7561	Intergovernmental COPS Grant Reimbursement	142,103	186,935	521,094	53,800
3163 - 2014 COPS Hiring SRO Total		142,103	186,935	521,094	53,800
3252 - CLLS -Adult Literacy					
3252.70.7340-55.6222	Intergovernmental State CLSA Literacy Grant	76,394	78,382	79,950	40,940
3252.70.7350-55.6222	Intergovernmental State CLSA Literacy Grant	-	80,000	70,000	-
3252 - CLLS -Adult Literacy Total		76,394	158,382	149,950	40,940
3283 - BSCC-Board of St&Comm Correction					
3283.40.7409-54.8060	Use of money and property Building Lease	34,492	42,289	-	-
3283.40.7409-55.5232	Intergovernmental Other State Grant & Reimb	-	-	-	-
3283 - BSCC-Board of St&Comm Correction Total		34,492	42,289	-	-
3302 - Cal ID / RAN Grant					
3302.40.4130-55.4033	Intergovernmental Monterey County RAN	98,072	85,711	116,775	112,196
3302 - Cal ID / RAN Grant Total		98,072	85,711	116,775	112,196
4104 - 2014 COP Consolidation					
4104.00.8004-54.8010	Use of money and property Investment Earnings	20,709	21,994	-	20,000
4104.80.8004-54.8010	Use of money and property Investment Earnings	-	-	20,000	-
4104 - 2014 COP Consolidation Total		20,709	21,994	20,000	20,000
4107 - COP 2018B T.R.I.P. Total Rd Impv					
4107.00.8004-54.8010	Use of money and property Investment Earnings	-	702,235	-	-
4107.80.8004-54.8010	Use of money and property Investment Earnings	-	-	-	-
4107.80.8004-57.8050	Other Revenue Miscellaneous Receipts	-	-	-	-
4107 - COP 2018B T.R.I.P. Total Rd Impv Total		-	702,235	-	-
4108 - Energy Improvement					
4108.00.8004-54.8010	Use of money and property Investment Earnings	5,254	1,631	-	1,500

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Account Number	Account Name	17-18 Actual	18-19 Actual	19-20 Budget	20-21 Budget
4108.80.8004-54.8010	Use of money and property Investment Earnings	-	-	1,500	-
4108 - Energy Improvement Total		5,254	1,631	1,500	1,500
4109 - 2015 Refunding COP 2005 A & B					
4109.00.8004-54.8010	Use of money and property Investment Earnings	1,550	1,923	-	500
4109.80.8004-54.8010	Use of money and property Investment Earnings	-	-	500	-
4109 - 2015 Refunding COP 2005 A & B Total		1,550	1,923	500	500
4201 - Assessment District Admin					
4201.20.2140-56.8010	Charges for Services Financial Assessment	15,739	11,089	16,000	16,000
4201 - Assessment District Admin Total		15,739	11,089	16,000	16,000
4202 - Assessment Districts-Debt Svc					
4202.20.2141-50.1140	Taxes Property Taxes-Assessment Dist	893,315	703,847	1,406,000	1,434,120
4202.20.2141-54.8010	Use of money and property Investment Earnings	1,611	4,471	-	-
4202.20.2141-57.2040	Other Revenue Bond Calls	-	1,926	-	-
4202 - Assessment Districts-Debt Svc Total		894,926	710,243	1,406,000	1,434,120
4203 - Assessment District Reserve					
4203.20.2141-54.8010	Use of money and property Investment Earnings	32,899	33,269	11,000	11,000
4203.20.2141-57.2041	Other Revenue Bond Reserves	-	(95)	-	-
4203 - Assessment District Reserve Total		32,899	33,174	11,000	11,000
4204 - 2019 Spec Tax Bond Monte Bella					
4204.20.2141-50.1140	Taxes Property Taxes-Assessment Dist	-	-	-	-
4204.20.2141-56.8010	Charges for Services Financial Assessment	-	3,500	-	-
4204 - 2019 Spec Tax Bond Monte Bella Total		-	3,500	-	-
5101 - Special Aviation Fund - State					
5101.50.5340-55.7202	Intergovernmental State Aid - Airport	-	-	500	500
5101 - Special Aviation Fund - State Total		-	-	500	500
5102 - Special Aviation Fund - Federal					
5102.50.5340-54.8010	Use of money and property Investment Earnings	17,054	24,353	18,000	18,000
5102.50.5340-55.5501	Intergovernmental Federal Aid - Airport	815,896	85,114	495,540	495,540
5102 - Special Aviation Fund - Federal Total		832,950	109,467	513,540	513,540
5201 - Special Const Assist - Fed & St					
5201.00.0000-55.5232	Intergovernmental Other State Grant & Reimb	825,021	679,209	575,925	292,840
5201.00.0000-55.5272	Intergovernmental Regional Surface Transp Program	34,833	212,158	1,052,000	-
5201.00.0000-55.5511	Intergovernmental Other Federal Grant	1,384,828	2,210,629	2,895,310	2,000,000
5201 - Special Const Assist - Fed & St Total		2,244,682	3,101,997	4,523,235	2,292,840
5202 - Special Const Assist-MX Bonds					
5202.00.0000-58.8013	Other Financing Sources Bond Proceeds	-	41,456,285	-	-
5202 - Special Const Assist-MX Bonds Total		-	41,456,285	-	-
5203 - Special Const Assist - Others					
5203.00.0000-55.3013	Intergovernmental TRAKIT-Permit System Charges	-	-	-	-
5203.00.0000-55.3023	Intergovernmental Developers Contributions-Haciend	10,000	3,986	-	-
5203.00.0000-55.4083	Intergovernmental Emergency Radio Mitigation Fee	174,013	-	-	-
5203.00.0000-55.5053	Intergovernmental Developers Contributions	176,555	315,214	-	2,221,700
5203.00.0000-55.5063	Intergovernmental Construction Assistance Others	2,661,741	1,990,833	460,084	-
5203.00.0000-55.5073	Intergovernmental Monterey County	63,820	63,820	-	-
5203.00.0000-55.5074	Intergovernmental Other Agencies	41,298	54,755	-	-
5203.00.0000-55.5083	Intergovernmental Developers-FGA West	120,105	94,309	35,827	2,530
5203.00.0000-55.5093	Intergovernmental Developers-FGA Central	384,194	261,433	-	41,445
5203.00.0000-55.5242	Intergovernmental Rebates/Refunds & Reimb	191,239	791,603	2,422	208,000
5203.00.0000-55.8223	Intergovernmental Disaster Reimbursements	-	784,702	-	-
5203.00.0000-56.3050	Charges for Services General Plan/Zoning Fees	307,298	331,774	180,000	150,000
5203.00.0000-56.5200	Charges for Services AutoCAD	-	86,500	-	-
5203.00.0000-56.6340	Charges for Services Library - Donations	-	400,500	150,733	-
5203.00.0000-57.1060	Other Revenue Miscellaneous Insurances	-	14,642	57,033	-
5203 - Special Const Assist - Others Total		4,130,263	5,194,071	886,098	2,623,675

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Account Number	Account Name	17-18 Actual	18-19 Actual	19-20 Budget	20-21 Budget
5300 - Assessment District - Projects					
5300.50.5120-54.8010	Use of money and property Investment Earnings	4,700	6,697	2,000	2,000
5300 - Assessment District - Projects Total		4,700	6,697	2,000	2,000
5301 - 2019 Spec Tax Bond Monte Bella					
5301.00.0000-54.8010	Use of money and property Investment Earnings	-	15,146	-	-
5301.00.0000-58.8013	Other Financing Sources Bond Proceeds	-	2,675,000	-	-
5301.00.0000-58.8020	Other Financing Sources Bond Premium	-	74,934	-	-
5301 - 2019 Spec Tax Bond Monte Bella Total		-	2,765,080	-	-
6100 - Municipal Airport					
6100.50.5340-54.5010	Use of money and property Hangar Rent	711,219	755,697	725,000	750,000
6100.50.5340-54.5020	Use of money and property Aircraft Parking	5,405	4,370	5,000	5,000
6100.50.5340-54.5030	Use of money and property Building Rental	274,465	296,693	325,000	300,000
6100.50.5340-54.5040	Use of money and property Ground Leases	293,873	331,951	310,000	330,000
6100.50.5340-54.5050	Use of money and property Fuel Fees	83,055	86,318	80,000	80,000
6100.50.5340-54.5060	Use of money and property Use Permits	8,742	9,000	6,000	20,000
6100.50.5340-54.5080	Use of money and property Refuse Fees	-	-	-	4,000
6100.50.5340-54.8010	Use of money and property Investment Earnings	7,882	14,781	10,000	10,000
6100.00.0000-55.5074	Intergovernmental Other Agencies	-	35,000	-	-
6100.50.5340-56.8110	Charges for Services Rental Income	103,129	109,393	100,000	100,000
6100.50.5340-57.8050	Other Revenue Miscellaneous Receipts	31,426	31,343	30,000	33,000
6100.50.5340-57.8560	Other Revenue Airport Cardlock Deposits	25	150	20,000	20,000
6100 - Municipal Airport Total		1,519,221	1,674,696	1,611,000	1,652,000
6200 - Industrial Waste					
6200.50.5441-54.8010	Use of money and property Investment Earnings	52,043	90,622	20,000	20,000
6200.50.5441-56.5040	Charges for Services Industrial Waste Fees	2,047,898	3,629,926	3,100,000	3,100,000
6200 - Industrial Waste Total		2,099,941	3,720,548	3,120,000	3,120,000
6301 - Fairways Golf Course					
6301.00.0000-54.8010	Use of money and property Investment Earnings	3,882	7,589	200	200
6301.00.0000-54.8080	Use of money and property Sierra Lease	100,000	100,000	100,000	100,000
6301 - Fairways Golf Course Total		103,882	107,589	100,200	100,200
6302 - Twin Creek Golf Course					
6302.00.0000-54.8010	Use of money and property Investment Earnings	-	-	2,500	2,500
6302.00.0000-54.8070	Use of money and property First Tee Lease	60,000	45,000	60,000	60,000
6302 - Twin Creek Golf Course Total		60,000	45,000	62,500	62,500
6400 - Sewer					
6400.50.5442-54.8010	Use of money and property Investment Earnings	78,854	107,454	60,000	60,000
6400.50.5442-56.5050	Charges for Services Sanitary Sewer Surcharge Fees	3,528,727	3,612,546	3,700,000	3,000,000
6400.50.5442-56.5065	Charges for Services USA Service Fee	-	-	-	-
6400.50.5442-57.8020	Other Revenue Surplus Property	2,110	-	-	-
6400.50.5442-57.8050	Other Revenue Miscellaneous Receipts	-	611	-	-
6400 - Sewer Total		3,609,691	3,720,611	3,760,000	3,060,000
6500 - Storm Sewer (NPDES)					
6500.50.5443-53.3012	Fines and Forfeits NPDES Citations	300	2,300	-	-
6500.50.5443-54.8010	Use of money and property Investment Earnings	403	-	500	500
6500.50.5443-56.5080	Charges for Services Review and Inspection Fees	3,230	1,649	10,000	10,000
6500.50.5443-57.8050	Other Revenue Miscellaneous Receipts	-	233	200	200
6500 - Storm Sewer (NPDES) Total		3,932	4,182	10,700	10,700
6600 - Crazy Horse Landfill					
6600.20.2030-54.8010	Use of money and property Investment Earnings	21,277	24,650	-	-
6600 - Crazy Horse Landfill Total		21,277	24,650	-	-
6700 - Water Utility					
6700.50.5445-55.4043	Intergovernmental Monterey Co. Animal Shelter	3,749	3,806	4,000	4,000
6700.50.5445-55.4053	Intergovernmental City Animal Shelter	-	-	3,000	3,000
6700.50.5445-55.5023	Intergovernmental MRWPCA	2,225	2,258	3,000	3,000
6700.50.5445-55.5033	Intergovernmental City Industrial Waste Facility	-	-	1,000	1,000
6700 - Water Utility Total		5,974	6,064	11,000	11,000

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Account Number	Account Name	17-18 Actual	18-19 Actual	19-20 Budget	20-21 Budget
6801 - Downtown Parking District					
6801.50.5446-52.5010	Licenses & Permits Parking Lot Permits	60,020	50,270	51,600	22,000
6801.50.5446-52.5020	Licenses & Permits Salinas St Garage Permits	27,464	24,146	81,900	93,600
6801.50.5446-52.5040	Licenses & Permits Monterey St Garage Permits	322,717	138,889	148,500	148,500
6801.50.5446-52.5070	Licenses & Permits Monterey St Garage - Hourly	-	103,126	316,500	316,500
6801.50.5446-52.5075	Licenses & Permits Parking Validation	-	-	11,500	11,500
6801.50.5446-57.8050	Other Revenue Miscellaneous Receipts	34	-	-	-
6801 - Downtown Parking District Total		410,235	316,430	610,000	592,100
6802 - Preferential Parking					
6802.50.5447-52.5060	Licenses & Permits Preferential Permits	18,491	18,634	39,400	39,400
6802 - Preferential Parking Total		18,491	18,634	39,400	39,400
6803 - Parking Enforcement					
6803.50.5448-53.4020	Fines and Forfeits Parking Fines	110,260	1,350,971	1,140,000	1,170,000
6803 - Parking Enforcement Total		110,260	1,350,971	1,140,000	1,170,000
6900 - Permit Services					
6900.30.3350-52.3010	Licenses & Permits Mechanical Permits	6,718	18,476	10,200	10,200
6900.30.3350-52.3020	Licenses & Permits Building Permits	1,077,540	1,257,057	1,100,000	1,100,000
6900.30.3350-52.3030	Licenses & Permits Plumbing Permits	27,821	21,044	3,500	3,500
6900.30.3350-52.3040	Licenses & Permits Electrical Permits	44,646	67,458	20,000	20,000
6900.30.3350-52.3060	Licenses & Permits Re-Roofing Permits	190,074	104,521	130,000	130,000
6900.30.3350-52.3070	Licenses & Permits Building Demolition Permit	2,041	1,369	1,000	1,000
6900.30.3350-53.3011	Fines and Forfeits Building Enforcement	-	26,268	-	-
6900.30.3350-53.3405	Fines and Forfeits C & D Penalty	-	42,016	20,000	20,000
6900.00.0000-54.8010	Use of money and property Investment Earnings	11,239	34,221	-	-
6900.30.3350-55.3013	Intergovernmental TRAKIT-Permit System Charges	299,378	280,745	256,500	256,500
6900.30.3350-56.3400	Charges for Services Building Plan Check Fees	1,081,121	1,025,208	1,000,000	1,000,000
6900.30.3350-56.3410	Charges for Services Special Building Inspection	119,214	64,850	50,000	50,000
6900.30.3350-56.3420	Charges for Services Reinspection Service	29,291	75,717	22,000	22,000
6900.30.3350-56.3430	Charges for Services Residential Report	49,832	51,962	40,000	40,000
6900.30.3350-56.3440	Charges for Services Microfilm Fee	36,203	53,274	25,000	25,000
6900.30.3350-56.3460	Charges for Services Other Building Fees	61,259	19,434	25,000	25,000
6900.30.3350-56.8060	Charges for Services Copying Fees	-	39	-	-
6900.30.3350-57.8080	Other Revenue Miscellaneous Deposits	3,366	16,539	6,500	6,500
6900 - Permit Services Total		3,039,743	3,160,196	2,709,700	2,709,700
7101 - Internal Services Administration					
7101.12.1245-57.8050	Other Revenue Miscellaneous Receipts	200	514	-	-
7101.14.1245-57.8050	Other Revenue Miscellaneous Receipts	-	-	-	-
7101 - Internal Services Administration Total		200	514	-	-
7102 - Internal Services Insurances					
7102.12.1246-57.1060	Other Revenue Miscellaneous Insurances	656,229	138	-	-
7102.12.1246-57.8050	Other Revenue Miscellaneous Receipts	207,334	154,389	-	-
7102.14.1246-57.8050	Other Revenue Miscellaneous Receipts	-	-	60,000	60,000
7102 - Internal Services Insurances Total		863,563	154,527	60,000	60,000
7103 - Worker's Comp Self-Insurance					
7103.12.1247-54.8010	Use of money and property Investment Earnings	42,809	75,883	-	-
7103.14.1247-54.8010	Use of money and property Investment Earnings	-	-	15,000	15,000
7103.12.1247-57.1010	Other Revenue Workers Comp Premiums	5,458,900	5,690,762	-	-
7103.12.1247-57.1030	Other Revenue CalPERS Ind Disability Reimb	27,431	260,683	-	-
7103.14.1247-57.1010	Other Revenue Workers Comp Premiums	-	-	5,352,700	5,352,700
7103.14.1247-57.1020	Other Revenue Workers Comp Reimb	-	-	10,000	10,000
7103.14.1247-57.1030	Other Revenue CalPERS Ind Disability Reimb	-	-	70,000	70,000
7103 - Worker's Comp Self-Insurance Total		5,529,140	6,027,328	5,447,700	5,447,700
7104 - General Liability Self-Insurance					
7104.12.1248-54.8010	Use of money and property Investment Earnings	32,628	56,845	-	-
7104.14.1248-54.8010	Use of money and property Investment Earnings	-	-	15,000	15,000
7104.14.1248-57.1060	Other Revenue Miscellaneous Insurances	-	-	1,000	1,000
7104 - General Liability Self-Insurance Total		32,628	56,845	16,000	16,000

FINANCIAL SUMMARIES

Revenue

Account Number	Account Name	17-18 Actual	18-19 Actual	19-20 Budget	20-21 Budget
7120 - Internal Services-Fleet Maint					
7120.40.5233-57.8050	Other Revenue Miscellaneous Receipts	-	-	-	-
7120.50.5233-57.8050	Other Revenue Miscellaneous Receipts	175	559	-	-
7120 - Internal Services-Fleet Maint Total		<u>175</u>	<u>559</u>	<u>-</u>	<u>-</u>
8914 - RORF-Redev Obligation Retirement					
8914.20.2502-50.1090	Taxes Property Taxes-Tax Increments	2,529,831	2,424,183	2,162,298	2,205,544
8914.20.2502-54.8010	Use of money and property Investment Earnings	91,194	110,071	1,000	1,000
8914.20.2502-54.8050	Use of money and property Rental Income	-	-	24,400	24,400
8914.20.2502-57.3010	Other Revenue Other Loans	-	10,000	-	-
8914 - RORF-Redev Obligation Retirement Total		<u>2,621,024</u>	<u>2,544,254</u>	<u>2,187,698</u>	<u>2,230,944</u>
8915 - Successor Agency Administration					
8915.20.2505-50.1090	Taxes Property Taxes-Tax Increments	157,750	135,000	177,582	181,134
8915 - Successor Agency Administration Total		<u>157,750</u>	<u>135,000</u>	<u>177,582</u>	<u>181,134</u>
Grand Total		<u>177,820,896</u>	<u>239,988,695</u>	<u>191,438,049</u>	<u>172,633,753</u>

FINANCIAL SUMMARIES

Workforce

	<u>FY 09-10</u>	<u>FY 10-11</u>	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>FY 14-15</u>	<u>FY 15-16</u>	<u>FY 16-17</u>	<u>FY 17-18</u>	<u>FY 18-19</u>	<u>FY 19-20</u>	<u>FY 20-21</u>
GENERAL OPERATIONS												
Police (Sworn)	176.000	146.000	148.000	156.000	150.000	145.000	170.000	172.000	174.000	174.000	174.000	174.000
Police (Administrative)	63.000	57.500	57.500	57.500	47.500	47.500	59.500	55.500	57.500	57.500	57.500	53.500
Fire (Sworn)	86.000	78.000	92.000	92.000	90.000	86.000	95.000	93.000	94.000	93.000	93.000	93.000
Fire (Administrative)	6.000	6.000	5.000	5.000	4.000	4.000	5.000	6.000	6.000	5.000	5.000	5.000
Total Public Safety	<u>331.000</u>	<u>287.500</u>	<u>302.500</u>	<u>310.500</u>	<u>291.500</u>	<u>282.500</u>	<u>329.500</u>	<u>326.500</u>	<u>331.500</u>	<u>329.500</u>	<u>329.500</u>	<u>325.500</u>
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	9.000	11.375	15.385	12.375	11.275	15.275	16.000	16.000	12.000	12.000	6.000
Human Resources												7.000
Community Safety (Sworn)	1.000											
Finance	26.500	23.000	21.000	21.000	21.000	19.000	24.000	24.000	26.000	26.000	26.667	25.000
City Attorney	6.500	5.000	5.000	5.000	5.000	5.000	5.000	5.000	5.000	5.000	5.000	5.000
Community Development	51.500	43.750	42.125	39.115	34.245	36.215	35.345	39.750	29.000	29.000	29.850	31.010
Engineering & Transportation	24.500	20.500	21.000	20.625	20.125	21.625	32.375	32.125	35.200	35.150	35.650	33.930
Environmental & Maintenance Services	71.250	48.750	47.500	48.375	46.375	44.625	52.875	47.625	48.700	46.500	46.750	46.750
Parks and Community Services	22.000	6.500	5.000	6.000	6.000	6.000	12.620	14.000	14.000	19.000	19.000	19.000
Library	48.000	43.500	42.500	45.500	43.500	43.500	43.500	43.500	41.000	41.000	41.500	41.500
Total Non Public Safety	<u>270.250</u>	<u>207.000</u>	<u>202.500</u>	<u>208.000</u>	<u>195.620</u>	<u>194.240</u>	<u>227.990</u>	<u>229.000</u>	<u>221.900</u>	<u>220.650</u>	<u>223.417</u>	<u>222.190</u>
TOTAL GENERAL OPERATIONS	<u>601.250</u>	<u>494.500</u>	<u>505.000</u>	<u>518.500</u>	<u>487.120</u>	<u>476.740</u>	<u>557.490</u>	<u>555.500</u>	<u>553.400</u>	<u>550.150</u>	<u>552.917</u>	<u>547.690</u>
INTERNAL SERVICES	2.000	2.000	1.000	1.000	1.000	1.000	3.000	12.000	13.000	13.200	13.450	13.450
ENTERPRISE OPERATIONS	28.750	30.250	28.750	29.500	29.500	30.500	31.000	33.500	44.100	43.150	43.383	43.610
ASSESSMENT & MAINTENANCE DISTRICTS	1.000	1.000	2.000	2.000	1.500	2.000	1.750	1.750	1.750	1.750	1.750	1.750
REDEVELOPMENT AGENCY	3.500	3.500	3.750									
SUCCESSOR AGENCY					1.380	1.260	1.260	0.750	0.750	0.750		
CITY-WIDE TOTAL	<u>636.500</u>	<u>531.250</u>	<u>540.500</u>	<u>551.000</u>	<u>520.500</u>	<u>511.500</u>	<u>594.500</u>	<u>603.500</u>	<u>613.000</u>	<u>609.000</u>	<u>611.500</u>	<u>606.500</u>



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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.

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

VI. **PURCHASING LIMITS**

A. Professional Service Agreements

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

B. Supplies/Equipment Construction

1. Directors can approve supplies and equipment purchases under \$20,000 and construction projects under \$50,000 if funds are included within the appropriate departmental budget.
2. Equipment purchases over \$30,000 subject to bidding.
3. Construction projects over \$100,000 subject to bidding.
4. Exceptions are emergency equipment purchases using cooperative purchasing with other governmental agencies (i.e. State Bid List).
5. Direct purchases: Council can waive bidding requirements on equipment purchases. Example: equipment is unique or equipment has been informally researched.

VII. **PURCHASING – REQUIREMENTS FOR FEDERAL GRANTS**

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

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

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

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

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

1. Procurement by Micro-Purchases. Procurement by micro-purchase is the acquisition of supplies or services, the aggregate dollar amount of which does not exceed the micro-purchase threshold as set by the Federal Acquisition Regulation at 48 CFR Subpart 2.1 (Definitions) and adjusted periodically for inflation. As of the date of this ordinance, the micro-purchase threshold is \$3,500.
2. Procurement by Small Purchase Procedures. Small purchase procedures are those relatively simple and informal procurement methods for securing services, supplies or other property that do not cost more than the simplified acquisition threshold as set by the Federal Acquisition Regulation at 48 CFR Subpart 2.1 (Definitions) and in accordance with 41 U.S.C. 1908 and periodically adjusted for inflation. If small purchase procedures are used, price or rate quotations shall be obtained from an adequate number of qualified sources. As of the date of this ordinance, the simplified acquisition threshold is \$150,000. For purchases exceeding fifty thousand (\$50,000), City Council approval is required.
3. Procurement by Sealed Bids (Formal Advertising). Bids are publicly solicited and a firm-fixed-price contract (lump sum or unit price) is awarded to the responsible bidder whose bid, conforming to all the material terms and conditions of the invitation for bids, is the lowest in price.

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

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- c. The Federal awarding agency or pass-through entity expressly authorizes noncompetitive proposals in a written request from the City; or
 - d. After solicitation of multiple sources, competition is determined inadequate.
- 6. Contracting with Small and Minority Businesses, Women's Business Enterprises and Labor Surplus Area Firms. (OMB Title 2 CFR, Subtitle A, Part 200, §200.321)
 - a. The City shall take all necessary affirmative steps to assure that minority businesses, women's business enterprises and labor surplus area firms are used when possible.
 - b. Affirmative steps include:
 - (1) Placing qualified small and minority businesses and women's business enterprises on solicitation lists;
 - (2) Assuring that small and minority businesses and women's business enterprises are solicited whenever they are potential sources;
 - (3) Dividing total requirements, when economically feasible, into smaller tasks or quantities to permit maximum participation by small and minority businesses and women's business enterprises;
 - (4) Establishing delivery schedules, where the requirement permits, which encourage participation by small and minority businesses and women's business enterprises;
 - (5) Using the services and assistance, as appropriate, of such organizations as the Small Business Administration and the Minority Business Development Agency of the Department of Commerce; and
 - (6) Requiring the prime contractor, if subcontracts are to be let, to take the affirmative steps listed in subsections 6.b.(1) through (6) of this section.
- 7. Contracts Cost and Price. (OMB Title 2 CFR, Subtitle A, Part 200, §200.323)
 - a. The City shall perform a cost or price analysis in every procurement action exceeding the simplified acquisition threshold including contract modifications. The method and degree of analysis will be dependent on the facts surrounding each procurement situation. As a starting point, the City shall make independent estimates before receiving bids or proposals.
 - b. The City shall negotiate profit as a separate element of the price for each contract in which there is no price competition and in all cases where cost analysis is performed. To establish a fair and reasonable profit, consideration shall be given to the complexity of the work to be performed, the risk borne by the contractor, the contractor's investment, the amount of subcontracting, the quality of its record of past performance, and industry profit rates in the surrounding geographical area for similar work.
 - c. Costs or prices based on estimated costs for contracts under the Federal award will be allowable only to the extent that costs incurred or cost estimates included in negotiated prices would be allowable for the City under Subpart E – Cost Principles of Title 2, Subtitle A, Part 200 (Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards).
 - d. The cost plus a percentage of cost and percentage of construction cost methods of contracting shall not be used.
- 8. Federal Awarding Agency or Pass-Through Entity Review. (OMB Title 2 CFR, Subtitle A, Part 200, §200.324)

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

VIII. CAPITAL IMPROVEMENT PROGRAM POLICIES

A. Capital Planning Period

1. The City will budget all capital improvements in accordance with an adopted Capital Improvement Program.
2. The City's long-range capital planning period shall be a minimum of six years or longer where appropriate.
3. The Six-Year Capital Improvement Program will be reviewed and approved annually. It will include balanced budgets for the first year and a listing of all projects for the next five years. Appropriations will be approved annually.
4. The City's annual Capital Improvement Program will be reviewed and preliminarily approved by Council in advance of reviewing/approving the City's Operating Budget.

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5. The City's Capital Improvement Program will be in conformance with and support the City's major planning documents: the General Plan, Project Specific Plans, and City-wide Master Plans for related infrastructure improvements.
6. Master plans for major infrastructure and utility improvements will be prepared with a 10 or 20 year planning horizon when appropriate.

B. Capital Project Priorities

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

C. Capital Project Management

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

IX. DEBT POLICIES

A. Use

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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B. Types of Debt

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

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

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

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

C. Relationship of Debt to Capital Improvement Program and Budget

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

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

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

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

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

D. Policy Goals Related to Planning Goals and Objectives

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

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

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

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

E. Internal Control Procedures

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

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

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

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

F. Continuing Disclosure Procedures

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

X. ASSESSMENT AND MELLO-ROOS COMMUNITY FACILITIES DISTRICT FINANCING POLICIES

A. Formation

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

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the City and not impair the outstanding debt obligations. Approval of any modifications requested by the developer shall be at the sole discretion of the City Council.

8. The City allows for the formation of acquisition districts. The City shall make the final determination as to which public improvements and to what extent such improvements are eligible for financing through acquisition. An acquisition agreement between the City and applicant/developer shall be required and approved by the City Council prior to the sale of bonds.

B. Financing

1. The amount of AD or CFD bonds issued for any project shall not be greater than one-third of the appraised value of the improved property as determined by the independent real estate valuation expert, except when credit enhancements are provided and/or when the improvements are of extraordinary public benefit.
2. Unless specifically exempted by the City Council, residential projects using assessment district financing shall be required to pay off the outstanding assessments as part of the first sale escrow of each completed (ready-for occupancy) residential property to the first purchaser of such property.
3. The resolution of intention to form an AD or CFD shall contain a statement that the City will not obligate itself to advance available funds from the City treasury to cure any deficiency which may occur in the bond redemption fund.
4. Each bond issue shall be structured to adequately protect bond-owners and to protect the bonding capacity and credit rating of the City. The structure shall include a foreclosure covenant that permits the City to foreclose any deficiency. The structure may also include some combination of credit enhancement, special reserve funds or deposits.
5. Unless waived by the City Council the term of the bonds shall not exceed twenty-five (25) years.
6. The AD or CFD lien shall be fully disclosed in compliance with applicable statutory requirements. For developer-constructed facilities, the developer will prepare and obtain approval from the City of a statement and report notifying any prospective property owners of existing or proposed special assessments or taxes on the property. This disclosure statement shall be issued to and signed by the prospective buyer prior to any commitment by the buyer to purchase the property. The City, in its sole discretion, may require additional property owner notification if the City deems that such notification will help make subsequent property owners aware of future liens.
7. All statements and materials related to the sale of AD or CFD bonds shall emphasize and state that none of the faith, credit, and taxing power of the City is pledged to the repayment of the bonds. The City is not obligated to replenish the reserve fund from revenue sources other than annual assessments or special taxes, or proceeds from foreclosure proceedings.
8. A reserve fund will be required in each AD or CFD bond issue. The reserve fund shall be of a size sufficient to provide adequate security against default and in a size that is deemed vital to bond marketing and of such a size as not to violate applicable federal tax law requirements.
9. The calculation of assessment prepayments and reserve fund credits shall be as follows:
 - a. Each assessment prepayment will be computed and collected by the City of Salinas using part 11.1 of Division 10 (Sections 8766 and following) of the Streets and Highways Code. The computation will include principal outstanding, interest to date of bond call and costs including bond premium, legal, public noticing, administration and paying agent less a credit for the original reserve collected.
 - b. Prepayments must be received at least ninety days prior to applicable bond call dates (July 2, September 2, January 2 or March 2) to be included in the bond call. The current fiscal year assessment, which has been posted to the property tax roll must be paid to the Monterey County Tax Collector.

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- c. Upon receipt of the pay off, the City will cancel future assessment levies and shall cause to be recorded under Section 8687 of the Streets and Highways Code an appropriate amendment or addendum to any recorded notice of Assessment as evidence of the pay off.
- d. The calculation of prepayments and reserve fund credits for CFD bonds will be made in accordance with the Mello-Roos Community Facilities Act of 1982.

C. Special Tax Formula

1. Where the district to be formed is a Mello-Roos district, the maximum special tax shall adhere the following:
 - a. The special tax shall include the annual administrative cost of the City to administer the district.
 - b. The City shall retain a special tax consultant to prepare a report, which recommends and evaluates a special tax, which adequately funds identified public improvements, administrative costs and other related expenditures.
 - c. The projected special assessment and/or special tax, when added to the ad valorem property tax and other direct and overlapping debt of the proposed district (including other projected benefit assessments, special taxes levied for authorized but un-issued debt, and any other anticipated special assessments, taxes or charges which may be included on a property owner's annual property tax bill), shall not exceed two percent (2.0%) of the projected assessed value of each improved parcel within the district. As it pertains to commercial, industrial, or other parcels within the district, the City reserves the right to exceed the two-percent (2.0%) limit if, in the City's sole discretion, it is fiscally prudent. A backup special tax shall be required to protect against changes in land use that may result in insufficient annual special tax revenues.

D. Administration and Fees

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

E. Continuing Disclosure

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

F. Refunding

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

FINANCIAL POLICIES

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

XI. LANDSCAPE AND LIGHTING MAINTENANCE DISTRICT POLICIES

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

A. Formation

1. New development project must install improvements consistent with the City's General Plan.
2. The City Council's policy is that new development pay all of the City's costs associated with the formation and administration of Districts.
 - a. An advance deposit is required, in those instances, where a proposed district is initiated by a party or parties other than the City.
3. The initial maintenance costs and reserves will be funded by the developer based on the Engineer's Report in an amount sufficient to maintain the improvements until the first assessment apportionment is received from the County.
4. The City Council shall select the assessment engineer and other professionals and consultants as it deems appropriate.

B. Budget

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

FINANCIAL POLICIES

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

XII. CAPITAL ASSET POLICIES

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

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

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

FINANCIAL POLICIES

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

1. The asset must cost \$10,000 or more.
2. The asset must have a useful life of five (5) or more years.
3. The capitalization threshold is applied to individual units of capital assets rather than groups. For example, ten desks purchased for \$1,500 each will not be capitalized even though the total (\$15,000) exceeds the threshold of \$10,000.
4. For purposes of capitalization, the threshold will generally not be applied to components of capital assets. For example a keyboard, monitor and central processing unit purchased as components of a computer system will not be evaluated individually against the capitalization threshold. The entire computer system will be treated as a single asset. The capitalization threshold will be applied to a network if all component parts are required to make the asset functional.
5. Repairs to existing capital assets will generally not be subject to capitalization unless the repair extends the useful life of the asset. In this case the repair represents an improvement and is subject to the requirements described number 6 below.
6. Improvements to existing capital assets will be presumed by definition to extend the useful life of the related capital asset and therefore will be subject to capitalization if the cost exceeds \$10,000.
7. Work of arts, animals (i.e. police dogs) and historical treasures are not capitalized, but will be recorded as tracked property.

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

- Handheld radios
 - Personal computers
 - Software
 - Street trees
 - Street signs
 - Weapons
8. Capital projects will be capitalized as “construction in progress” until completed.

C. Leased Assets

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

FINANCIAL POLICIES

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

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

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

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

- Bond Proceeds
- Federal Grants
- State Grants
- Local Grants

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

- Sales Tax
- Freight charges
- Legal and title fees
- Closing costs
- Appraisal and negotiation fees
- Surveying fees
- Land-preparation costs
- Demolition costs
- Relocation costs
- Architect and accounting fees
- Insurance premiums and interest costs during construction

- G. Establishing Cost in the Absence of Historical Records - According to the GASB 34, an estimate of the original cost is allowable. Standard costing is one method of estimating historical cost using a known average installed cost for a like unit at the estimated date of acquisition. Another recognized method is normal costing wherein an estimate of historical cost is based on current cost of reproduction new indexed by a reciprocal factor of the price increase of a specific item or classification from the appraisal date to the estimated date acquired. When necessary the City will use whichever method gives the most reasonable amount based on available information.

FINANCIAL POLICIES

H. Recording Costs Incurred After Acquisition - Expenditures/expenses for replacing a component part of an asset are not capitalized. However, expenditures/expenses that either enhance a capital asset's functionality (effectiveness or efficiency), or that extend a capital asset's expected useful life are capitalized. For example, periodically slurry sealing a street would be treated as a repair (the cost would not be capitalized), while an overlay or reconstruction would be capitalized. Adding a new lane constitutes an addition and would therefore also be capitalized.

I. Disposition or Retirement of Fixed Assets - It is the City's policy that departments wishing to dispose of surplus, damaged or inoperative equipment must notify the Finance Department.

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

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

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

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

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

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

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

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

FINANCIAL POLICIES

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

XIII. RISK MANAGEMENT POLICIES

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

FINANCIAL POLICIES

- D. The City will endeavor to promptly settle justified claims but will vigorously defend claims which are doubtful, frivolous, or unsupported.
- E. The City will maintain separate self-insurance funds to identify and segregate the financial resources necessary to cover insurance premiums and self-insurance retentions
 1. Revenues into the insurance funds will be generated by charges to operating departments and programs.
 2. Resources will be established at the end of each year to fully fund liability for open claims, incurred but not reported (IBNR) claims, and a catastrophic loss reserve as periodically recommended by the City's Risk Management Advisor.
 3. The City will endeavor to maintain reserves equal to three-times the self-insured retention for both the liability and worker's compensation self-insurance internal service funds.

XIV. INTERFUND LOANS

- A. Purpose - This policy documents requirements and responsibilities to be followed regarding interfund borrowing between funds of the City of Salinas.
- B. Scope - Often local governments will loan resources from one fund to another fund that is experiencing a temporary cash shortage. Under generally accepted accounting principles (GAAP), funds that account for reserved or dedicated monies may make temporary loans to other funds. This policy addressed the approval, terms and accounting requirements for interfund loans.
- C. Definition - Interfund loans are amounts provide between funds with a requirement for repayment. Interfund loans will be reported according to GAAP, as interfund receivables in lender funds and interfund payables in borrower funds. If repayment is not expected within a reasonable time, the interfund balances should be reduced and the amount that is not expected to be repaid should be reported as a transfer from the fund that made the loan to the fund that received the loan.
- D. Policy
 1. Interfund loans-Types:
 - a. Internal loans that are necessary part of normal business operations:
 - To maintain cash flow and provide working capital, in anticipation of future tax receipts or other revenue, the General Fund may require cash advances from other funds during the course of a fiscal year. Other funds eligible to make cash advances include: Measure V; Measure G, Special Revenue, Capital Projects, and Internal Services. Cash advances shall be treated as short-term loans. Interest shall be paid on these loans at a rate determined according to the procedure established in section B.2 of this policy.
 - Cash advances to provide working capital to the General Fund or other funds must be approved by the City Manager. Such approval must be in writing, and should specify maximum allowable amounts.
 - b. Internal loans that provide for advance spending for a capital project prior to securing project financing. Such loans must be approved by the City Council with the adoption of the annual Capital Improvement Project budget or by separate action by the City Council. Approval is not required for advance spending from the \$2 million Capital Projects Revolving Fund established by prior City Council action.

FINANCIAL POLICIES

2. Interfund Loans-Terms:

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

XV. LONG-TERM FISCAL AND SUSTAINABILITY IMPACT

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

XVI. SPECIAL EVENTS FUNDING AND OPERATIONS POLICY

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

FINANCIAL POLICIES

6. The coordinating agency of the even should provide a total budget for the event.
7. They City's contribution value of in-kind contribution should not be more than 10% of the total cost of the event.
8. An estimate of the economic benefit to the City should be calculated, such as the TOT revenue.

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

PRIORITY BASED BUDGETING

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

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

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

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

Priority Based Budgeting – Progress through the 5 Steps

There are five steps in priority based budgeting:

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

Step 1 – Determine Results

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

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

PRIORITY BASED BUDGETING

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

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

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

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

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

Step 3 – Identify Programs and Services

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

PRIORITY BASED BUDGETING

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

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

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

Department Scoring

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

Peer Review Scoring

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

Costing Allocation

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

Step 5 – Allocate Resources Based on Priorities

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

Davenport Institute for Public Engagement and Civic Leadership – Grant Award

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

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

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

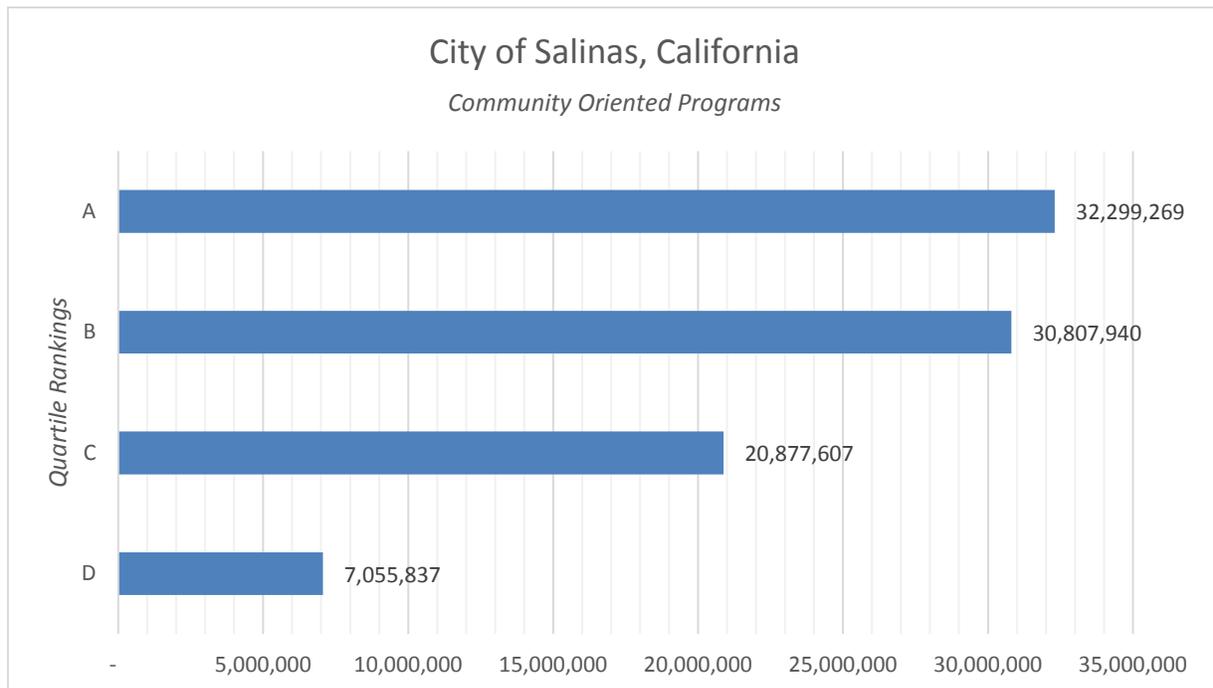
PRIORITY BASED BUDGETING

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

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

Funding by Quartile Ranking

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



Impact of FY 2014-15 through 2020-21 Budget Processes

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

PRIORITY BASED BUDGETING

that fell in the fourth quartile were evaluated to determine if they were either cost recovery, mandated (legally required), caused safety issues if eliminated or the benefits of keeping the program justified the cost. As a first step in using the new model, the City departments evaluated 115 programs that fell in the 4th quartile. Of the 115 programs, 75 were funded with the General Fund totaling approximately \$12 million. Of the \$12 million, approximately \$150,000 was identified as resources that could be reallocated from certain programs to other programs within the departments. For FY 2015-16, the departments focused the new Measure G resources in Quartile A and B Programs. For FY 2016-17 and beyond, the departments continued to reallocate existing resources or allocate new resources to Quartile A and B programs. A major consolidation of programs was also achieved in preparation for the FY 2017-18 budget process, and an updated quartile ranking was conducted City-Wide. Minor changes were made to programs/rankings for the FY 2018-19, FY 2019-20, and FY 2020-21 budget processes, with quartile rankings still remaining an integral part of allocating resources for the upcoming fiscal year.

Result Definitions (More Detail)

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

Results

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

SAFE, LIVABLE COMMUNITY

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

EFFECTIVE MOBILITY and EXCELLENT INFRASTRUCTURE

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

PRIORITY BASED BUDGETING

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

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

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

HEALTHY, VIBRANT, SUSTAINABLE and GREEN COMMUNITY

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

ECONOMIC DIVERSITY and PROSPERITY

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

PRIORITY BASED BUDGETING

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

GOOD GOVERNANCE

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

Department Scoring (More Detail)

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

Community Program Scoring

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

Community Results:

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

Scoring Criteria (0-4 scale):

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

PRIORITY BASED BUDGETING

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

Governance Program Scoring

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

Governance Result Definitions:

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

Scoring Criteria:

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

Basic Program Attributes

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

Mandated to Provide Program

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

Reliance on City to Provide Program

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

PRIORITY BASED BUDGETING

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

Cost Recovery of Program

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

Portion of Community Served by Program

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

Change in Demand for Program

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

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

PRIORITY BASED BUDGETING

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

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

SALINAS PLAN

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

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

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

Implementation Tracking

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

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

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

SALINAS PLAN

Table 1 – List and Status of Salinas Plan Recommendations

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

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

Phase Definitions:

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

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

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

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

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

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

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Update on Initiatives for FY 20-21

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

Public Safety

PS01 Staffing and Overtime Reduction

Responsible Departments: Police and Fire Departments

Lead Staff: Adele Fresé and Pablo Barreto

Summary: The Police Department has allocated additional officers to the Violence Suppression Task Force to reduce violent crimes in the city. The increased staffing curtailed the violent crimes which reduced Call Back Overtime for patrol officers, detectives, and crime scene investigators.

Additionally, by partnering with federal agencies, the Police Department was able to receive overtime reimbursement. The Police Department continues to have several vacancies and has maintained twelve frozen positions (2 sergeants, ten officers). Overall savings over \$ 3,000,000. Additional savings have been realized through delay of hiring key management positions. Further, the anticipated reorganizations and reclassification of civilian positions is expected to net additional salary savings.

The Fire Department has minimum staffing requirements, however, the reduction of the staffing level of the two ladder trucks has reduced the minimum staffing by 2 per shift, which has significantly reduced overtime. Both the Police and Fire departments continue to look at way to control and reduce overtime going forward. (Page 53-55 of the [Salinas Plan](#))

PS02 Civilian Reclassification and Reorganization

Responsible Departments: Support Services

Lead Staff: Adele Fresé

Summary: The Police Department is currently analyzing the possibility to expand the duties of civilian employees to include creating a Telephonic Reporting Unit (TRU) which would assign civilian employees to take reports over the phone and in person. This process would alleviate patrol officers of these tasks enabling them to focus on crime prevention through active patrol. The Salinas Police Services Collision Reporting Center opened in October 2019. This contracted partnership allows civilian contractors to take non-injury accident reports in person. This process also alleviates patrol officers of these tasks. The anticipated saving cannot be quantified at this time; however, patrol officer will be allowed to respond to more calls for service, respond in a more-timely manner, this will allow for greater quality of service. (Page 55-56 of the [Salinas Plan](#))

PS03 Improve Police Department Technology

Responsible Departments: Human Resources; Legal; Police

Lead Staff: Adele Fresé

Summary: This initiative calls for the introduction of a text-to-dictation software within the Police Department to facilitate the creation of Reports. With this new tool, the existing Word Processing Division would no longer be

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required and could be phased out; employees in this Division would be reassigned to other roles. The City has been working with a consultant to implement the text-to-dictation software, although a completion date has not yet been identified. However, City staff has also begun an analysis of the existing Division to determine whether additional efficiencies can be found. City staff has also begun exploring whether additional training would be necessary for the existing employees to transition to other roles within the City. The Salinas Plan estimated a savings of \$72,033 in FY20 and grows to \$569,671 by FY28. The Salinas Plan assumes the division would be phased out through attrition or reassignment of staff to existing vacant positions. There are five Word Processing Operators and one Supervising Word Processing Operator positions funded in this division. The most current revised estimated savings anticipated to be achieved in FY20 is \$109,130, which includes the salary and benefits for the Supervising Word Processing Operator position anticipated to become vacant through attrition. (Page 56-57 of the [Salinas Plan](#))

PS04 Evaluate Provision of Advanced Life Support (ALS) Services

Responsible Departments: Fire Department

Lead Staff: Pablo Barreto

Summary: The Salinas Fire Department entered into a new ALS Provider agreement with the County of Monterey in late 2018. This agreement remains in effect until the end of FY-2020 as the County has released a request for proposals (RFP) for emergency ambulance services that may affect the way emergency medical services (EMS) and ambulance transports are delivered across the region. Key components of the RFP and potential EMS system re-design include a change in the way emergency calls are prioritized and dispatched by the regional 911 center. Prioritization of calls for service would allow for all fire and EMS agencies in Monterey County to optimize their respective response models. The Fire Chief continues to partner with the Monterey County Fire Chief's Association, Monterey County EMS Agency, and The Monterey County Emergency Communication Department to effect system and process changes.

The fire department has concluded its' comprehensive Community Risk Reduction (CRR) and Standards of Cover (SOC) analysis that was presented to Council in June of 2019. This analysis will serve as a template for resource deployment, staffing, and other measures to help optimize the fire department. (Page 57-59 of the [Salinas Plan](#))

Shared Services

SS01 Recover Full Cost of Service from Monterey County Regional Fire District

Responsible Departments: Fire; Human Resources

Lead Staff: Pablo Barreto

Summary: The City of Salinas currently has a contract with the Monterey County Regional Fire District to provide Fire Department responses to certain portions of the District's boundaries. The Salinas Plan recommends evaluating the number and type of service responses made by the Salinas Fire Department to ensure that the City is receiving the appropriate level of compensation from the District. The full cost of this agreement will be verified by the Standards of Cover analysis currently in progress and staff will engage with the executive leadership of the Monterey County Regional Fire District to begin negotiation of a revised Memorandum of Understanding (MOU). This MOU will be returned to the City Council and MCRFD Board of Directors for ratification. The Salinas Plan estimated additional revenue of \$119,665 in FY20 and grows to \$223,661 by FY28. As of the publication of this budget, the most current revised estimated additional revenue anticipated to be achieved in FY20 is uncertain. (Page 60-62 of the [Salinas Plan](#))

SS02 Consolidate Animal Services

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Responsible Departments: Administration; Police

Lead Staff: Jim Pia and Adele Fresé

Summary: The Salinas Plan calls for the County and City Animal Services programs to be merged to save money on administrative costs. A pilot program utilizing a single manager has been utilized since 2018. Ongoing work has occurred, with a recent Amendment No. 2 to the Memorandum of Agreement (MOA), between Monterey County and the City. This Amendment modified the scope of services for the provision of additional shared services in the area of Animal Care and Veterinary Services. Also, the joint Volunteer Coordinator is now in place and funded 50% by the City. In early April 2020, and in response to the escalating COVID-19 state of emergency, the Parties agreed that all animals in the City's physical facility located at 144 Hitchcock Road would move to the Monterey County Facility located across the street at 160 Hitchcock Road. City staff is also working now at the County facility. The Salinas Plan originally estimated \$53,000 in FY20 and \$72,000 in FY21 and then grows to \$82,705 by FY28. By utilizing shared positions (with City responsibility for 45% of the Administrator cost, 85% for Supervisor cost and 50% cost for Volunteer Coordinator, it is estimated that the total savings can increase. In the weeks and months ahead, we hope to continue with the overall consolidation effort, including the possibility of an executed Joint Powers Agreement. (Page 62-65 of the [Salinas Plan](#))

Managed Competition and Privatization

MC01 Eliminate Downtown Parking Fund Deficits

Responsible Departments: Public Works

Lead Staff: David Jacobs

Summary: The Salinas Downtown Parking District has historically operated at a significant deficit, requiring the use of General Fund money to cover the difference between operating costs and revenues. The Salinas Plan recommends making adjustments to the District operations and services to eliminate these operating deficits. The Council approved changes to the rate structure for parking in the District at its February 19, 2019 Council meeting. This was the first-rate adjustment in over a decade and will take effect on July 1, 2019. Revenue is expected to increase 26% (approximately \$100,000) but is not expected to cover the new enterprise's deficit until FY21. The rate adjustment coupled with cost saving measures is expected to reduce the current deficit and decrease dependence on the General Fund. Parking fees are proposed to increase incrementally through the next 5 fiscal years until market rates are established.

For Fiscal Year 2020 the Downtown Parking district is estimated to close with a General Fund savings of \$283,108 which is 23% better than initial estimates. As of the period ending March 2020, operations generated \$38,000 in revenue eliminating General Fund subsidies for the first time in decades. Much of the growth is fueled by the rate adjustments and parking demand at both city garages. Covid19 will have an impact the last quarter of the fiscal year and revenue is expected to decline. Cost controls will be managed through the future to continue to be in line with the Salinas Plan objectives.

Public Works is continuing work to bring recommendations to the City Council for a parking management strategy that includes paid on-street parking and that provides a sustainable and responsible approach to maintaining needed parking services and infrastructure in downtown Salinas today and the future. This work will continue while staff manages bringing the Main Street Streetscape Project, another Vibrancy Plan component, to construction. The Salinas Plan estimated \$243,168 of savings in FY21. With the effects of Covid19 still uncertain, this estimate will have to be revisited as the City approaches the end of the fiscal year. (Page 65-66 of the [Salinas Plan](#))

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MC02 Eliminate General Fund Subsidy of Golf Course Debt Service

Responsible Departments: Administration and Finance Departments

Lead Staff: Jim Pia

Summary: The current year debt service for the Twin Creeks Golf Course is approximately \$458,676, with the First Tee program paying \$60,000. The balance of the bonds is more than \$3.3 million. This debt service stems from the construction of the course more than 20 years ago. The Salinas Plan calls for the elimination of this subsidy to the debt service, although the City has long had this standing “mortgage” obligation. Staff will be working with the First Tee program Administrators to see if there can be ways to reduce the subsidy. Our discussion is ongoing, however, as the tenant remains in good standing with their lease provisions and obligations. As a reminder, the largest portion of the City’s other debt obligation relating to golf courses, occurred many years ago when we transferred 13 City staff members from both of our golf courses to other open City positions at that time. (Page 67-68 of the [Salinas Plan](#))

MC03 Eliminate Sherwood Hall Deficits

Responsible Departments: Administration; Library and Community Services

Lead Staff: Jim Pia

Summary: The Salinas Plan indicates that Sherwood Hall is operating at a small deficit, although this deficit is expected to continue to grow. The Plan recommends that the City explore options such as selling or leasing the entire facility to a third party, who would then be responsible for all ongoing maintenance costs. Staff plans to initiate a Management and Operations assessment of Sherwood Hall. This assessment will include a review of the current operational and cost model and make recommendations for a more sustainable model including opportunities revenue generating/cost saving opportunities such as identifying a long-term lease/operator. The Department is currently evaluating the potential of moving part of the Recreation operations to this location to better manage and support all assets in the Sherwood Park complex. The Salinas Plan estimates \$54,000 in savings for FY20 by leasing the operations of Sherwood Hall. The updated savings for FY20 are unknown at this time. (Page 68-70 of the [Salinas Plan](#))

Operational Efficiencies

OE01 Move Facility and Park Maintenance to Library and Community Services

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

Lead Staff: Kristan Lundquist

Summary: Maintenance of City facilities is currently the responsibility of either the Public Works or Library and Community Services Departments, depending on the type and location of the facility. The Salinas Plan recommends that existing staff assigned to the Public Works Facilities and Park Maintenance Divisions be transferred from the Public Works Department to the Library and Community Services Department in order to save administrative costs through consolidation. Following the development of the Salinas Plan, a Public Works Study was also conducted to review the current organization structure and services and to determine recommendations for how the Department should move forward to provide core services. The Public Works Study recommends that the Park Maintenance Division be moved to the Library & Community Services Department. The Parks, Recreation & Library Master Plan adopted by the City Council on July 2, 2019 also recommends that Park Maintenance be moved to the Library & Community Services Department. Staff from Public Works, Human Resources, Library & Community Services and

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the City Manager's Office have met to review the recommendations of the Salinas Plan, the Public Works Study and the Parks, Recreation & Library Master Plan. Through this process, it was determined that while the Salinas Plan recommends moving both Park and Facility Maintenance to Library and Community Services, the strongest connection to services relates to Park Maintenance and staff is currently recommending that only Park Maintenance be moved to the Library & Community Services Department at this time. This recommendation is consistent with the recommendations of the Public Works Study and the Parks, Recreation & Library Master Plan. In addition to better aligning the maintenance functions with program delivery to improve customer service, the Library & Community Services Commission also currently makes recommendations on park related matters. Thus, moving Park Maintenance to Library & Community Services also aligns all services and efforts to one Department which works directly with the Commission. On August 16, 2019, the City Council approved a work force allocation that reactivated the Parks & Community Services Superintendent classification in place of the Recreation & Community Services Superintendent. In addition to this change, the City Council also approved the reactivation of the Park Crew Supervisor position. In the new organizational structure, the Park Crew Supervisor will report to the Superintendent. Park Maintenance will transition from Public Works to the Library & Community Services Department in July 2020. The Salinas Plan estimated \$189,703 from eliminating two manager positions. The Parks, Grounds and Forestry Operations Manager position will be eliminated in FY20 resulting in a savings of \$166,140. (Page 70-72 of the [Salinas Plan](#))

OE02 Citywide Fleet Strategy

Responsible Departments: Public Works

Lead Staff: Ron Patterson

Summary: The consolidation of fleet maintenance and replacement is underway. The first objective has been to implement the new fleet maintenance software. (Page 72-75 of the [Salinas Plan](#))

OE03 Improve Budget Process and Monitoring

Responsible Departments: Finance

Lead Staff: Matt Pressey

Summary: The Salinas plan calls for the City to institute four budget changes to better serve the City Council in the annual review and approval of the budget and it focus on key priorities. These changes will be incorporated in the mid-year budget presentation in February 2021. There is no fiscal impact for these changes on the structural deficit. The Salinas Plan fiscal impact worksheet in Appendix A shows n/a for these items in the 10-year forecast. (Page 76 of the [Salinas Plan](#))

OE04 Strategically Implement Consultant Studies with Action Plans and Savings Targets

Responsible Departments: Administration and Various Departments

Lead Staff: Jim Pia

Summary: Studies relating to Department actions plans, including Overtime issues, the use of Paramedic vs. EMT program services, and Community Development programs have all been looked at and will necessitate further action in the future. (Page 77 of the [Salinas Plan](#))

OE05 Prepare a Preventive Maintenance Program for All City Facilities

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Responsible Departments: Public Works

Lead Staff: David Jacobs

Summary: A study is underway to inventory the preventive maintenance costs needed to accomplish this recommendation. Funds have been budgeted for this study. (Page 77-78 of the [Salinas Plan](#))

Workforce

WF01 Healthcare Cost Containment

Responsible Departments: Human Resources

Lead Staff: Marina Horta-Gallegos

Summary: The Salinas Plan recommends an approach to health care cost containment that involves creativity and collaboration between the City and employee units to achieve sharing in benefits funding and promoting increased costs awareness. The City contracts with CalPERS for medical benefits. Health plan availability, covered benefits, premiums, and co-payments are determined by CalPERS. Final rates are set annually in June for the following calendar year. On June 18, 2019, the CalPERS Pension and Benefits Committee approved the rates for calendar year 2020 which provided an overall average increase of 3.28% for Preferred Provider Organization (PPO) plans such as the City base plan, PERS Choice.

At the start of FY 19-20, the City was paying 100% of health premiums up to the Choice plan rate with employees paying the difference for higher cost health plans. Health care costs were anticipated to be approximately \$10,000,000 in FY 19-20. The City and employees had negotiated modest employee contributions of 3 – 5% of total healthcare costs (with variations by employee units) to begin by December 2019. With employee contributions commencing in December 2019 for most employee units, it was anticipated that approximately \$434,000 of savings would be achieved in contributions in FY 19-20. During FY 19-20, the City was able to achieve greater employee contributions towards health premiums by adjusting or negotiating contributions at five percent of the premium costs for the health plan selected up to the PERS Choice plan rate.

The Salinas Plan recommends that the City and employee units work together to establish a phased in approach to ultimately achieve a 20% employee contribution by 2026 with anticipated savings of over \$3,000,000 annually by 2026. (Page 115-116 of the [Salinas Plan](#))

WF02 Improve Base Pay on a Cost-Neutral Basis

Responsible Departments: Human Resources

Lead Staff: Marina Horta-Gallegos

Summary: The Salinas plan recommends moving specialty pay in to base pay on a cost neutral basis over time as bargaining unit agreements expire. The goal is to improve the attraction of new staff since a higher base payrate is more attractive at first glance. The City is currently in negotiations with several employee units and will address cost-neutral adjustments in specialty pays where practicable. (Page 117 of the [Salinas Plan](#))

WF03 Eliminate Management and Flex Leave

Responsible Departments: Human Resources

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Lead Staff: Marina Horta-Gallegos

Summary: The City has taken proactive steps negotiating the elimination of management and flex leave for all bargaining units and have taken steps toward implementing this recommendation in the negotiation planning and execution process.

The City was able to achieve the elimination of Management Leave with various employee units at an anticipated savings of approximately \$260,000 in FY 20-21. The City is currently engaged in negotiations with five employee units and will pursue a reduction or elimination of Management and Flex leave with these units, as well. (Page 117-118 of the [Salinas Plan](#))

WF04 Continue to Address Workers' Compensation Costs, Moving Towards Sound

Actuarial Funding

Responsible Departments: City Attorney's Office; Human Resources

Lead Staff: Chris Callihan

Summary: The Salinas Plan recommends that the City of Salinas designate a Citywide Safety Manager to provide citywide safety programs, institute a Citywide Safety Training Program, and incrementally fund worker's compensation liabilities on an actuarially sound basis. The purpose of these efforts is to reduce the number of claims. An Assistant City Attorney has assumed the functions for the Citywide Safety Manager, and, with the assistance of the Human Resources Department, is in the process of creating the equivalent of a Citywide Safety Training Program. The Salinas Plan estimates \$106,600 in FY20 based on an assumed 2% annual savings in workers' compensation spending, net of the Citywide Safety Manager position. The City is not hiring an additional position and is strategically managing each case to minimize the long-term liability and impact. The updated projected savings for FY20 is unknown. (Page 118-119 of the [Salinas Plan](#))

Investment Strategies

IN01 Dedicate Savings to Capital Investment

Responsible Departments: Public Works

Lead Staff: David Jacobs

Summary: The Salinas Plan identifies the funding levels for capital improvements as inadequate and recommends savings from other recommendations be used to maintain the City's existing buildings, parks, streets, and specialty venues, such as Sherwood Hall. The savings will be used for capital investments only after the deficit is eliminated. (Page 78-80 of the [Salinas Plan](#))

IN02 Establish a Productivity Bank

Responsible Departments: Finance

Lead Staff: Matt Pressey

Summary: The concept of a Productivity Bank (also known as an Innovation Fund) is to encourage innovation, accountability, and entrepreneurship among City staff by providing up-front funding outside of the normal budgetary process for innovative ideas that would produce long-serving savings for the City by establishing an internal revolving

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loan fund. City management met with leaders of employee bargaining units and other City staff, collect input regarding the structure of the Productivity Bank, prepared a draft program policy and procedure, met with the bargaining units again to get further input on the draft program. The draft program was also presented to the Finance Committee for input. The seven-member review committee was selected by the City Manager and had their first meeting on November 21, 2019 with an orientation on their responsibility. The final program was announced on January 27, 2020. The Salinas Plan estimated funding the program with \$500,000. The FY 2019-20 budget resolution includes allocating \$500,000 of General Fund unallocated fund balance to start the program. No applications have been submitted as this time. (Page 80-81 of the [Salinas Plan](#))

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

Responsible Departments: Human Resources

Lead Staff: Marina Horta-Gallegos

Summary: At this time, there is no intent to hire an Analyst position. (Page 81-82 of the [Salinas Plan](#))

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

Responsible Departments: Megan Hunter

Lead Staff: Community Development Department

Summary: This recommendation is in progress to achieve as many units as possible. (Page 130-131 of the [Salinas Plan](#))

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

Responsible Departments: Community Development, Finance

Lead Staff: Megan Hunter

Summary: The Salinas Plan has many recommendations to alleviate the City's housing affordability crisis. Included among these is a recommendation to develop a rental registry and inspection program, which would be funded through fees. The City of Salinas received a \$75,000 grant from the NRN to fund the development of this initiative. The NRN has researched 17 other similar programs and has interviewed multiple representatives of the Salinas community. This information will be used in the development of an initial draft for a potential rental registry and inspection program. The Salinas Plan estimates \$431,250 if fee revenue to cover the cost of the program. No updated estimates are available for FY20 at this time. (Page 131-135 of the [Salinas Plan](#))

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

Responsible Departments: Community Development Department

Lead Staff: Megan Hunter

Summary: This recommendation is in progress. (Page 135-137 of the [Salinas Plan](#))

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

Responsible Departments: Community Development Department

Lead Staff: Megan Hunter

Summary: This recommendation is being evaluated. (Page 137-142 of the [Salinas Plan](#))

New Revenues

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

Responsible Departments: Public Works

Lead Staff: Heidi Niggemeyer

Summary: A top consultant in this field was selected through an RFQ process and is in progress moving this initiative forward. (Page 82-83 of the [Salinas Plan](#))

NR02 Increase Hotel Tax and Dedicate Funding that Results to Capital Investment

Responsible Departments: Finance Department

Lead Staff: Matt Pressey

Summary: This tax would be a good addition to the Measure G renewal in 2024. (Page 83 of the [Salinas Plan](#))

NR03 Establish a Mello-Roos Special Tax

Responsible Departments: Finance Department

Lead Staff: Matt Pressey

Summary: Mello-Roos special tax is a good financing tool for development. It is recommended to be used on the Future Growth Area. (Page 83-84 of the [Salinas Plan](#))

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

Responsible Departments: Community Development

Lead Staff: Megan Hunter

Summary: The department has leveraged all available resources and strategies to attract and fund the development of housing. (Page 142 of the [Salinas Plan](#))

NR05 Rental Registry and Inspection Fee

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Responsible Departments: Community Development

Lead Staff: Megan Hunter

Summary: This program is being evaluated. (Page 143-144 of the [Salinas Plan](#))

Risk Mitigation

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

Responsible Departments: Finance Department

Lead Staff: Matt Pressey

Summary: Measure G expires in April 2030. The plan is to bring the ballot measure back in the presidential election in 2024. (Page 46-47 of the [Salinas Plan](#))

RM02 Incorporate Multi-Year Financial Planning into All Budgetary Actions

Responsible Departments: Finance Department

Lead Staff: Matt Pressey

Summary: This recommendation has been implemented. A new policy was approved by City Council early in the fiscal year. (Page 47 of the [Salinas Plan](#))

Table 2 – Summary of Initial vs. Updated Projected Savings for FY20 & FY21

Code	Initiative	Initial Salinas Plan FY20 Projected Savings	Updated Projected Savings for FY20	Initial Salinas Plan FY21 Projected Savings	Updated Projected Savings for FY21
Public Safety					
PS01	Staffing and Overtime Reduction	\$0	\$358,522	N/A	\$620,000
PS02	Police Civilianization	\$0	unknown	N/A	unknown
PS03	Improve Police Department Technology	\$72,033	\$109,130	\$149,824	\$149,824
PS04	Evaluate Provision of Advanced Life Support Services	\$0	\$0	\$0	\$0
Shared Services					
SS01	Recover Full Cost of Service from Monterey County Regional Fire District	\$119,665	\$0	\$133,419	\$133,419
SS02	Consolidate Animal Services	\$53,000	\$76,452	\$72,000	\$72,000

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Managed Competition and Privatization					
MC01	Eliminate Downtown Parking Fund Deficits	\$229,833	\$283,108	\$243,168	\$243,160
MC02	Eliminate General Fund Subsidy of Golf Course Debt Service	\$0	\$0	\$250,000	\$0
MC03	Eliminate Sherwood Hall Deficits	\$54,000	unknown	\$58,000	unknown
Operational Efficiencies					
OE01	Move Facility and Park Maintenance to Library and Community Services	\$189,703	unknown	\$195,655	\$166,140
OE02	Citywide Fleet Strategy	\$0	\$0	\$26,000	\$20,000
OE03	Improve Budget Process and Monitoring	\$0	\$0	\$0	\$0
OE04	Strategically Implement Consultant Studies with Action Plans and Savings Targets	\$0	\$0	\$0	\$0
OE05	Prepare a Preventive Maintenance Program for all City Facilities	\$0	\$0	N/A	\$0
Workforce					
WF01	Healthcare Cost Containment	\$0	\$142,000	\$642,839	\$615,000
WF02	Improve Base Pay on a Cost-Neutral Basis	\$0	\$0	N/A	\$0
WF03	Eliminate Management and Flex Leave	\$0	\$75,000	\$2,100,000	\$260,000
WF04	Continue to Address Workers' Compensation Costs, Moving Towards Sound Actuarial Funding	\$106,600	unknown	\$111,930	unknown
Investment Strategies					
IN01	Dedicate Savings to Capital Investment	\$0	\$0	N/A	\$0
IN02	Establish a Productivity Bank	\$0	\$0	\$0	\$0
IN03	Add an Analyst Position that Reports Directly to the City Manager	\$0	\$0	N/A	\$0
IN04	Convene Stakeholders to Develop an Implementation Plan to Create More than 4,000 New Units of Affordable Housing in the Next 10 Years	\$0	unknown	N/A	unknown
IN05	Establish a Housing Trust Fund with a Dedicated Revenue Stream for Affordable Housing	\$0	unknown	N/A	unknown
IN06	Develop a Land Strategy to Leverage Private Market Investment to Create up to 2,400 New Units of Affordable Housing	\$0	unknown	N/A	unknown
IN07	Create Regulations to Address Safety and Health Conditions in Rental and Other Group Housing	\$0	unknown	N/A	unknown
New Revenues					

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NR01	Enact Storm Sewer Utility Fee to Fund Current Transfer of General Fund Revenues to Storm Sewer Fund	\$0	\$0	\$0	\$0
NR02	Increase Hotel Tax and Dedicate Funding that Results to Capital Investment	\$0	\$0	N/A	\$0
NR03	Establish a Mello-Roos Special Tax	\$0	\$0	N/A	\$0
NR04	Use Multiple Sources to Provide Revenue for the Housing Trust Fund	\$0	unknown	N/A	unknown
NR05	Rental Registry and Inspection Fees	\$431,250	unknown	\$791,200	unknown
Risk Mitigation					
RM01	Engage with the Salinas Community to Make the Measure G Sales Tax Permanent	\$0	\$0	N/A	\$0
RM02	Incorporate Multi-Year Financial Planning into All Budgetary Actions	\$0	\$0	N/A	\$0
	Total	\$1,256,084	\$1,044,212	\$4,774,035	\$2,279,543



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MEASURE E

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

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

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

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

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

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

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

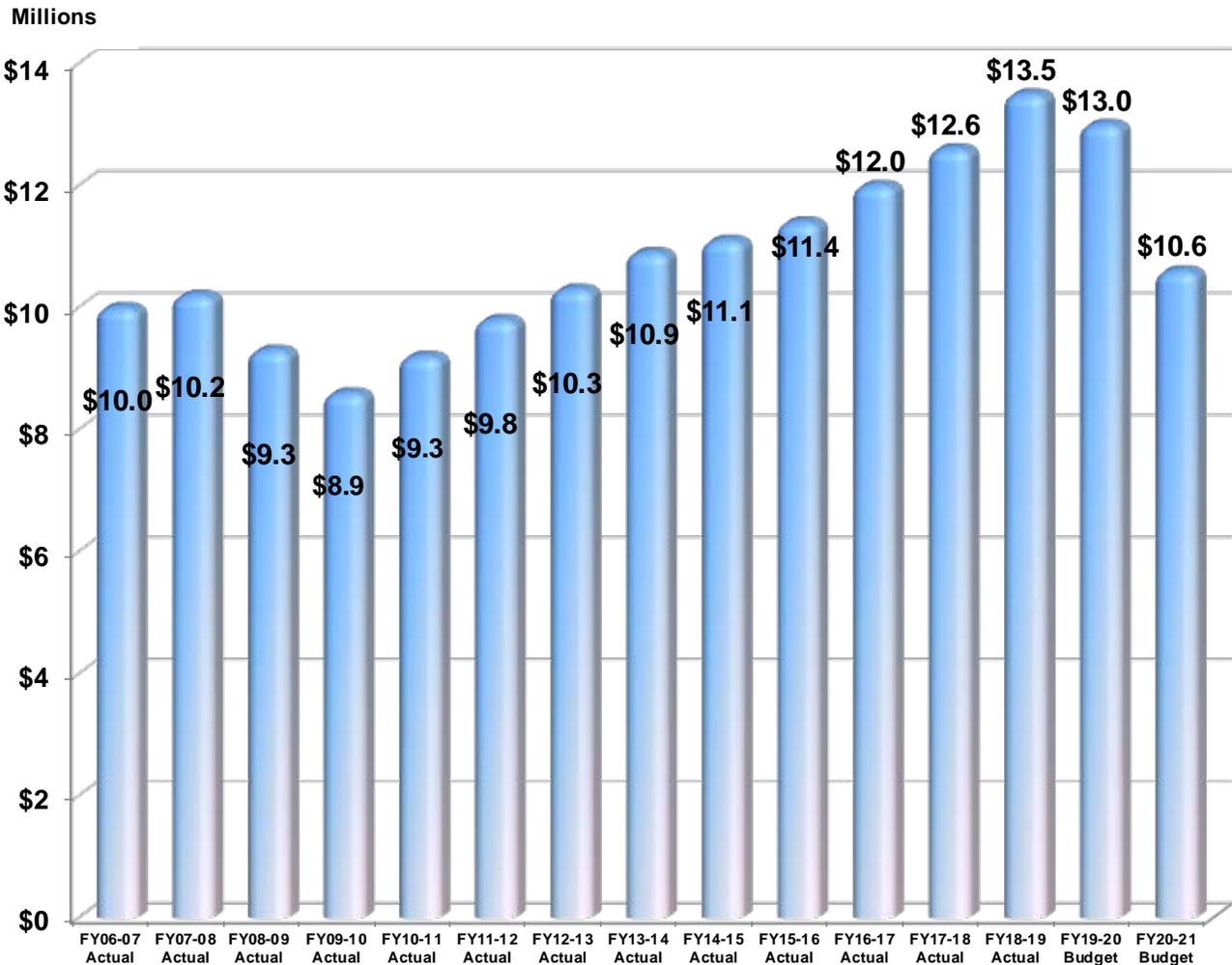
In order to assure full compliance with the intent of the ordinance, the tax proceeds from this ordinance are separately received and accounted for in the City's financial reporting system (Fund 1100). The Finance Director reports at least quarterly to the Oversight Committee the use of tax proceeds.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

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

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

MEASURE E

Transactions and Use Tax collections began a severe decline starting in fiscal year 2008-09 that continued over a two-year period. Signs of recovery started to show in FY 2010-11 and continued through FY 2018-19. As a result of the COVID-19 pandemic, another recession is anticipated and reflected in the FY 2020-21 budget. At this time, it is unclear how long the economic downturn will last.



Measure E tax collections are projected to decrease \$2,486,000 or 19.1% in FY 2020-21. Staff revenue projections are conservative and based on the current economic situation in relation to the COVID-19 pandemic. The City's outside consultant (Hinderliter, de Llamas & Associates) agrees with staff revenue estimates for the City's Transaction and Use Tax.

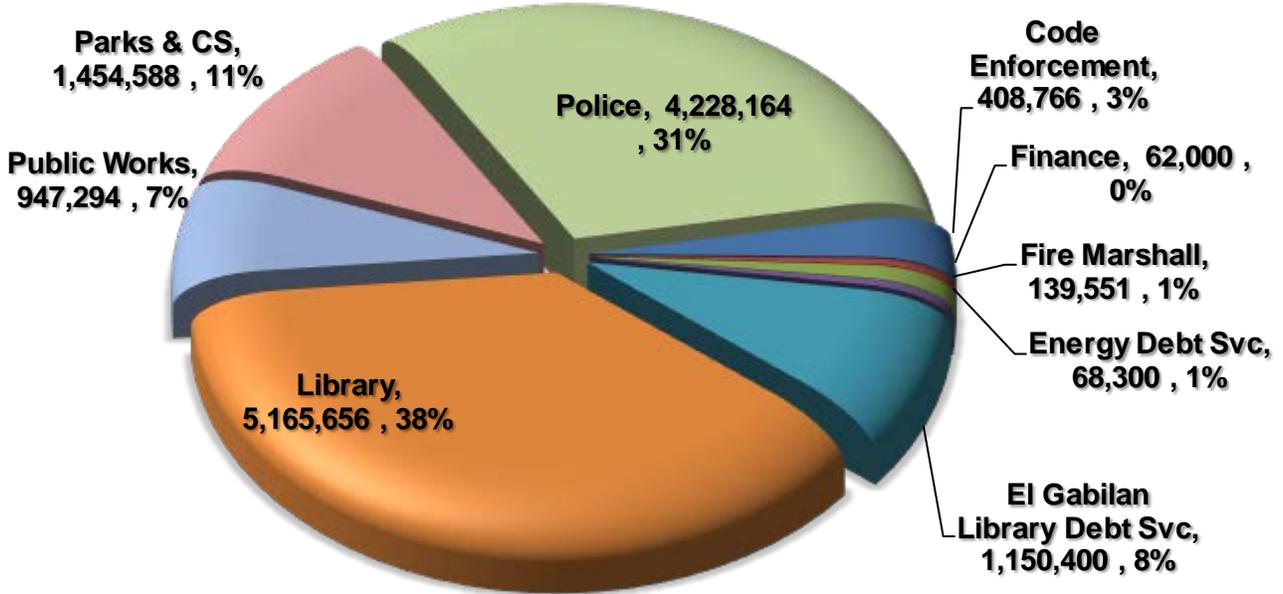
It is proposed that Measure E will not fund any additional capital improvement projects in FY 2020-21, however carryover funds from the prior year will remain.

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

MEASURE E

The Measure E proposed budget by department for FY 2020-21 is as follows:

	<u>Amount</u>	<u>Percent</u>
Code Enforcement	408,766	3.0%
Finance	62,000	0.5%
Fire Marshall	139,551	1.0%
Energy Debt Svc	68,300	0.5%
El Gabilan Library Debt Svc	1,150,400	8.4%
Library	5,165,656	37.9%
Public Works	947,294	7.0%
Parks & CS	1,454,588	10.7%
Police	<u>4,228,164</u>	<u>31.0%</u>
Total Appropriations	<u><u>13,624,719</u></u>	<u><u>100.0%</u></u>



MEASURE E

The number of positions funded by Measure E during FY 2020-21 is summarized as follows:

	<u>FY 20/21</u>
Police	22.5
Fire	0.3
Code Enforcement	3.0
Public Works	10.0
Parks & Recreation	6.0
Youth Serv. & Com. Engagement	2.0
Library	<u>41.0</u>
Total Positions	<u><u>84.8</u></u>

The number of full-time authorized positions under Measure E remains the same when compared to the previous fiscal year. The Battalion Chief/Fire Marshall position is partially funded by Measure E (1/3).

MEASURE G

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

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

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

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

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

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

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

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

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

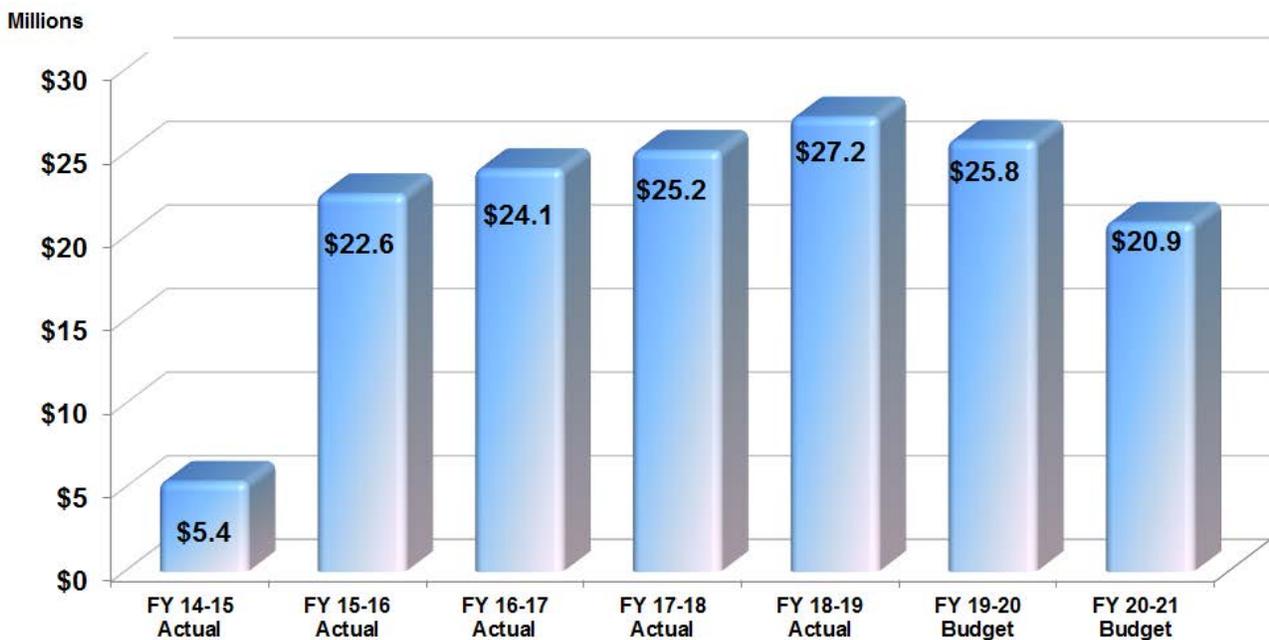
As approved by the City Council on March 31, 2015 and Adopted by Resolution on April 14, 2015, the Committee shall meet three times per year:

MEASURE G

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

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

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



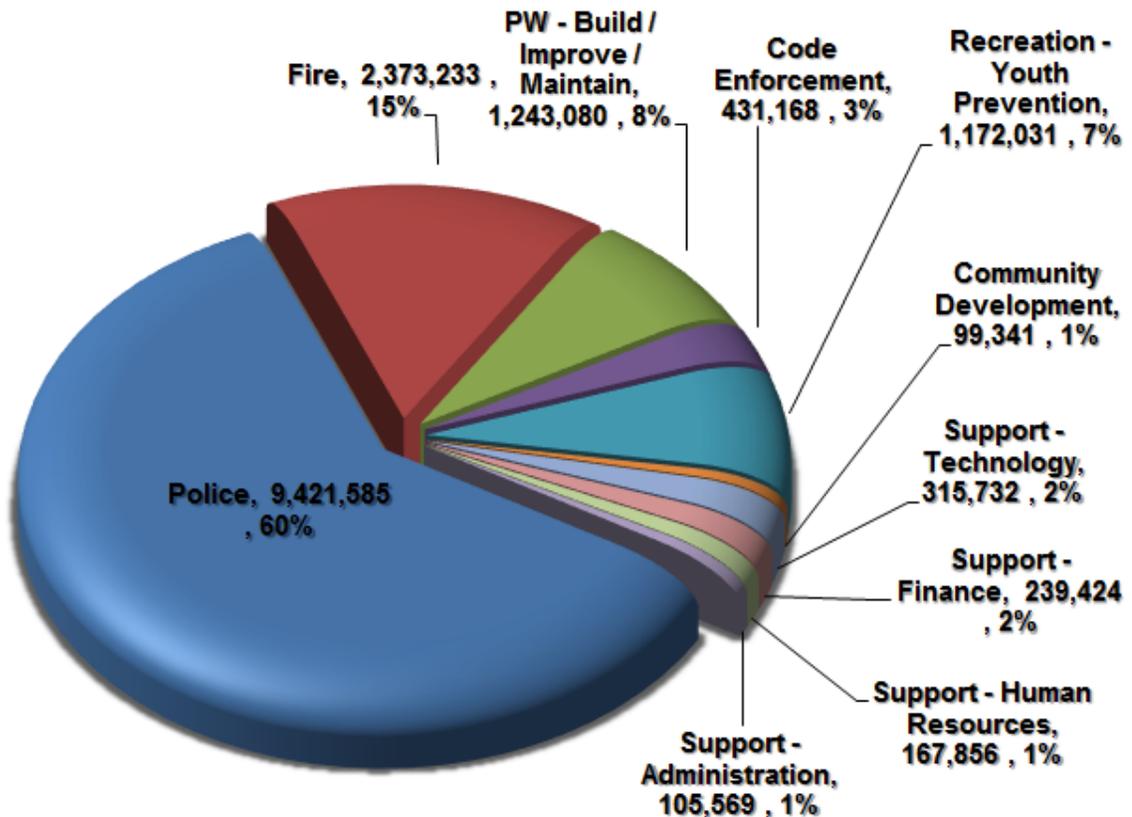
The City received \$5.4 million for the last quarter of FY 2014-15, \$22.6 million for FY 2015-16, \$24.1 million for FY 2016-17, \$25.2 million for FY 2017-18 and \$27.2 million for FY 2018-19. For FY 2019-20 and FY 2020-21, the City is expecting \$25.8 million and \$20.9 million, respectively. The decrease in FY 2020-21 is due to the economic downturn anticipated as a result of the COVID-19 pandemic. The FY 2020-21 budget includes \$2,343,244 in capital improvement projects (CIP), a \$6,858,200 transfer out to mainly cover restoring services on Friday (furlough) and to fund the new Public Safety building debt service, and a \$15,569,019 operating budget. The CIP includes such projects as the new public safety facility, athletic field repairs, homeless shelter operations, and fleet replacement. The detail of the proposed capital projects are located in the capital improvement budget document for FY 2020-21.

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

MEASURE G

Department plans were presented to the City Manager, who made the final determination on the proposal to the City Council. In addition to PBB, community funding themes, and City Council goals, the City Manager's proposed budget allocating Measure G funds factors in city wide operations, all funding sources, all department requests, a sustainable level of staffing, and the full 15-year horizon. The sixth year of Measure G operating costs for FY 2020-21 is shown below:

	<u>Amount</u>	<u>Percent</u>
Police	9,421,585	60.5%
Fire	2,373,233	15.2%
PW - Build / Improve / Maintain	1,243,080	8.0%
Code Enforcement	431,168	2.8%
Recreation - Youth Prevention	1,172,031	7.5%
Community Development	99,341	0.6%
Support - Technology	315,732	2.0%
Support - Finance	239,424	1.5%
Support - Human Resources	167,856	1.1%
Support - Administration	<u>105,569</u>	<u>0.8%</u>
Total Appropriations	<u>\$ 15,569,019</u>	<u>100.0%</u>



MEASURE G

Staffing represents 92% of the operating budget. Aside from staffing, the FY 2020-21 operating budget includes \$1,246,850 in other operating costs such as supplies and materials, outside services, and operating capital outlay.

As mentioned above, the Measure G Capital Improvement Program (CIP) budget totals \$2,343,244 and consists of 20 projects. For a complete list of projects, see the Proposed Measure G CIP Projects Budget for FY 2020-21:

<u>Category</u>	<u>Budget</u>
Public Safety - Police	\$ 415,370
Public Safety - Fire	784,010
Community Development	620,000
Public Works	398,864
Recreation	45,000
Technology	80,000
Total	<u>\$ 2,343,244</u>

The number of positions funded by Measure G during FY 2020-21 is summarized as follows:

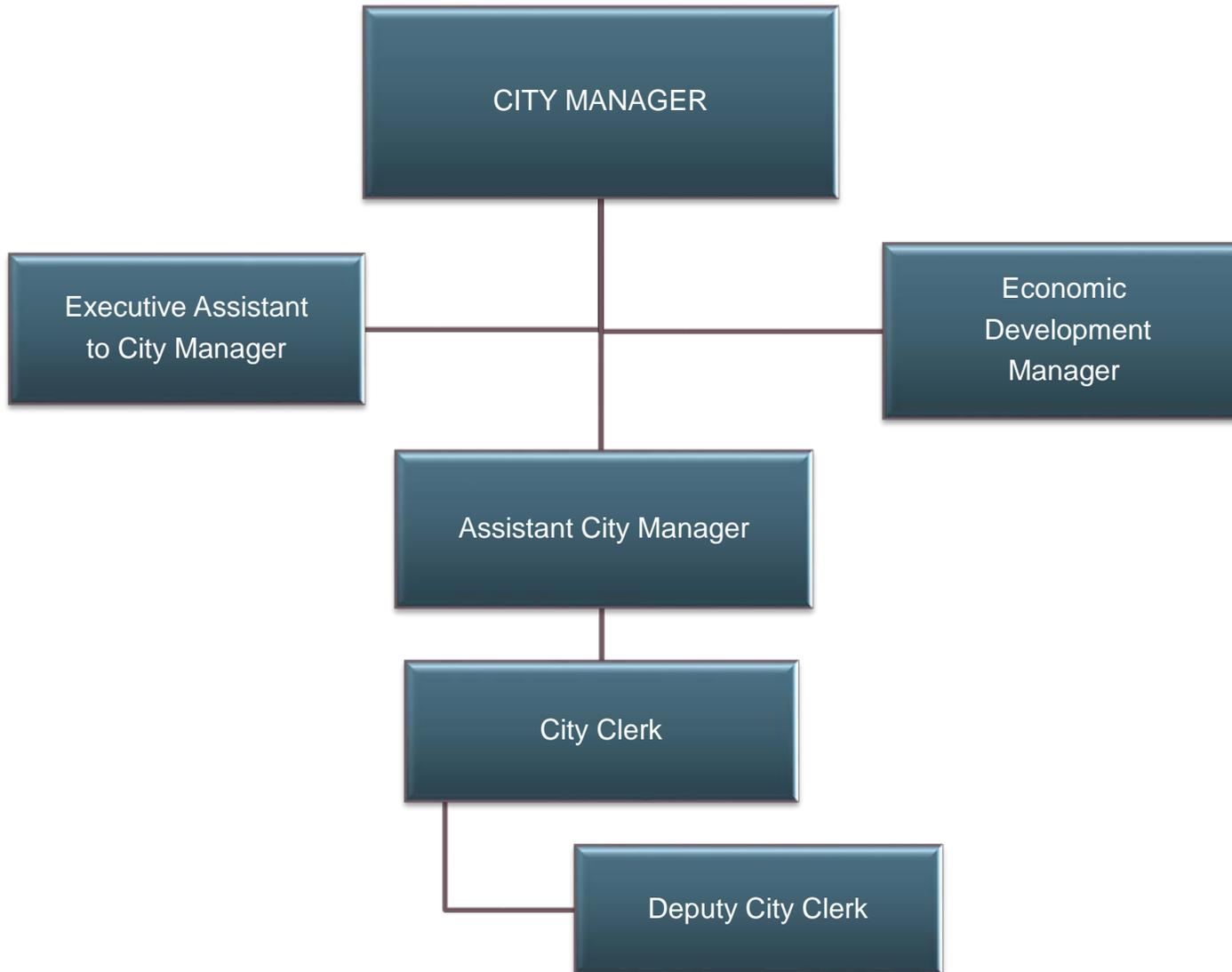
	<u>FY 19/20</u>	<u>FY 20/21</u>
Police - Sworn	37.0	37.0
Police - Non-Sworn Support	12.0	12.0
Fire - Sworn	14.0	14.0
Fire - Non-Sworn Support	1.0	1.0
Code Enforcement	4.0	4.0
Public Works - Clean-up	1.0	1.0
Public Works - Park Maint.	1.0	1.0
Public Works - Streets	6.0	6.0
Recreation	6.0	6.0
Youth Services & Community Engagement	2.0	2.0
Support - Technology	2.0	2.0
Support - Finance	2.0	2.0
Support - Human Resources	1.0	1.0
Support - Administration	<u>1.0</u>	<u>1.0</u>
Total Positions	<u>90.0</u>	<u>90.0</u>

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

ADMINISTRATION DEPARTMENT Organizational Chart



ADMINISTRATION DEPARTMENT Organizational Chart





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ADMINISTRATION DEPARTMENT

Summary

Purpose

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

Top Accomplishments for FY 2019-20

Operational Efficiencies

1. Continued dialogue with City leaders, site selectors and major business corporations in preparation and planning for future Forbes AgTech Summit.
2. Continued Council and community engagement regarding City services, fiscal management, and completion of the strategic plan objectives for FY 2017-19.
3. Continue to work with local service providers and County officials to mitigate homeless encampments, construction of a permanent shelter, and solidify housing and commercial development in the Chinatown area.
4. Continued oversight and implementation of the Economic Development Element Plan, Housing Element, Downtown Vibrancy, Chinatown Vibrancy, the Alisal Vibrancy, Parks, Recreation and Libraries Master Plan to the General Plan.
5. Continues to lead the efforts between the City and County animal shelter consolidated services.
6. Participating in multijurisdictional efforts toward the development of clean energy electricity generation.
7. Ongoing management of the City Council, Measure E, and Measure G agenda process;
8. Continue to inventory and destroyed City records pursuant to the Records Retention Policy; ongoing management and implement a new electronic records and contact management system.
9. Continues to process Republic Services low-income senior discounts.

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

Operational Efficiencies

1. Update and modernize record retention and management, and day to day function in the City Clerk's Office utilizing current technology.
2. 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	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1111 City Manager`s Office	709,058	694,636	782,912	941,038
1113 Community Safety	444,130			
1120 City Clerk	368,797	528,523	726,200	656,691
1140 Human Resources	1,090,231	1,220,947	1,408,340	
1355 Economic Development	960,078	1,027,771	1,145,280	625,407
Total	3,572,296	3,471,877	4,062,732	2,223,136

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	2,479,841	2,260,545	2,488,490	1,457,186
62 - Supplies & Materials	59,276	30,768	33,944	11,650
63 - Outside Services	863,696	1,060,701	1,390,957	666,350
64 - Other Charges	138,505	103,438	128,582	87,950
66 - Capital Outlays	30,978	16,425	20,758	
Total	3,572,296	3,471,877	4,062,732	2,223,136

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	2,926,379	3,225,884	3,789,782	2,117,567
1100 Measure E	253,030			
1200 Measure G	366,609	245,993	272,950	105,569
2505 Recreation Parks	23,563			
3112 BJA-Nat'l Forum on Youth	2,715			
Total	3,572,296	3,471,877	4,062,732	2,223,136

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
1111 City Manager`s Office	2.500	2.500	2.500	3.000
1113 Community Safety	5.000			
1120 City Clerk	2.000	2.000	2.000	2.000
1140 Human Resources	5.500	6.500	6.500	
1355 Economic Development	1.000	1.000	1.000	1.000
Total	16.000	12.000	12.000	6.000

Purpose

Manage the Salinas Municipal Corporation a consistent with the policy direction established by the City Council and municipal law.

Division Operations

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

Major Budget Changes

None

ADMINISTRATION DEPARTMENT

1111 City Manager`s Office Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	685,167	670,782	752,450	907,038
62 - Supplies & Materials	6,590	5,994	8,400	6,450
63 - Outside Services	41	2,761	3,791	2,550
64 - Other Charges	17,261	15,100	18,271	25,000
Total	709,058	694,636	782,912	941,038

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	591,375	598,494	674,232	835,469
1200 Measure G	117,683	96,142	108,680	105,569
Total	709,058	694,636	782,912	941,038

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
1111 City Manager`s Office	2.500	2.500	2.500	3.000
Total	2.500	2.500	2.500	3.000

Purpose

The City Clerk’s Office is the record and archive keeper of the City’s legislative actions, which includes indexing and retrieving of records of the City Council, the Successor Agency to the former Salinas Redevelopment Agency, Measure E and Measure G Oversight Committees. The Clerk’s Office is responsible for processing all legislative actions ensuring transparency and codification of the municipal code. The Clerk’s Office prepares and posts the City Council agendas, public meeting notices, and distributes Council material in accordance with State law. The Office of the City Clerk is the filing official for campaign committee reports, statements of economic interest and local ethics training and filings in accordance with the Political Reform Act and Brown Act. The office of the Clerk oversees Commission/Board/Committee vacancies, appointments, ceremonial function and serves as the election official for local municipal elections; responds to records research requests adhering to the Public Records Act; responds to public inquiries; and serves as liaison and support services to the City Council, Successor Agency to the former Salinas Redevelopment Agency, Measure E 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 E and Measure G Oversight Committee.
3. Provide support services to the City Council and the City Manager implementation of public policy via Council actions.
4. The City Clerk’s office serves as the filing official and oversees municipal elections.
5. Management of customer service relations platform and initiatives.
6. Coordinates the State mandated AB 1234 Local Ethics Training and filing of campaign disclosure and conflict of interest forms.
7. Update and modernize record retention and management, and day to day function in the City Clerk’s Office utilizing current technology.
8. Develop and implement a commissions, boards, committee streamlined intake process to include retention and training.

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Conduct Consolidated Election	0	1	0	0	1
Ballot Initiatives	0	0	0	0	0
Claims Administration	90	109	85	<75	<75
Records Management/Indexing	361	430	450	450	600
Agenda Processing	32	32	32	32	32
Public Information and Referral			<5000	<5000	<5000
Capital Improvement Project Bid Agreement Processing				15	15
City of Champions Recognitions					
Fair Political Practices Commission Mandated Filings					

Major Budget Changes

None

ADMINISTRATION DEPARTMENT

1120 City Clerk Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	309,478	327,076	346,750	349,941
62 - Supplies & Materials	7,166	9,083	4,200	2,200
63 - Outside Services	23,153	165,762	355,792	281,550
64 - Other Charges	21,385	20,201	18,700	23,000
66 - Capital Outlays	7,616	6,401	758	
Total	368,797	528,523	726,200	656,691
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	368,797	528,523	726,200	656,691
Total	368,797	528,523	726,200	656,691
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
1120 City Clerk	2.000	2.000	2.000	2.000
Total	2.000	2.000	2.000	2.000

ECONOMIC DEVELOPMENT

Economic Development Division

1355

Purpose

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

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Continue to support efforts to support entrepreneurial development in the AgTech Sector through partnerships with the THRIVE Accelerator and the Western Growers Association Center for Innovation and Technology					
Work with providers of workforce training in the area, including local education providers, the Workforce Development Board, and industry groups to ensure that our local workforce has the training necessary to meet the needs of employers.					
Provide logistical support to the Forbes Summit to ensure a successful summit that reflects positively on the City of Salinas and our businesses.					
Working with the other Cities of the Salinas Valley, continue to work with the National Resource Network to develop and support Career Pathways in agriculture, AgTech, and healthcare.					
With community and property owner engagement, explore the feasibility (and, where appropriate, initiate the formation) of State-approved tax-increment-financing districts such as Enhanced Infrastructure Financing Districts (EIFD) and Community Revitalization and Investment Authorities (CRIA).					
Working with local partners, promote opportunities for tourism in the Salinas Valley					
Continue the City's strategy of establishing the City of Salinas as an AgTech hub through a national public relations and marketing program aimed at increasing awareness of the City, its institutions, and its businesses.					
Working in partnership with other City Departments and Divisions, explore partnerships in the local educational community to develop new programs to support the development of tech literacy among the youth of the Salinas Valley.					
Interact with real estate broker, property owners, and business owners to learn obstacles that may be holding back business and employment within the City of Salinas. Working in partnership with other City Departments and Divisions, develop and implement policy solutions to address the concerns of businesses within the community.					

ECONOMIC DEVELOPMENT
Economic Development Division (Continued)

1355

Major Budget Changes

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

ADMINISTRATION DEPARTMENT

1355 Economic Development Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	188,432	193,022	199,250	200,207
62 - Supplies & Materials	1,911	2,906	1,344	3,000
63 - Outside Services	741,605	808,036	908,074	382,250
64 - Other Charges	28,130	23,807	36,611	39,950
Total	960,078	1,027,771	1,145,280	625,407
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	960,078	1,027,771	1,145,280	625,407
Total	960,078	1,027,771	1,145,280	625,407
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
1355 Economic Development	1.000	1.000	1.000	1.000
Total	1.000	1.000	1.000	1.000

ADMINISTRATION DEPARTMENT

Work Force

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
1111 City Manager`s Office				
Assistant City Manager	0.500	0.500	0.500	1.000
City Manager	1.000	1.000	1.000	1.000
Executive Assistant	1.000	1.000	1.000	1.000
1111 City Manager`s Office Total	2.500	2.500	2.500	3.000
1113 Community Safety				
Community Safety Admin	1.000			
Community Safety Assistant	1.000			
Community Safety Program Coord	1.000			
Street Outreach Specialist	2.000			
1113 Community Safety Total	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	
Human Resource Analyst I	1.000	1.000	1.000	
Human Resource Analyst II	2.000	2.000	2.000	
Human Resources Officer	1.000			
Human Resources Technician	1.000	2.000	2.000	
Human Resources Director		1.000	1.000	
1140 Human Resources Total	5.500	6.500	6.500	
1355 Economic Development				
Economic Development Mgr	1.000	1.000	1.000	1.000
1355 Economic Development Total	1.000	1.000	1.000	1.000
Total	16.000	12.000	12.000	6.000



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CITY ATTORNEY DEPARTMENT Organizational Chart



**CITY ATTORNEY DEPARTMENT
Organizational Chart**



CITY ATTORNEY'S DEPARTMENT

Summary

Purpose

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

Top Accomplishments for FY 2019-20

Economic Diversity and Prosperity

1. **Support/Work on Future Growth Area Project.** Worked with Community Development staff to complete and bring forward the West Area Specific Plan for approval and certification of the EIR. Will defend the litigation brought against the City under CEQA so the project may move forward.

Safe, Livable Community

1. **Supported Continued expansion of Code Enforcement Litigation.** Continued support of Code Enforcement staff and assistance with outside counsel on commencement and resolution of Receivership litigation and other code enforcement efforts.
2. **Continued Criminal Prosecution of Municipal Code Violations.**
3. **Solid Waste.**

Effective, Sustainable Government

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

Well-Planned and Excellent Infrastructure

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

CITY ATTORNEY'S DEPARTMENT Summary (Continued)

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

Investment Strategies/Risk Management

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

New Revenue

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

Operational Efficiencies

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

Public Safety

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

Major Budget Changes.

Legal Secretary position has been frozen.

CITY ATTORNEY DEPARTMENT

Summary

Expenditures by Program	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1400 City Attorney's Office	1,036,255	795,203	940,350	882,993
Total	1,036,255	795,203	940,350	882,993
Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	842,751	705,116	751,650	696,693
62 - Supplies & Materials	22,062	26,781	27,750	27,100
63 - Outside Services	121,890	24,747	95,150	95,800
64 - Other Charges	30,040	24,908	26,800	23,400
66 - Capital Outlays	19,512	13,651	39,000	40,000
Total	1,036,255	795,203	940,350	882,993
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	1,030,636	787,143	940,350	882,993
1100 Measure E	5,619	8,060		
Total	1,036,255	795,203	940,350	882,993
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
1400 City Attorney's Office	5.000	5.000	5.000	5.000
Total	5.000	5.000	5.000	5.000

Purpose

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

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
# requests for legal services		829		720	
# criminal cases reviewed or prosecuted		148		90	
# Pitchess motions responded to and defended		8		5	
# civil cases filed and defended		10		15	
# Code enforcement cases and nuisance abatements		21		15	
# Public Records Act requests responded to		58		40	60
# Economic development agreement and other contracts		343		343	350
# Workers Compensation cases presented to CM or CC		10		6	
Employment matters--Representation and Advice		36		45	
Acquisition or contract to acquire 312 E. Alisal				0	
Legal support of election and/or revenue measure initiative		1		0	
Legal support of wind down of the SRA				0	

Major Budget Changes

Legal Secretary position has been frozen.

CITY ATTORNEY DEPARTMENT

1400 City Attorney's Office Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	842,751	705,116	751,650	696,693
62 - Supplies & Materials	22,062	26,781	27,750	27,100
63 - Outside Services	121,890	24,747	95,150	95,800
64 - Other Charges	30,040	24,908	26,800	23,400
66 - Capital Outlays	19,512	13,651	39,000	40,000
Total	1,036,255	795,203	940,350	882,993

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	1,030,636	787,143	940,350	882,993
1100 Measure E	5,619	8,060		
Total	1,036,255	795,203	940,350	882,993

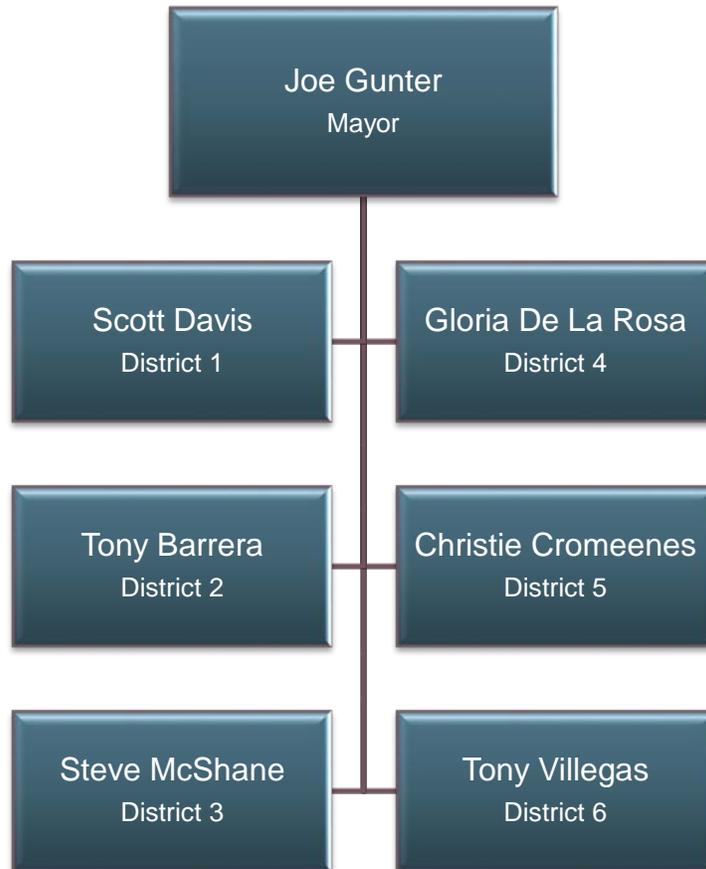
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
1400 City Attorney's Office	5.000	5.000	5.000	5.000
Total	5.000	5.000	5.000	5.000

CITY ATTORNEY DEPARTMENT

Work Force

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
1400 City Attorney's Office				
Assistant City Attorney		1.000	1.000	1.000
City Attorney	1.000	1.000	1.000	1.000
Legal Secretary	2.000	1.000	1.000	1.000
Sr Deputy City Attorney	2.000			
Confidential Office Technician		1.000	1.000	1.000
Deputy City Attorney		1.000	1.000	1.000
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 2019-20

The City Council completed the 207-2019 Strategic Goals and Objectives. New Strategic Goals were developed this fiscal year. These Goals include:

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

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

- Implementation of the Alisal Market Place
- Revitalization Chinatown
- Enhanced Permit Center Operations
- Entitle and Develop Future Growth Area
- Plan for and engage a safe, secure, well-managed water supply, including the City's collaborative efforts through the Salinas Valley Basin Groundwater Sustainability Agency
- 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
- Implementation of the Recreation, Parks and Libraries master plan
- Continue to work with the County on potential for shared animal control services

CITY COUNCIL DEPARTMENT

Summary

Expenditures by Program	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 City Council	246,402	254,733	228,797	233,386
Total	246,402	254,733	228,797	233,386
Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	235,387	227,960	201,980	205,876
62 - Supplies & Materials	3,697	1,740	2,200	1,200
63 - Outside Services	375	12,002	10,500	10,000
64 - Other Charges	6,943	9,399	14,117	16,310
66 - Capital Outlays		3,633		
Total	246,402	254,733	228,797	233,386
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	246,402	254,733	228,797	233,386
Total	246,402	254,733	228,797	233,386
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 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 2020-21

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

The City Council Goals include the following:

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

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

Division Operations

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

Major Budget Changes

No Change

CITY COUNCIL DEPARTMENT

1000 City Council Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	235,387	227,960	201,980	205,876
62 - Supplies & Materials	3,697	1,740	2,200	1,200
63 - Outside Services	375	12,002	10,500	10,000
64 - Other Charges	6,943	9,399	14,117	16,310
66 - Capital Outlays		3,633		
Total	246,402	254,733	228,797	233,386

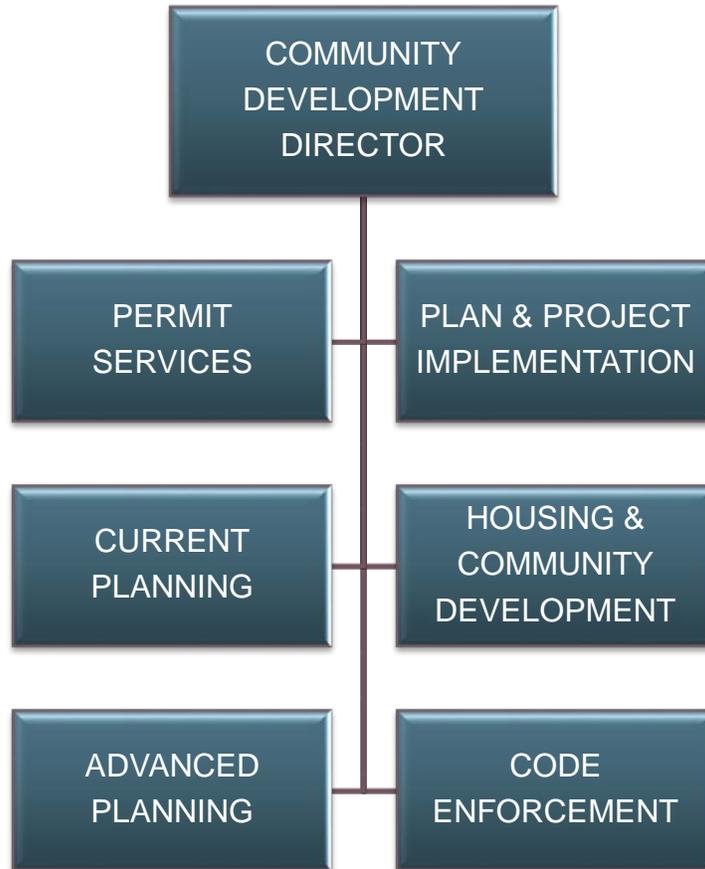
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	246,402	254,733	228,797	233,386
Total	246,402	254,733	228,797	233,386

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
1000 City Council	7.000	7.000	7.000	7.000
Total	7.000	7.000	7.000	7.000

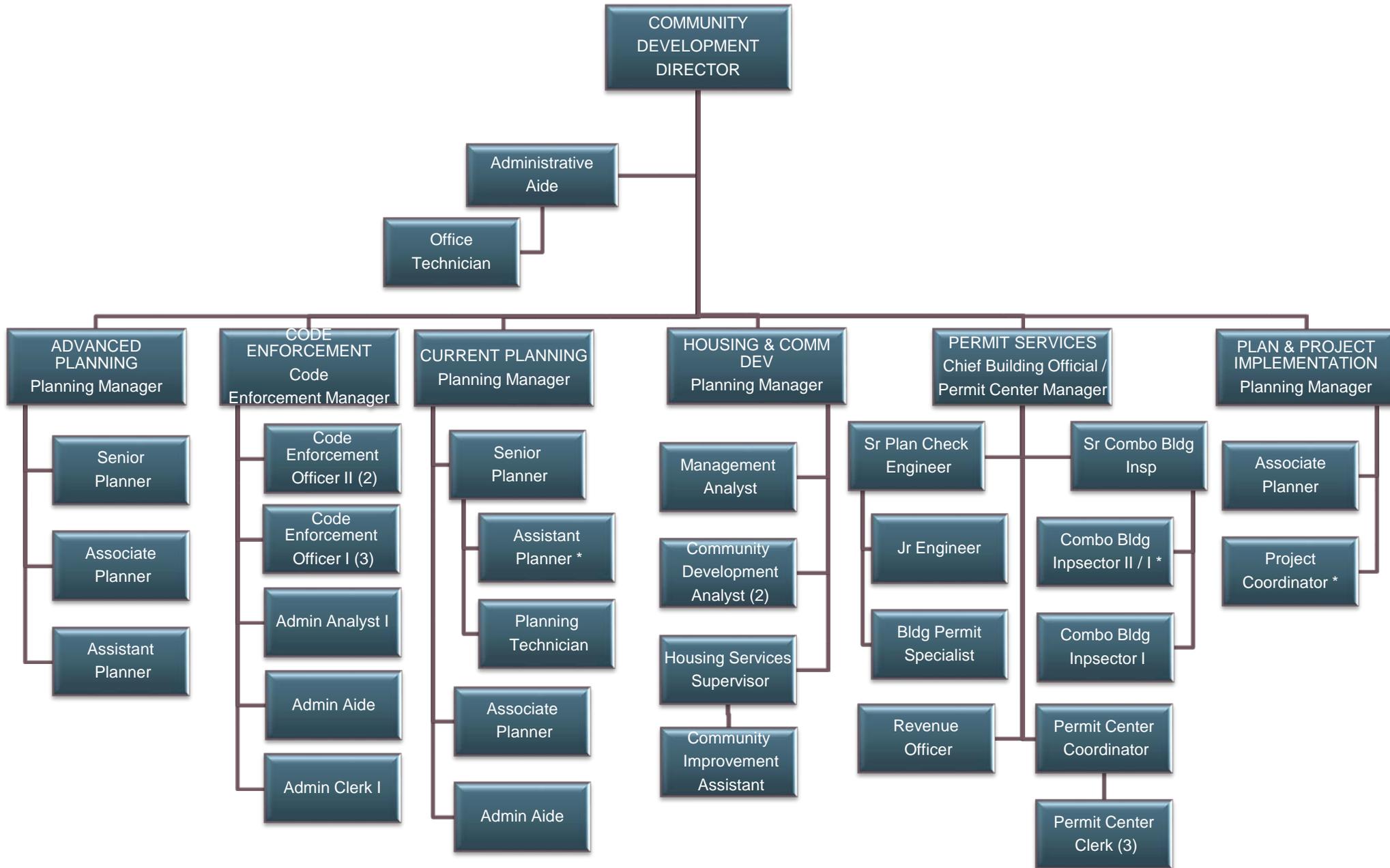
CITY COUNCIL DEPARTMENT Work Force

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
1000 City Council				
City Council	6.000	6.000	6.000	6.000
City Mayor	1.000	1.000	1.000	1.000
1000 City Council Total	7.000	7.000	7.000	7.000
Total	7.000	7.000	7.000	7.000

COMMUNITY DEVELOPMENT DEPARTMENT Organizational Chart



COMMUNITY DEVELOPMENT DEPARTMENT Organizational Chart



COMMUNITY DEVELOPMENT DEPT.

Summary

Purpose

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

Top Accomplishments for FY 2019-20

Economic Diversity and Prosperity

- Completed the Alisal Vibrancy and Chinatown Revitalization Plans.
- Completed and entitled the West Area Specific Plan, Final Environmental Impact Report, Rezoning and Development Agreement to allow **4,300** residential dwelling units, 571,000 sq. ft. of mixed-use commercial, schools, parks and open space land uses on approximately 797 acres located in the North of Boronda Future Growth Area.
- Continued to process the Central Area Specific Plan and (DEIR) with approximately **3,800** units and **200,000** square feet of mixed-use commercial, schools, parks and open space.
- Enhanced Permit Center Operations resulting in the following outcomes:
 - Issued **1,595** permits with a valuation over **\$35 million** and issued **594** discretionary planning approvals.
 - Offered counter service from 8:00 am – 5:00 pm, Monday – Friday serving **7,042** building customers and **4,033** planning customers.
 - Current Planning and Permit Services coordinated **1,040** building permit applications.
 - Conducted **177** Plan Check Appointments.
 - Completed **607** “over-the-counter” reviews; **2,134** total reviews at an average time of 10 calendar days.
- Provided **153** hours individual technical support to **26** small businesses and **39** hours of business education and training to **27** entrepreneurs and supported final stages of the opening of The Village Deli and Bakery in the Tynan Village Development through master agreement with El Pájaro Community Development Corporation.
- Served as lead for coordinating Small Business Disaster Relief during COVID-19 crisis.
- Completed the annexation and parcel map for the Salinas Travel Center and initiated the processing of site plan review for development.
- Secured two new VISTA volunteers to support EDE and AVP implementation in the areas of Health and Housing.
- Supported Lincoln Avenue Corridor Master Plan Request for Proposal development and process, including partnering with Monterey-Salinas Transit (MST) to submit a federal transit-oriented grant application to conduct feasibility studies for relocating MST to the Intermodal Transportation Center (ITC).
- Amended Greater-Salinas Area (GSA) Memorandum of Understanding to coordinate processing of proposed projects along City/County periphery and/or in EDE Target Areas.

Safe Livable Community

- Addressed **1,557** code complaints with approximately **240** of those cases relating to life safety concerns and collected over **\$152,000** in fines and inspections.
- Continued our Proactive Code Enforcement Program (P.A.C.E.) along with citizen complaints, opening over 900 zoning and blight cases throughout the City with the help of a new full-time Code Enforcement Officer and two part-time officers.
- Facilitated the issuance of over 60 permits to correct code violations.
- Worked collaboratively with the Legal Department for successful receivership of a property on Acacia.

COMMUNITY DEVELOPMENT DEPT.

Summary (Continued)

- Helped the Housing Division establish a Technical Advisory Committee to explore the development of a Rental Registration and Inspection Program.

Effective Sustainable Government

- Coordinated ongoing community engagement of multiple planning efforts throughout the City including the departments of Library and Community Services and Public Works through Vision Salinas.
- Shepherded the approval of Guiding Principles (consisting of a core value and 7 topic principles) by City Council to be incorporated into city plans and to inform the update of the General Plan.
- Maintained the Vision Salinas website and increased the number of followers (**1,890+** and growing) on the City's Instagram account to actively engage the public.
- Coordinated monthly meetings of the 2020 Census Salinas Action Team (comprised of community-based organizations, City staff and other interested parties) to focus on City outreach efforts especially for hard-to-reach populations to ensure an accurate count of Salinas residents.
- Conducted 80+ Census outreach events to engage with the public about the benefits from participating in the 2020 Census.
- Provided up to date information about the entire department's activities during the COVID-19 pandemic.
- Ensured that the City's federal HUD Programs (CDBG, HOME, & ESG) was compliant with federal regulations and that all reports including the Annual Action Plan and Consolidate Annual Performance and Evaluation Report (CAPER) were submitted in a timely manner.

Well Planned City and Excellent Infrastructure

- Facilitated the completion of Moon Gate Plaza (**90-units**) in Chinatown, the City's largest permanent supportive housing project.
- Facilitated the completion of **9** inclusionary ownership units in Monte Bella.
- Completed the Regional Analysis of Impediments to Fair Housing Choice (AI).
- Initiated preliminary work on the General Plan including an evaluation of the vehicle miles traveled policy in conjunction with Public Works
- Completed amendments to the Zoning Code to expand the availability of safe employee housing.
- Continued to implement the Farmworker Housing and Action Plan, meeting quarterly with regional partners to improve housing conditions and facilitate housing production.

Quality of Life

- Funded 25 public services agencies (CDBG, ESG, HCD ESG, CESH, and General Fund) to provide critical programming to youth, seniors, and homeless. In FY 18/19, these organization served 1,314 youth, 799 individuals experiencing homelessness, and 74 persons at risk of homelessness.
- Continued to coordinate with the County of Monterey on completion of the Permanent Homeless Shelter at 855 East Laurel, which received nearly \$7 million in grant funds, and on the operations of the temporary Warming Shelter at 111 West Alisal Street.
- Secured eight trailers through the Governor Newsom's Office and the Homeful Foundation to provide additional bridge housing opportunities (approximately 25-30 spaces) for those experiencing homelessness.
- Initiated emergency services for homeless encampments to reduce the spread of COVID-19 including establishment of 21 sanitation centers, distribution of 2,100 meals per week, and removal of trash.
- Increased funding to the Food Bank for Monterey County to assist more families due to the pandemic.
- Continued to work with Public Works and Library and Community Services Departments on the final phase of Sherwood Recreation Center CDBG capital improvement project.

COMMUNITY DEVELOPMENT DEPT.

Summary (Continued)

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

Investment Strategies/Risk Management

1. Complete the entitlement for the Central Area Specific Plan.
2. Create a plan to produce 4,000 housing units in ten years in conjunction with city stakeholders.
3. Collaborate with local stakeholders to develop a Rental Registration and Inspection Program that is tailored to the needs of Salinas.
4. Explore feasibility of implementing a rental registration and inspection program.
5. Continue to work with the Legal Department to address dangerous and blighted properties.
6. Evaluate and develop regulations for informal subletting of rooms to protect tenants and landlords.
7. Continue to coordinate with various stakeholders and funders to implement and invest in the Downtown Vibrancy, Alisal Vibrancy, and Chinatown Revitalization Plans.
8. Continue implementation of the Farmworker Housing Action Plan.

New Revenue

1. Apply for state funding to establish a local or regional housing trust fund.
2. Leverage new state and local housing funds to facilitate additional affordable housing.
3. Partner with community organizations, small business support providers, business associations, and financial institutions to develop and coordinate small business COVID-19 recovery strategy including shop local and online marketing campaigns.
4. Identify and apply for five grants to fund implementation of land use, housing, health and safety, economic development, and youth leadership policies and actions identified of Alisal Vibrancy and Chinatown Revitalization Plans.
5. Apply for grant funding to support the General Plan Update and remove regulatory barriers to housing production.
6. Re-capitalize the Grow Salinas Fund to assist local business impacted by COVID-19 in order to minimize layoffs and business closings.

Operational Efficiencies

1. Continue to implement the Permit Center Improvements to foster efficiency and expand digital permitting and plan review capacity.
2. Continue to share staff among divisions to better manage workload in spite of vacancies.

Public Safety

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

Key Performance Metrics

- Increase the number of accessory dwelling units constructed by 20%.
- Increase the number of new affordable housing units by 10%.
- Increase the number of digital plan reviews by 15%.
- Establish a baseline for Permit Center customer satisfaction in FY 20/21 and maintain an overall satisfaction rating of at least 80%.
- Facilitate small business loans, increasing referrals by 25%.

Major Budget Changes

Because many of CDD's functions are supported by revenue or grants, the Department represents a small portion of General Fund and Measures G and E. To further reduce the impact on these funds, the Department was able to cut \$406,724 from the budget and secure additional revenue of \$317,262, resulting in an overall savings of \$723,986. The only budget request from the General Fund was \$25,000 in Temporary Pay for Advanced Planning to complete entitlement of the Central Area Specific Plan and minimize expensive contracted services. The net contribution to the General Fund is nearly **\$700,000**.

COMMUNITY DEVELOPMENT DEPARTMENT

Summary

Expenditures by Program	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
3111 Plan & Project Implementation	1,022,511	954,230	1,315,983	1,100,410
3353 Code Enforcement	1,011,588	1,008,356	1,182,310	1,177,967
3461 Advanced Planning	523,004	553,339	732,805	655,883
3462 Current Planning	810,221	867,867	1,204,636	1,178,664
Housing and Community Development	4,024,402	2,936,063	8,299,400	6,554,465
Total	7,391,726	6,319,855	12,735,134	10,667,389
Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	3,867,594	3,891,404	4,647,837	4,561,331
62 - Supplies & Materials	59,409	55,309	82,271	70,154
63 - Outside Services	359,779	445,306	1,240,323	923,897
64 - Other Charges	75,290	66,690	139,477	169,130
66 - Capital Outlays	38,624	34,025	1,813,006	544,100
69 - Financial Assistance	2,991,031	1,827,121	4,812,220	4,398,777
Total	7,391,726	6,319,855	12,735,134	10,667,389
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	2,867,008	2,976,998	4,121,699	3,474,897
1100 Measure E	334,265	281,217	418,280	408,766
1200 Measure G	485,360	491,022	524,860	530,509
2602 HSA - Affordable Housing	163,878	23,939	10,492	47,080
2910 Community Development	1,794,081	1,152,573	3,130,840	2,659,906
2930 Home Investment Partnership	843,876	402,540	1,858,002	1,270,716
2940 Emergency Shelter Grant	308,320	312,114	190,820	351,882
2941 Emergency Solutions Grant	594,938	679,451	244,552	627,524
2942 CA Emergency Solutions & Housing			1,027,285	308,024
2945 Housing - Other Agency Match			878,198	
2951 SB2			310,040	976,085
2957 Inclusionary Housing			20,066	12,000
Total	7,391,726	6,319,855	12,735,134	10,667,389

COMMUNITY DEVELOPMENT DEPARTMENT

Summary

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
3111 Plan & Project Implementation	7.000	6.000	6.250	5.853
3353 Code Enforcement	9.000	9.000	9.000	9.000
3461 Advanced Planning	2.000	3.000	3.000	4.000
3462 Current Planning	5.000	5.000	5.600	5.600
Housing and Community Development	6.000	6.000	6.000	6.558
Total	29.000	29.000	29.850	31.011

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

COMMUNITY DEVELOPMENT

Plan & Project Implementation Division

3111

Purpose

The Plan & Project Implementation Division supports and coordinates city and department initiatives to implement the General Plan and the Economic Development Element (EDE) including small business development. This also involves implementing the Salinas Downtown Vibrancy, Alisal Vibrancy, and Chinatown Revitalization Plans, and coordinating internal and external stakeholders to accomplish General Plan and EDE policy actions. This division also provides administrative support and oversight to the department by supervising, monitoring, and controlling the Department's operating budget and activities.

Division Operations

1. Administer the department's budget within authorized amounts.
2. Provide administrative and technical support to the department divisions in the performance of their duties.
3. Monitor workload and performance indicators.
4. Achieve a 25% increase in revenue support for Planning Divisions, where feasible.
5. Promote small business development and manage the Grow Salinas Fund.
6. Coordinate the implementation of the Economic Development Element and monitor the City's progress.
7. Provide small business support with navigating city entitlement and permitting processes and connecting them with small business education, technical assistance and access to capital.
8. Lead the implementation of the Alisal Vibrancy Plan and Chinatown Revitalization Plan.
9. Coordinate with community partners, school districts and other public agencies regarding regional and community planning issues.

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Adoption of the Alisal Vibrancy Plan including the refining the existing Alisal Marketplace by May 2019			Completed	Completed	Modified
Creation of a downtown housing development action plan including necessary zone changes by December of 2019			100% Complete	30% Complete	100% Complete
Development of an online/app "shop local" campaign to promote businesses and products (i.e. "Made in Salinas") by December 2019			100% Complete	0% Complete	Modified
Partner with community organizations, business associations, and financial institutions to establish locations for small business incubation and acceleration that feature low cost, flexible space with the availability of business support services by December of 2019.			100% Complete	10% Complete	Modified
Recapitalize the Grow Salinas Fund and foster at least one business expansion in the fiscal year.			100% Complete	15% Complete	100% Complete

Major Budget Changes

This Division was able to reduce its General Fund budget by \$40,000. In addition, three staff will be partially funded through grants during FY 20/21. The Division will continue to leave one full-time position vacant and shift responsibilities among existing CDD personnel and two part-time staff positions. Performance measure success will be impacted by this reduction in staffing resources.

COMMUNITY DEVELOPMENT DEPARTMENT

3111 Plan & Project Implementation Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	884,731	814,538	1,032,640	891,710
62 - Supplies & Materials	20,165	20,652	18,950	16,750
63 - Outside Services	75,114	82,655	225,270	159,300
64 - Other Charges	14,326	14,128	28,650	23,650
66 - Capital Outlays	28,175	22,259	10,473	9,000
Total	1,022,511	954,230	1,315,983	1,100,410

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	924,029	854,313	1,211,993	1,001,069
1200 Measure G	98,482	99,918	103,990	99,341
Total	1,022,511	954,230	1,315,983	1,100,410

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
3111 Plan & Project Implementation	7.000	6.000	6.250	5.853
Total	7.000	6.000	6.250	5.853

COMMUNITY DEVELOPMENT

Code Enforcement Division

3353

Purpose

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

Division Operations

1. Increase public awareness of the hazards of substandard housing and dangerous buildings.
2. Use available remedies to address issues of blight, housing code violations and dangerous buildings.
3. Seek grants and other cost recovery options to enhance the resources available to the Code Enforcement Division in order to strengthen the level of enforcement and reduce substandard and dangerous conditions.
4. Continue to oversee and streamline the Weed Abatement Program.
5. Maintain a framework to prioritize and measure code enforcement activities.
6. Continue outreach efforts that foster citizen participation in related code enforcement efforts to stabilize and improve neighborhoods.
7. Evaluate potential policy or ordinance changes to improve code enforcement, such as the establishment of a Residential Rental Registration and Inspection Program.

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Number of cases investigated	2,067	2,200	2,400	3,021	3,000
Average time to resolve a code enforcement case	4 months	4 months	3.5 months	3.5 months	3.5 months
Number of educational or outreach events held	12	12	12	4	6
Number of inspections completed	4410	N/A	5,500	5,424	5,000
Number of receivership actions initiated	3	0	6	1	5

Major Budget Changes

Last fiscal year, one full-time Code Enforcement Officer position was unfrozen to step up code enforcement efforts related to the new nuisance abatement ordinance. With stepped up enforcement, the Division achieved increased unanticipated revenue through citations and fines of over \$168,000. Code Enforcement is also reducing temporary pay and training totaling \$15,000 to assist with General Fund reductions. During the Shelter in Place Order, most code enforcement work was suspended. This will greatly impact performance metrics in FY 20/21.

COMMUNITY DEVELOPMENT DEPARTMENT

3353 Code Enforcement Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	954,696	968,993	1,117,760	1,119,617
62 - Supplies & Materials	22,054	7,185	21,800	21,900
63 - Outside Services	11,022	11,573	17,950	14,850
64 - Other Charges	21,155	15,242	21,800	15,600
66 - Capital Outlays	2,662	5,363	3,000	6,000
Total	1,011,588	1,008,356	1,182,310	1,177,967

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	290,444	336,036	343,160	338,033
1100 Measure E	334,265	281,217	418,280	408,766
1200 Measure G	386,878	391,104	420,870	431,168
Total	1,011,588	1,008,356	1,182,310	1,177,967

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
3353 Code Enforcement	9.000	9.000	9.000	9.000
Total	9.000	9.000	9.000	9.000

Purpose

The Advanced Planning Division provides expeditious, comprehensive, and responsive long-range planning services, which meet the needs of the community and promotes economic and social well-being. Core services include implementation and maintenance of the General Plan and other long-range planning documents (e.g. Zoning Code, Subdivision Ordinance, and Special Studies), coordination with local, regional, state, and federal agencies on land use, housing, environmental and long-range planning initiatives, and processing of complex planning projects and/or initiatives (e.g. Specific Plans, Development Agreements, Annexations and Sphere of Influence Amendments) to ensure consistency with the regulations and laws that govern land use, development, subdivision and environmental quality (CEQA).

Division Operations

1. Undertake the General Plan Update (Visión Salinas) including the initiation of a comprehensive, coordinated and inclusive public bilingual outreach and visioning process.
2. Assist other CDD Divisions with the preparation and implementation of various major planning efforts.
3. Prepare or assist with the preparation and implementation of various grants.
4. Process Specific Plans, Environmental Impact Reports, and related entitlements for the Future Growth Area located north of Boronda Road.
5. Process annexations and sphere of influence amendments to facilitate development.
6. Oversee and coordinate the City's 2020 Census efforts including the 2020 Census Salinas Action Team to ensure a complete and accurate count of all Salinas residents.
7. Coordinate with AMBAG, school districts, other public agencies and interested parties in regard to long-range, regional, and community planning issues.
8. Review, evaluate, and comment on local, state and federal data.
9. 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.
10. Coordinate public information to ensure the community is informed about all CDD activities and services.

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Adoption of West Area Specific Plan by 2nd Quarter of 2019	60%	80%	100%	Completed	NA
Undertake General Plan Update by 4th quarter of 2020	N/A	20%	25%	25%	100%
Adoption of Central Area Specific Plan by 3rd quarter of 2020	40%	50%	60%	80%	100%
Complete 2020 Census Outreach Efforts by 3rd quarter of 2020	N/A	N/A	90%	90%	100%

Major Budget Changes

In January of this year, the Senior Planner responsible for the project management of the CASP (for the last four years) transitioned from a full-time position to part-time temporary position. To ensure continuity in the project management of the CASP, DEIR and related entitlements, staff is requesting \$25,000 to fund the Senior Planner part-time temporary position through the end of the year. In FY 2019/2020, \$25,000 in funding (from the General Fund) was approved for part-time temporary staffing through the mid-year budget to assist with various Advanced Planning efforts. Although shown as a \$25,000 increase from last year's budget, this is consistent with the amount that was allocated for part-time staff at mid-year. In addition, the Division will seek grant funding for completion of the General Plan instead of requesting \$200,000 from Measure G this year.

COMMUNITY DEVELOPMENT DEPARTMENT

3461 Advanced Planning Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	388,017	431,483	562,840	542,883
62 - Supplies & Materials	6,933	15,511	23,550	9,500
63 - Outside Services	120,728	97,165	128,750	81,400
64 - Other Charges	6,492	5,395	10,200	14,600
66 - Capital Outlays	835	3,785	7,465	7,500
Total	523,004	553,339	732,805	655,883
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	523,004	553,339	732,805	655,883
Total	523,004	553,339	732,805	655,883
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
3461 Advanced Planning	2.000	3.000	3.000	4.000
Total	2.000	3.000	3.000	4.000

Purpose

The Current Planning Division ensures that development projects and proposals conform to the General Plan and Zoning Code regulations or any other applicable regulations and standards. The Division is responsible for diligently and expeditiously processing administrative applications (Site Plan Reviews, Parcel Maps, Lot Line Adjustments, Lot Mergers, Temporary Use of Land Permits, Home Occupation Permits, Master Sign Plans, and Sign Permits), as well as discretionary development applications including, but not limited to, General Plan and Zoning Code Amendments, Specific Plans, Planned Unit Development Permits, Tentative Maps, and Conditional Use Permits in order to facilitate economic development. Staff also prepare/coordinate environmental evaluations (CEQA) for all development projects. Current Planning received responsibility for administering the City's Cannabis regulations on December 1, 2018.

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Number of discretionary and administrative permits processed	601	594	550	513	500
Number of counter customers served	3,774	4,033	3,800	3,840	3,800
Number of building permit reviews conducted	712	1,040	800	915	850
Percent of building permit reviews processed within prescribed timeframes	97%	91%	90%	87%	90%

Major Budget Changes

The Assistant Planner position became vacant on March 23, 2020. Prior to that, the Division had initiated the process of re-classifying the Planning Technician to Assistant Planner. If this is approved, the vacated Planning Technician position would be placed on hold during this fiscal year thereby reducing salaries and benefits by \$119,600. To assist with workload, an Administrative Aide position, which is shared between Current Planning (60%) and Permit Services (40%) will be shifted entirely to Planning. Even with the addition of 100% Administrative Aide, the Division will reduce salaries and benefits by at least \$85,000 in FY 20/21. It is expected that Covid-19 / Shelter In Place restrictions and staff vacancy will impact both projected revenue and performance metrics going forward.

COMMUNITY DEVELOPMENT DEPARTMENT

3462 Current Planning Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	770,154	806,137	926,550	945,464
62 - Supplies & Materials	5,306	8,905	11,500	11,200
63 - Outside Services	18,401	39,613	247,886	203,300
64 - Other Charges	11,237	11,273	18,100	18,100
66 - Capital Outlays	5,123	1,937	600	600
Total	810,221	867,867	1,204,636	1,178,664
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	810,221	867,867	1,204,636	1,178,664
Total	810,221	867,867	1,204,636	1,178,664
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
3462 Current Planning	5.000	5.000	5.600	5.600
Total	5.000	5.000	5.600	5.600

COMMUNITY DEVELOPMENT

Housing & Community Development Division

Purpose

The Housing and Community Development Division (Housing Division) enhances the Salinas community by assisting with the provision of safe, decent and affordable housing to low and moderate-income households. The Division effectively manages housing-related activities, programs and projects through the City's Inclusionary Housing Program, United States Department of Housing and Urban Development (HUD) Community Development Block Grant (CDBG) Program, HOME Investment Partnerships Program (HOME) and Emergency Solutions Grants (ESG) Program. The Housing Division is also responsible for the administration of the California Department of Housing and Community Development (HCD) ESG Program, HCD California Emergency and Solutions and Housing (CESH) Program and HCD Senate Bill 2 (SB2) Program. The Housing Division actively fosters housing development by implementing policies, regulations, and incentives that help preserve existing affordable housing, provide rehabilitation assistance, fund the development of new affordable housing, and assist individuals and families into permanent housing and other services related to homelessness.

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Number of grant applications processed through annual RFP process	28	22	25	25	15
Number of payments and reports processed for grantees	112	88	100	100	60
Number of affordable housing funding agreements processed	13	8	8	8	4
Number of new affordable housing units developed with City funding	40	90	100	58	20
Number of applications approved for rehabilitation loans or grants	8	14	4	5	4

Major Budget Changes

The Housing Division is not requesting any significant budget changes. The Housing Division is expecting an increase in grant revenue for FY 20-21 through CDBG, CDBG-CV, HOME, ESG, ESG-CV, HCD ESG, HCD ESG-CV, SB2 and HSA. The Housing Division will offset the General Fund for the Community Development Department from the following expenses: \$76,624 in salary and benefits from Housing Division operational budget, \$25,000 in salary savings from a Housing Division part-time administrative aide, \$165,000 savings from other outside services, and \$110,262 from other divisions salaries and benefits. The grand total FY 20-21 savings to the General Fund is \$371,866.

HOUSING AND COMMUNITY DEVELOPMENT

Summary

Expenditures by Program	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
3220 Housing & Community Development	971,441	996,904	2,281,378	1,216,834
3221 Rehabilitation	344,732	120,128	331,194	56,564
3240 Special Programs	2,708,228	1,819,031	4,808,630	5,281,067
3310 County of Monterey			878,198	
Total	4,024,402	2,936,063	8,299,400	6,554,465

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	869,996	870,253	1,008,047	1,061,657
62 - Supplies & Materials	4,951	3,056	6,471	10,804
63 - Outside Services	134,515	214,300	620,468	465,047
64 - Other Charges	22,079	20,652	60,727	97,180
66 - Capital Outlays	1,830	681	1,791,467	521,000
69 - Financial Assistance	2,991,031	1,827,121	4,812,220	4,398,777
Total	4,024,402	2,936,063	8,299,400	6,554,465

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	319,310	365,445	629,105	301,248
2602 HSA - Affordable Housing	163,878	23,939	10,492	47,080
2910 Community Development	1,794,081	1,152,573	3,130,840	2,659,906
2930 Home Investment Partnership	843,876	402,540	1,858,002	1,270,716
2940 Emergency Shelter Grant	308,320	312,114	190,820	351,882
2941 Emergency Solutions Grant	594,938	679,451	244,552	627,524
2942 CA Emergency Solutions & Housing			1,027,285	308,024
2945 Housing - Other Agency Match			878,198	
2951 SB2			310,040	976,085
2957 Inclusionary Housing			20,066	12,000
Total	4,024,402	2,936,063	8,299,400	6,554,465

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
3220 Housing & Community Development	4.859	5.074	4.365	5.350
3221 Rehabilitation	0.385	0.177	0.166	0.035
3240 Special Programs	0.756	0.749	1.469	1.173
Total	6.000	6.000	6.000	6.558

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

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	713,165	742,240	715,421	871,436
62 - Supplies & Materials	2,895	3,056	5,971	10,804
63 - Outside Services	121,405	208,550	566,054	226,414
64 - Other Charges	22,079	20,652	60,727	97,180
66 - Capital Outlays	1,580	181	7,285	11,000
69 - Financial Assistance	110,318	22,225	925,921	
Total	971,441	996,904	2,281,378	1,216,834
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	319,310	365,445	629,105	301,248
2602 HSA - Affordable Housing	163,878	23,939	10,492	47,080
2910 Community Development	404,880	441,654	444,420	597,241
2930 Home Investment Partnership	46,732	121,714	109,948	182,435
2940 Emergency Shelter Grant	19,918	23,362	16,443	14,216
2941 Emergency Solutions Grant	16,724	20,791	8,080	14,920
2942 CA Emergency Solutions & Housing			1,027,285	28,114
2951 SB2			15,540	19,580
2957 Inclusionary Housing			20,066	12,000
Total	971,441	996,904	2,281,378	1,216,834
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
3220 Housing & Community Development	4.859	5.074	4.365	5.350
Total	4.859	5.074	4.365	5.350

COMMUNITY DEVELOPMENT DEPARTMENT
Housing & Community Development Division
3221 Rehabilitation

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	51,534	33,020	27,060	6,564
62 - Supplies & Materials	2,056		500	
63 - Outside Services	13,110	5,750	3,050	
66 - Capital Outlays	250	500	2,300	
69 - Financial Assistance	277,782	80,858	298,284	50,000
Total	344,732	120,128	331,194	56,564
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
2910 Community Development	331,622	114,378	328,144	56,564
2930 Home Investment Partnership	13,110	5,750	3,050	
Total	344,732	120,128	331,194	56,564
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
3221 Rehabilitation	0.385	0.177	0.166	0.035
Total	0.385	0.177	0.166	0.035

COMMUNITY DEVELOPMENT DEPARTMENT
Housing & Community Development Division
3240 Special Programs

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	105,298	94,993	265,567	183,657
63 - Outside Services				238,633
66 - Capital Outlays			1,781,882	510,000
69 - Financial Assistance	2,602,931	1,724,039	2,761,181	4,348,777
Total	2,708,228	1,819,031	4,808,630	5,281,067
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
2910 Community Development	1,057,579	596,542	2,358,276	2,006,101
2930 Home Investment Partnership	784,034	275,077	1,745,004	1,088,281
2940 Emergency Shelter Grant	288,402	288,753	174,378	337,666
2941 Emergency Solutions Grant	578,214	658,660	236,472	612,604
2942 CA Emergency Solutions & Housing				279,910
2951 SB2			294,500	956,505
Total	2,708,228	1,819,031	4,808,630	5,281,067
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
3240 Special Programs	0.756	0.749	1.469	1.173
Total	0.756	0.749	1.469	1.173

COMMUNITY DEVELOPMENT DEPARTMENT

Work Force

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
3111 Plan & Project Implementation				
Administrative Aide	0.750	0.750	1.000	1.000
Assistant Planner	1.000			
Associate Planner	1.000	1.000	1.000	0.869
Asst Redevelopment Project Mgr				0.853
Community Development Dir	1.000	1.000	1.000	1.000
Office Technician	1.000	1.000	1.000	0.881
Planning Manager		1.000	1.000	1.000
Project Coordinator	1.000	1.000	1.000	0.250
Revenue Officer	0.250	0.250	0.250	
Senior Planner	1.000			
3111 Plan & Project Implementation Total	7.000	6.000	6.250	5.853
3353 Code Enforcement				
Administrative Aide	2.000	1.000	1.000	1.000
Administrative Clerk I	1.000	1.000	1.000	1.000
Administrative Analyst I		1.000	1.000	1.000
Code Enforcement Officer I	4.000	4.000	4.000	3.000
Code Enforcement Officer II	1.000	1.000	1.000	2.000
Senior Code Enforcement Officer	1.000			
Code Enforcement Manager		1.000	1.000	1.000
3353 Code Enforcement Total	9.000	9.000	9.000	9.000
3461 Advanced Planning				
Assistant Planner		1.000	1.000	1.000
Associate Planner				1.000
Planning Manager	1.000	1.000	1.000	1.000
Senior Planner	1.000	1.000	1.000	1.000
3461 Advanced Planning Total	2.000	3.000	3.000	4.000
3462 Current Planning				
Administrative Aide			0.600	0.600
Assistant Planner	1.000	1.000	1.000	1.000
Associate Planner	1.000	1.000	1.000	1.000
Planning Manager	1.000	1.000	1.000	1.000
Planning Technician	1.000	1.000	1.000	1.000
Senior Planner	1.000	1.000	1.000	1.000
3462 Current Planning Total	5.000	5.000	5.600	5.600

COMMUNITY DEVELOPMENT DEPARTMENT

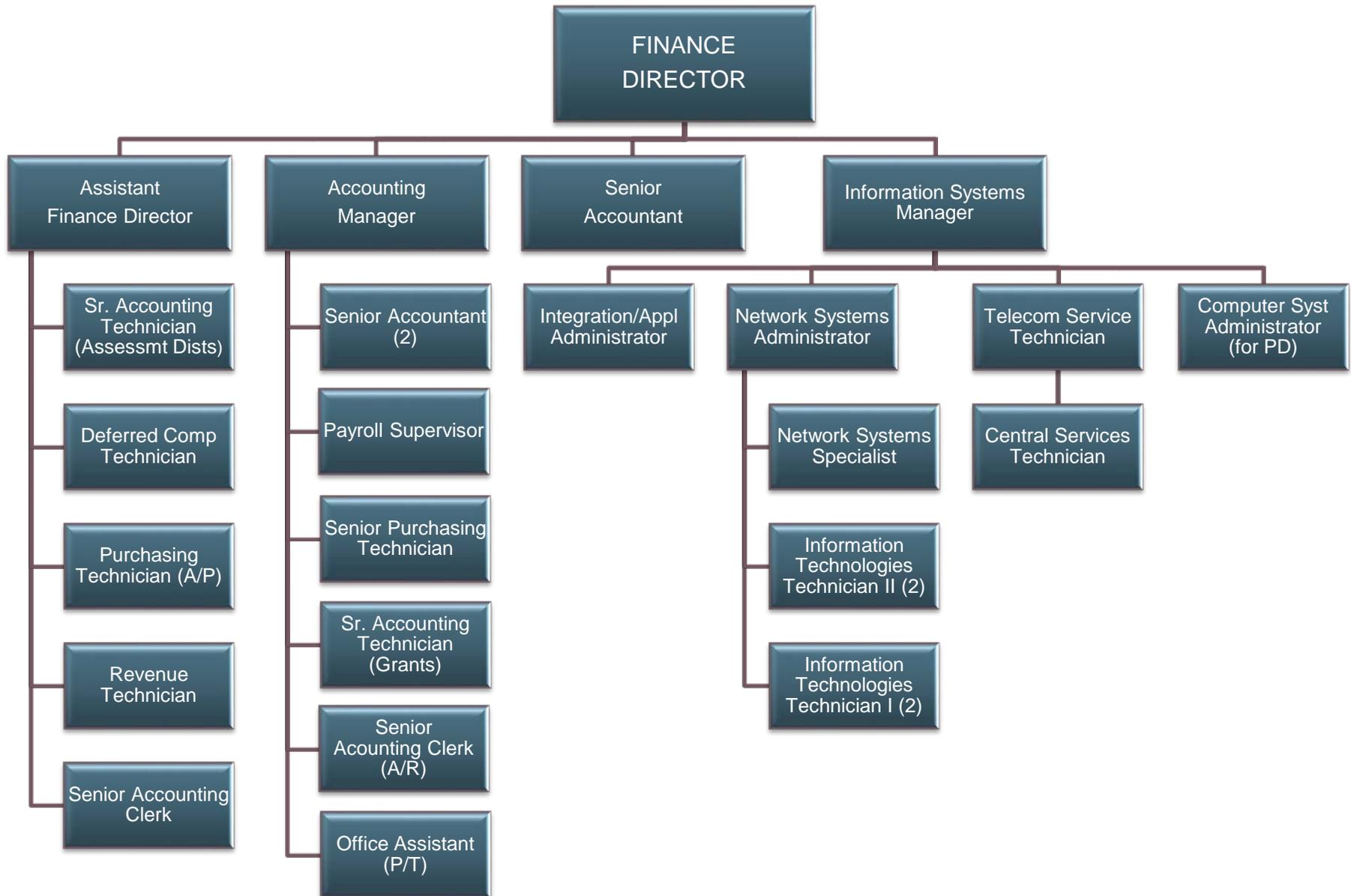
Work Force

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
Housing & Community Development				
Associate Planner				0.131
Community Development Dir				0.147
Comm Improve Asst	1.000	1.000	1.000	1.000
Community Dev Analyst	3.000	2.000	2.000	2.000
Housing Services Supv	1.000	1.000	1.000	1.000
Management Analyst				1.000
Planning Manager	1.000	1.000	1.000	1.119
Revenue Officer				0.161
Senior Community Dev Analyst		1.000	1.000	
Housing & Community Development Total	6.000	6.000	6.000	6.558
Total	29.000	29.000	29.850	31.011

FINANCE DEPARTMENT Organizational Chart



FINANCE DEPARTMENT Organizational Chart



FINANCE DEPARTMENT

Summary

Purpose

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

Top Accomplishments for FY 2019-20

Effective, Sustainable Government

1. Strategically and collaboratively worked with departments and City Manager to balance the FY 2019-20 year budget.
2. Successfully transitioned succession planning for three levels of staffing including Assistant Finance Director, or retired, Accounting Manager, and Senior Accountant
3. Lead RFP, selection and managed Parks Impact Fee Study
4. Coordinated equipment lease financing for approximately \$900,000 in urban forestry equipment and \$2.5 million in Police and Fire Motorola radios
5. Coordinated Monte Bella CFD Financing
6. Coordinated upgrade of TRAKiT to version 9, begin conversion of Business Licenses into TRAKiT and coordinated implementation of GIS module of TRAKiT.
7. Improved written procedures of the Revenue Division
8. Streamlined Grant management procedures
9. Implemented new CIP budgeting system
10. Conducted and completed TOT audits of all motels and hotels
11. Achieved cost reductions by consolidating actuarial services and issuing RFP
12. Lead economic incentive agreement negotiations with the Salinas Travel Center
13. Supported SPOA and PMA labor negotiations with financial costing and fiscal updates
14. Participated in finalizing and implementing the Salinas Plan including 10 year forecast model
15. Ongoing replacement of aging equipment in the Data Center and around the City.
16. Working on upcoming fiber deployment to connect City Hall and the PD, along with bringing to the City additional lower-cost options for connecting City Hall to the internet. This is the first phase of the project.
17. Continuing the success of using no full-time contractors for IT support and developing in-house employees to be better cross-trained for future growth.
18. Adding additional Wi-Fi City-wide where needed and upgrading the existing AT&T leased fiber to a newer circuit so more City facilities will connect to the network and the internet.
19. Coordinated CRISI and BUILD grant applications for the freight rail terminal project
20. Closed on the \$33 million Measure X bond issue financing and coordinated deployment of proceeds on road projects with Public Works and prepared MOE and annual report
21. Continue to manage, facilitate and support the Measure E and G Committee and the Finance Committee
22. Completed the annual financial statements and audit with a clean audit opinion.

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

Effective, Sustainable Government

1. **Technology Upgrades:**
 - a. Replacing aging equipment in the Data Center.
 - b. Refining the skill sets of IT employees, along with cross-training where applicable, to be better prepared for the changing technologies encountered across the City.

FINANCE DEPARTMENT Summary (Continued)

- c. Change platform from Citrix VDI to VMware Horizon to accommodate the increased computing needs of the City – goal is late summer 2019.
- d. Assisted the Library with their new RFID roll out in 2018 and into 2019.
- e. Wi-Fi is complete and being expanded to additional locations on an as-needed basis.
- f. Continuing to develop a business partner service approach to support all departments
- g. Refining all Department processes to improve the responsiveness and communication for effective support across the City
- h. Working to develop a City-wide IT Strategic Plan for technology planning and forecasting.
- i. Changing the existing firewall to a newer model and adding in a secondary firewall for redundancy.
- j. Refining security processes and procedures across IT.

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

3. Continue to Inventory and Determine Cost Effectiveness of Outside Consultants

4. Continue to implement and improve financial systems

- a. Special Assessment Management
- b. Deferred Compensation Administration
- c. Travel Reimbursements
- d. Business Licenses including better online payment services

Excellent Infrastructure

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

Major Budget Changes

Savings from attrition and lower pension costs from retiree.

FINANCE DEPARTMENT

Summary

Expenditures by Program	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
2030 Finance Administration	629,641	570,906	649,060	537,515
2031 Accounting	1,479,214	1,334,391	1,502,870	1,491,778
2032 Purchasing	330,199	337,730	353,390	187,279
2033 Information Technology	1,828,625	1,812,422	2,040,134	1,951,585
2034 Revenue & Licensing	282,581	250,620	293,290	291,157
Total	4,550,260	4,306,069	4,838,744	4,459,314
Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	3,839,190	3,809,940	4,187,930	3,854,814
62 - Supplies & Materials	10,192	(64)	37,440	57,800
63 - Outside Services	374,634	153,810	357,780	341,800
64 - Other Charges	22,741	31,927	43,130	36,700
66 - Capital Outlays	302,869	312,164	212,464	168,200
67 - Store Inventory	634	(1,707)	-	-
Total	4,550,260	4,306,069	4,838,744	4,459,314
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	4,001,850	3,753,114	4,230,504	3,842,158
1100 Measure E	57,240	57,882	64,500	62,000
1200 Measure G	491,171	495,073	543,740	555,156
Total	4,550,260	4,306,069	4,838,744	4,459,314
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
2030 Finance Administration	2.000	2.000	2.000	2.000
2031 Accounting	10.000	10.000	10.000	9.000
2032 Purchasing	2.000	2.000	2.000	1.000
2033 Information Technology	10.000	10.000	10.667	11.000
2034 Revenue & Licensing	2.000	2.000	2.000	2.000
Total	26.000	26.000	26.667	25.000

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, Measure E Committee, and Measure G Committee.
4. Publish audited financial statements for the City.
5. Coordinate all bond financings.
6. Coordinate the preparation of the annual operating and capital budgets

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Present annual budget by first meeting in June	1	1	1	1	1
Prepare and present five year financial forecast	1	1	1	1	1
Present mid-year budget review to City Council in Feb	1	1	1	1	1
Number of favorable sales tax audit misallocation findings	All	All	All	All	All
Value of favorable sales tax audit misallocation findings	All	All	All	All	All
Cost of Finance Department total per capita	\$ 29.67	\$ 30.18	\$ 30.28	\$ 30.28	\$ 30.00

Major Budget Changes

None

FINANCE DEPARTMENT

2030 Finance Administration Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	539,964	544,269	575,440	476,865
62 - Supplies & Materials	3,653	3,852	3,000	3,000
63 - Outside Services	84,654	19,084	58,100	47,100
64 - Other Charges	1,370	3,701	12,520	10,550
Total	629,641	570,906	649,060	537,515
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	629,641	570,906	649,060	537,515
Total	629,641	570,906	649,060	537,515
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 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 and debt service. Senior Accounting Technician position is dedicated to retirement administration including trust deed investments and other employee deferred compensation investments. Other services include financial data analysis, accounting control of purchase orders, asset management, payments to vendors, and review of budgeted expenditures.

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Number of Accounts Payable Checks processed	9,129	10,171	10,200	10,000	10,000
Number of journal entries processed	6,728	7,016	7,100	7,100	7,100
Complete annual audit by December	1	1	1	1	1
Number of paychecks/ACH processed	19,443	19,704	19,800	19,800	19,800
Number of Deferred Comp paychecks processed	400	318	400	400	400
Number of deferred compensation changes processed (Wintegrate & NWS)	640	650	650	650	650
Number of accounts receivable invoices billed	2,380	3,208	3,400	3,400	3,400
Number of Miscellaneous Billing sent to collections	400	397	400	400	400
Publish quarterly financial reports to Council within 60 days	100%	100%	100%	100%	100%

Major Budget Changes

None

FINANCE DEPARTMENT

2031 Accounting Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	1,423,419	1,258,927	1,409,270	1,411,078
62 - Supplies & Materials	23,923	24,766	29,300	29,300
63 - Outside Services	21,888	24,685	44,900	37,900
64 - Other Charges	9,855	13,119	14,600	10,300
66 - Capital Outlays	129	12,893	4,800	3,200
Total	1,479,214	1,334,391	1,502,870	1,491,778
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	1,356,994	1,213,879	1,369,510	1,352,179
1100 Measure E	813		7,000	7,000
1200 Measure G	121,407	120,512	126,360	132,599
Total	1,479,214	1,334,391	1,502,870	1,491,778
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
2031 Accounting	10.000	10.000	10.000	9.000
Total	10.000	10.000	10.000	9.000

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 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Number of purchase orders issued	6,720	6,861	6,800	6,800	6,800
New purchasing card holder training (# of trainees)	8	0	0	0	0
Number of purchases facilitated	2,850	2,900	3,000	3,000	3,000
Number of bids facilitated	6	4	5	5	5
Number buy local purchases	5	4	5	5	5
Number of receipt and inspection of goods delivered	1,450	1,450	1,500	1,500	1,500
Number of online auctions of surplus properties	5	5	5	5	5

Major Budget Changes

None

FINANCE DEPARTMENT

2032 Purchasing Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	322,505	333,474	345,290	182,179
62 - Supplies & Materials	3,457	1,772	1,900	2,000
63 - Outside Services	1,409	1,941	3,300	2,800
64 - Other Charges	2,194	2,250	2,300	300
66 - Capital Outlays			600	
67 - Store Inventory	634	(1,707)	-	-
Total	330,199	337,730	353,390	187,279
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	330,199	337,730	353,390	187,279
Total	330,199	337,730	353,390	187,279
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
2032 Purchasing	2.000	2.000	2.000	1.000
Total	2.000	2.000	2.000	1.000

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; reprographic and mail services.

Division Operations

1. Provide programming, operational and systems development and software acquisition assistance to departments.
2. Provide additional training to users to enhance their utilization of the computer and telephone systems.
3. Continue the migration to Windows 10 from Windows 7.
4. Continue support and maintenance of the telephone system, the City's wide area and local area networks and network connectivity with other public agencies.
5. Oversee all technical support and maintenance of City IT infrastructure.
6. Lead IT Steering Committee.

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Cost of Information Systems per capita					
Number of help desk tickets handled	3,800	4,000	4,500	4,500	4,500
Number of special projects started	44	38	45	40	40
Number of special projects completed	40	38	50	40	

Major Budget Changes

None

FINANCE DEPARTMENT

2033 Information Technology Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	1,365,751	1,471,954	1,647,450	1,554,435
62 - Supplies & Materials	(26,454)	(34,194)	(1,660)	18,200
63 - Outside Services	209,681	62,781	186,200	198,700
64 - Other Charges	9,263	12,609	13,410	15,250
66 - Capital Outlays	270,384	299,271	194,734	165,000
Total	1,828,625	1,812,422	2,040,134	1,951,585
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	1,492,928	1,469,334	1,678,204	1,580,853
1100 Measure E	56,426	55,382	55,000	55,000
1200 Measure G	279,271	287,706	306,930	315,732
Total	1,828,625	1,812,422	2,040,134	1,951,585
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
2033 Information Technology	10.000	10.000	10.667	11.000
Total	10.000	10.000	10.667	11.000

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 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Number of receipts receipted	43,632	44,263	45,000	45,000	45,000
Annual update of City-wide fee schedule	1	1	1	1	1
Number of hotel/motel TOT audits	0	0	40	0	0
Number of business license audits	0	0	100	0	0
Number of new business licenses recovered from audit	0	0	25	0	0
Value of business license audit findings	\$ -	\$ -	\$ 50,000	\$ -	\$ -

Major Budget Changes

None

FINANCE DEPARTMENT

2034 Revenue & Licensing Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	187,552	201,315	210,480	230,257
62 - Supplies & Materials	5,614	3,739	4,900	5,300
63 - Outside Services	57,001	45,319	65,280	55,300
64 - Other Charges	58	247	300	300
66 - Capital Outlays	32,355		12,330	
Total	282,581	250,620	293,290	291,157

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	192,088	161,265	180,340	184,332
1100 Measure E		2,500	2,500	
1200 Measure G	90,493	86,855	110,450	106,825
Total	282,581	250,620	293,290	291,157

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
2034 Revenue & Licensing	2.000	2.000	2.000	2.000
Total	2.000	2.000	2.000	2.000

FINANCE DEPARTMENT

Work Force

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
2030 Finance Administration				
Assistant Finance Director	1.000	1.000	1.000	1.000
Finance Director	1.000	1.000	1.000	1.000
2030 Finance Administration Total	2.000	2.000	2.000	2.000
2031 Accounting				
Accounting Manager	1.000	1.000	1.000	1.000
Deferred Compensation Technician	1.000	1.000	1.000	1.000
Payroll Supervisor	1.000	1.000	1.000	1.000
Payroll Technician	1.000	1.000	1.000	
Purchasing Technician	1.000	1.000	1.000	1.000
Senior Accountant	3.000	3.000	3.000	3.000
Sr Accounting Clerk	1.000	1.000	1.000	1.000
Sr Accounting Technician	1.000	1.000	1.000	1.000
2031 Accounting Total	10.000	10.000	10.000	9.000
2032 Purchasing				
Senior Buyer	1.000	1.000	1.000	
Sr Purchasing Tech	1.000	1.000	1.000	1.000
2032 Purchasing Total	2.000	2.000	2.000	1.000
2033 Information Technology				
Central Services Tech	1.000	1.000	1.000	1.000
Computer Operator	3.000	3.000		
Computer Systems Administrator	1.000	1.000	1.000	1.000
Information Systems Mgr	1.000	1.000	1.000	1.000
Integration/AppI Admin	1.000	1.000	1.000	1.000
Network System Specialist	1.000	1.000	1.000	1.000
Network/Sys Administrator	1.000	1.000	1.000	1.000
Telecom Service Tech	1.000	1.000	1.000	1.000
Information Technologies Tech I			1.667	2.000
Information Technologies Tech II			2.000	2.000
2033 Information Technology Total	10.000	10.000	10.667	11.000

FINANCE DEPARTMENT

Work Force

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
2034 Revenue & Licensing				
Sr Accounting Clerk	2.000	1.000	1.000	1.000
Revenue Technician		1.000	1.000	1.000
2034 Revenue & Licensing Total	2.000	2.000	2.000	2.000
Total	26.000	26.000	26.667	25.000

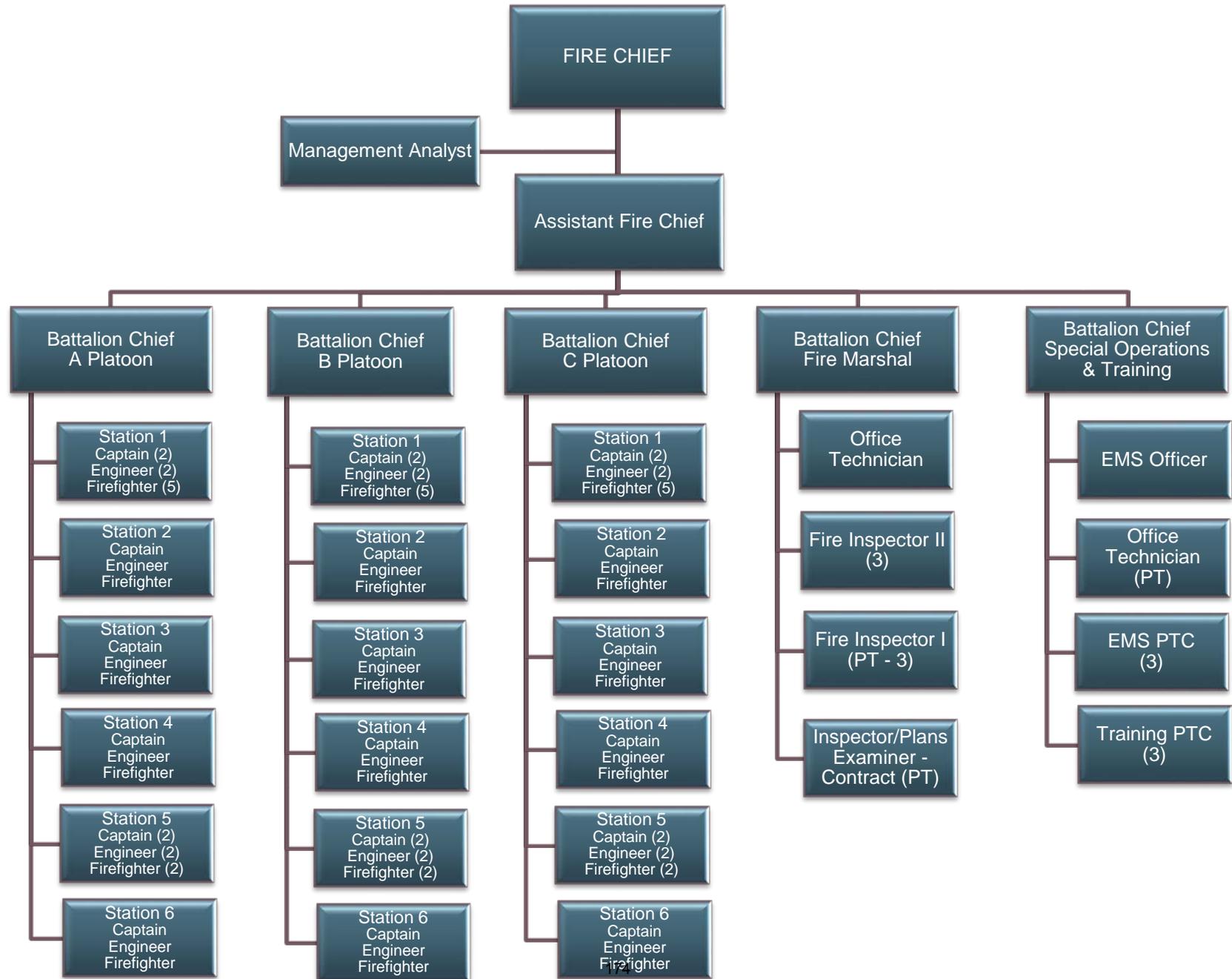


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FIRE DEPARTMENT Organizational Chart



FIRE DEPARTMENT Organizational Chart



FIRE DEPARTMENT

Summary

Purpose

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

Top Accomplishments for FY 2019-20

1. **Grants-** The City received a Staffing for Adequate Fire and Emergency Response (SAFER) grant with a total value of \$2,269,314. This has funded six firefighter positions for three years starting February 2018 and ending in February 2021. Personnel savings to the city after matching funds are contributed is \$1,399,409. The six firefighters funded by the grant are now part of daily staffing.

Assistance to Firefighters Grant (AFG) - The fire department designated 3 suppression personnel to attend local paramedic training and they are in the final field internship phase of their training. They are expected to be eligible for local accreditation by August 2020.

2. **Recruitment and Hiring** - The Fire Department recruit fire academy completed in June of 2019 with 6 recruits having since become Salinas firefighters, three of which are paramedics.

Labor and fire department management have collaborated to create a lateral hiring program for experienced firefighters that are currently employed by other agencies. The department has received over 60 applications for an abbreviated fire academy (30-Days) projected to commence in July 2020 with a goal of recruiting additional firefighters and paramedics, with a focus on a more diversified hiring model and reduction in recruitment and training costs. We are entering the 2020-2021 FY with several vacancies that we are working to fill as rapidly as possible to help reduce overtime costs. We are also seeking collaborative training opportunities with other agencies to reduce fiscal impacts as highlighted in the Salinas Plan.

3. **Haz/Mat Response Program-** The Salinas Fire Department HazMat Team has maintained certification as a Type I hazardous materials team by the State of California. This enables the team to respond and mitigate both accidental and intentional releases of hazardous materials, and is available as a statewide asset if needed for these types of emergencies. We continue in our agreement with Monterey and San Benito Counties for HazMat Response. These agreements garner reimbursements of approximately \$150,000 annually to fund the personnel costs associated with the team. Additional personnel were trained and certified through the use of additional grant funding through the Governor's Office of Emergency Services (CalOES).
4. **Promotional Exams** –The Fire Department has completed promotional assessments and established eligibility lists for Deputy Fire Chief, Battalion Chief, Fire Captain, and Fire Engineer. Promotions have been made at the rank of Fire Captain and Engineer. Reclassification of Administrative Secretary to Management Analyst with an active list of candidates.
5. **Fire Prevention Division** – This Division effected a 23.83% reduction in annual false alarm responses and greatly improved the consistency in false alarm cost recovery. The addition of two part-time inspection staff helped the division to achieve completion of nearly 76% of current state-mandated inspections and cleared over 86% of backlogged inspections. The Fire Prevention Division is working to maintain this momentum as staffing allows and new technology is implemented to improve efficiency in inspections and compliance.

FIRE DEPARTMENT Summary (Continued)

The division was able to maintain 3 full-time Fire Inspector positions and is proposing a re-classification/re-organization plan to further improve the efficiency and accountability of inspections and help with recruitment and retention of staff.

6. **Wellness/Safety** – The Salinas Fire Department continues to partner with the County of Monterey and allied public safety agencies to participate in a regional Critical Incident Stress Management Team (CISM). With grants and other non-general fund sources, the team provides critical peer support in response to critical events and cumulative stressors that affect first responders' ability to serve.

Using funds from CSA-74, the department has procured body armor in sufficient quantities to help protect our staff when operating at active shooter incidents, violence-related medical emergencies, and any other potentially dangerous incident. Additionally, the department was able to procure a complement of additional structural firefighter protective clothing to aid in compliance with NFPA and OSHA standards.

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

Investment Strategies/Risk Management:

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

New Revenue:

1. The fire prevention division has recently resurrected the Commercial Occupancy Inspection Program and will begin to realize increased revenue from the program as staffing is bolstered to address the increased workload.
2. The fire department is working with the CA Governor's Office of Emergency Services to acquire additional apparatus to increase mutual-aid capabilities throughout the state. These responses generate significant revenue through apparatus and personnel reimbursement, as well as administrative costs.
3. Pursue grant opportunities for all divisions where possible.

Operational Efficiencies:

1. **The Salinas Plan:**
 - a. The department has initiated operational changes in daily staffing of the department's two ladder trucks as part of the overtime reduction strategy.
 - b. New technology is being deployed to increase the efficiency of fire inspections, attain timely compliance of violations, and ultimately enhance revenue.
2. Make operational decisions based upon analysis to achieve maximum effectiveness and efficiencies of resources, using the recently completed Standards of Cover and Community Risk Assessment.
 - a. Implement best business practices to increase organizational effectiveness, accountability and communications.
 - b. Maintain and update Auto Aid and Mutual Aid agreements with neighboring jurisdictions.

FIRE DEPARTMENT Summary (Continued)

3. For the first time, the department has conducted a lateral recruitment of firefighters. Hiring personnel with previous experience allows for an abbreviated training process and decreases costs related to the recruit academy. This is onther facet of an overall overtime reduction strategy.
4. Future delivery of Type 6 fire vehicle allocated by CA. OES to support operations during surge periods of increased call volume, acting upon a recommendation of the Standards of Cover study.
5. Work with local community colleges to increase training opportunities for youth in the fields of fire protection.

Public Safety:

1. **Seek Community Input:**
 - a. Infrastructure needs identified for future enhancements to the Fire Department.
2. **Categorize needs based on low medium and high priority:**
 - a. Infrastructure, apparatus and equipment costs have been established and prioritized.
3. **Define and agree on an approach that addresses the priority infrastructure needs:**
 - a. Work with City staff to ensure Fire Department facilities meet essential services building standards.
4. **Safety & Training:**
 - a. Train fire personnel to the latest fire service techniques and best practices.
 - b. Ensure compliance with State/Federal training mandates.
 - c. Provide fire personnel the appropriate level of safety gear, equipment and apparatus necessary to perform their duties in a safe and effective manner.
5. **Maximize Fire Prevention/Community Outreach:**
 - a. Continue to improve fire prevention and public safety awareness through social media and fire prevention week initiatives.
 - b. Continue Career Day partnerships with local junior high schools, high schools and colleges.
 - c. Pursue grant opportunities for fire prevention and community safety.
 - d. Deploy technology to increase efficiency in inspections and achieve timely compliance of violations.
6. **Enhance Emergency Medical Services**
 - a. Utilize CSA 74 funding to minimize fiscal impacts to the general fund.
 - b. Maintain established contract with Dr. David Ramos as the Prescribing Physician and Medical Director for the department in compliance with Paramedic Provider Agreement.
 - c. Enhance Infectious Disease Control Program polices and PPE in response to COVID-19
 - d. Continue to implement electronic tracking systems for supplies, equipment, and controlled substances
 - e. Collaborate with other EMS system stakeholder improving efficiencies and possible reimbursements or cost sharing.

FIRE DEPARTMENT

Summary

Expenditures by Program	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
4505 Fire Administration	512,923	402,421	474,480	549,999
4510 Suppression	20,810,263	19,573,224	21,620,491	21,503,673
4520 Emergency Medical Services	1,269,668	1,085,729	1,140,181	1,190,292
4530 Prevention	957,857	1,015,356	1,039,400	1,004,248
4540 Training	498,319	551,114	632,320	609,000
4560 Vehicle Maintenance	505,172	392,591	510,690	432,590
4570 Hazardous Material Control	294,124	263,602	253,110	273,197
Total	24,848,327	23,284,037	25,670,672	25,562,999

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	23,057,813	21,528,731	23,003,963	23,492,549
62 - Supplies & Materials	552,469	538,648	799,472	579,800
63 - Outside Services	819,728	794,370	1,294,098	1,215,500
64 - Other Charges	209,816	277,620	354,223	140,050
66 - Capital Outlays	208,502	144,667	218,916	135,100
Total	24,848,327	23,284,037	25,670,672	25,562,999

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	21,426,312	19,637,037	21,475,720	21,511,413
1100 Measure E	118,774	165,174	134,750	139,551
1200 Measure G	2,169,062	1,953,222	2,566,558	2,373,233
2501 Emergency Medical Service Fund	1,000,830	1,065,929	1,089,991	1,155,242
3111 SAFER 2013	133,348	462,674	403,653	383,560
Total	24,848,327	23,284,037	25,670,672	25,562,999

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
4505 Fire Administration	3.000	2.000	2.000	2.000
4510 Suppression	89.000	89.000	89.000	89.000
4520 Emergency Medical Services	2.000	1.000	1.000	1.000
4530 Prevention	5.000	5.000	5.000	5.000
4540 Training	1.000	1.000	1.000	1.000
Total	100.000	98.000	98.000	98.000



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Purpose

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

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Firefighters Per Capita	0.6	0.6	0.7	0.6	0.7
Authorized Staffing	95	95	100	95	100
Overtime Costs-Reg/Hol/FLSA/HO/Min Staff/EC	\$ 2,769,000	\$ 2,269,000	\$ 1,000,000	\$ 1,790,000	\$ 1,500,000
Dollar Value of Grant Applications	\$ 3,500,000	\$ 1,100,000	\$ 1,500,000	\$ 350,000	\$ 500,000
Dollar Value of Grants Awarded	\$ 2,269,314	\$ 1,000,000	\$ 25,000	\$ 5,000	TBD

Major Budget Changes

1. Continues to administer SAFER grant for 6 positions over 3 years, a \$1,399,000 value to the City.
2. Continues to evaluate and implement elements of the Salinas Plan.
3. Continued evaluation to expand cost recovery opportunities.
4. Reduction of expenditures.

FIRE DEPARTMENT

4505 Fire Administration Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	384,130	346,143	417,580	493,499
62 - Supplies & Materials	6,562	3,006	11,400	5,400
63 - Outside Services	80,224	35,461	24,800	34,300
64 - Other Charges	16,839	17,810	20,700	16,800
66 - Capital Outlays	25,168			
Total	512,923	402,421	474,480	549,999
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	440,805	391,427	457,960	533,699
1100 Measure E		7,653		
1200 Measure G	72,118	3,341	16,520	16,300
Total	512,923	402,421	474,480	549,999
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
4505 Fire Administration	3.000	2.000	2.000	2.000
Total	3.000	2.000	2.000	2.000

FIRE DEPARTMENT

Suppression and Rescue Division

4510

Purpose

The Suppression and Rescue Division is responsible for protecting life, property and the environment from the hazards of fire, explosions and hazardous materials incidents and for providing ALS emergency paramedic services. These services are provided 24-hours a day through one (1) Deputy Fire Chief and three (3) Battalion Chiefs who command three (3) platoons of Captains, Engineers, Firefighters, and Firefighter/Paramedics. These personnel are the initial responders to all incidents for emergency service and comprise the majority of funded positions within the organization. These teams responded to over 15,600 incidents last year with a daily minimum staffing of 24 personnel assigned to six (6) fire engines, two (2) ladder trucks, and a hazardous materials incident response unit. Additional emergency response equipment includes a Command Vehicle, Type III (wildland) Engine, Aircraft Rescue Firefighting (ARFF) engine, and numerous command and staff vehicles.

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
4 Minute Response - NFPA Standard	53.52%	76.00%	90%	75%	90%
4-6 Minute Response - General Plan Service Standard	40.90%	41.20%	90%	42%	90%
17 Firefighters at structure fires within 8 minutes - NFPA Standard	74.07%	83.30%	90%	92%	90%
Number of structure fires contained by 1st alarm assignment	95.34%	96.00%	100%	96%	100%
Total Structure Fires	129	90	0	82	0
Total Other Type Fires	413	467	0	446	0

FIRE DEPARTMENT

Suppression and Rescue Division (cont.)

4510

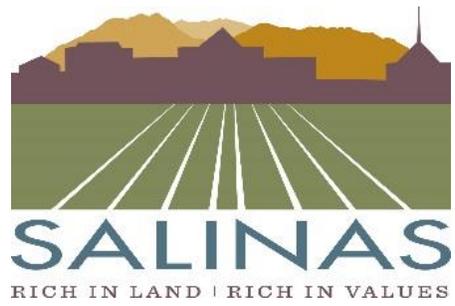
Major Budget Changes

1. Eliminates funding for renovations at all fire stations.
2. Continue reduced daily staffing of the department's 2 ladder trucks from 4 firefighters to 3 firefighters in an effort to decrease staffing costs and maintain minimum staffing levels.
3. Provides funding for the final year of the SAFER grant cost share of (6) firefighters.
4. Discontinues the use of leased premises at 801 Abbott St. as the fire department's central fire training facility and equipment storage location.
5. Relocate the training classroom and fire department administration offices to the west wing of 200 Lincoln Avenue and parking lot to hold trainings and department vehicle parking. Evaluate the feasibility of relocating fire prevention as well.
6. Allows for the acquisition of 1 new fire pumper apparatus for delivery in FY-21/22.

FIRE DEPARTMENT

4510 Suppression Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	19,836,697	18,442,220	19,836,773	20,097,273
62 - Supplies & Materials	252,832	258,397	387,750	267,100
63 - Outside Services	595,857	645,861	1,087,468	1,049,300
64 - Other Charges	91,161	163,500	163,500	
66 - Capital Outlays	33,716	63,246	145,000	90,000
Total	20,810,263	19,573,224	21,620,491	21,503,673
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	18,685,135	17,389,931	18,946,910	18,978,663
1200 Measure G	1,991,780	1,720,619	2,269,928	2,141,450
3111 SAFER 2013	133,348	462,674	403,653	383,560
Total	20,810,263	19,573,224	21,620,491	21,503,673
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
4510 Suppression	89.000	89.000	89.000	89.000
Total	89.000	89.000	89.000	89.000



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Purpose

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

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Number of Paramedics	24	25	27	25	30
Number of EMT's	56	56	56	56	56
EMS Training Hours	1,262	1,102	1,100	1,100	1,100
Total EMS Responses	10,890	11,548	12,000	11,000	12,000

Major Budget Changes

1. Secure sustainable funding and supply chains for COVID-19 compliance ensuring the health and safety of department personnel and the public we serve. Project an additional \$70,000 expenditure per year for PPE equipment, sanitation products, and other contracted services for training, fit testing, and decontamination.
2. Maintains funding for a contracted part-time prescribing physician/medical liaison and seek a Quality Assurance Nurse.
3. Freeze the three EMS Platoon Training Coordinator positions and the part time administrative assist position. Consider maintaining staffing a special assignment position to assist the EMS division and EMS Officer for as a continuous support and fulfilling the work of the three EMS Platoon Training Coordinators and the part time administrative office technician.

FIRE DEPARTMENT

4520 Emergency Medical Services Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	1,156,819	973,698	953,390	1,015,292
62 - Supplies & Materials	54,784	53,902	68,421	47,300
63 - Outside Services	10,568	6,970	37,180	37,800
64 - Other Charges	36,836	22,634	68,528	74,900
66 - Capital Outlays	10,660	28,525	12,662	15,000
Total	1,269,668	1,085,729	1,140,181	1,190,292

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	268,838	19,800	50,190	35,050
2501 Emergency Medical Service Fund	1,000,830	1,065,929	1,089,991	1,155,242
Total	1,269,668	1,085,729	1,140,181	1,190,292

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
4520 Emergency Medical Services	2.000	1.000	1.000	1.000
Total	2.000	1.000	1.000	1.000

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

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Fire & Life Safety Education	34	44	40	49	50
Public Safety Demonstrations	13	21	30	36	35
Total Number of Fire Code/State Mandated Inspections	1,063	1,930	1,300	1,750	1,750
Total Number of Commercial/Fire Permit Inspections	993	1,663	1,500	1,200	1,900
Number of Fire Plan Checks	682	518	900	450	350
Number of Development Reviews (DRC)	240		500		
Number of FD Code Cases Opened	214		200		

Major Budget Changes

1. Re-classify current staff to allow more flexibility and accountability for inspection case loads, improve recruitment and retention of staff, and maintain consistency with similar divisions.
2. Elimination of part-time personnel.
3. Significant reductions in training and other operations expense lines.
4. Pause the re-implemetation of the commercial inspection program with elimination of part-time staff.
5. Pause the hiring of 1 part-time temporary office technician to support the business inspection and Illegal fireworks mitigation programs.
6. Continue to work toward full cost recovery through fees, permits and inspections to sustain the Division as staffing levels allow.
7. 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.

FIRE DEPARTMENT

4530 Prevention Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	802,626	936,044	936,700	936,998
62 - Supplies & Materials	23,421	27,052	41,850	53,900
63 - Outside Services	28,060	37,182	47,300	7,000
64 - Other Charges	11,934	15,078	13,550	6,350
66 - Capital Outlays	91,817			
Total	957,857	1,015,356	1,039,400	1,004,248
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	825,296	768,247	815,540	773,214
1100 Measure E	118,774	157,522	134,750	139,551
1200 Measure G	13,786	89,588	89,110	91,483
Total	957,857	1,015,356	1,039,400	1,004,248
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
4530 Prevention	5.000	5.000	5.000	5.000
Total	5.000	5.000	5.000	5.000



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FIRE DEPARTMENT

Training Division

4540

Purpose

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

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Total Number of Training Hours (Department)	14,116	20,520	30,000	8,840	30,000
Mandated Training Compliance (Department) - %	47%	68%	100%	30%	100%
Number of Firefighters Trained - Class A Burn Trailers	30	30	45	30	45

Major Budget Changes

1. Conduct (1) 9-week lateral firefighter training academy. Decreased from previous 18-week recruit academy.
2. Host OSFM Fire Officer Courses to prepare all internal candidates for succession planning.
3. Discontinue lease of 801 Abbott St. training facility. Savings to offset costs other training programs.
4. Continue tiller training for existing personnel.
5. Conduct active shooter training after completion of the acquisition of ballistic protection PPE arrives.
6. Administer multi-company drills to meet training mandates.
7. Relocate training props and facilities to ensure a safe drill ground.
8. Design and implement a professional development program for all personnel.
9. Draft and deploy department wide SOG manual and associated training.

FIRE DEPARTMENT

4540 Training Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	408,082	430,946	459,320	505,800
62 - Supplies & Materials	10,741	19,077	34,971	34,100
63 - Outside Services	3,514	1,570	16,500	7,000
64 - Other Charges	32,960	46,624	64,444	32,000
66 - Capital Outlays	43,022	52,896	57,085	30,100
Total	498,319	551,114	632,320	609,000

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	438,738	453,537	498,320	532,000
1200 Measure G	59,581	97,577	134,000	77,000
Total	498,319	551,114	632,320	609,000

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
4540 Training	1.000	1.000	1.000	1.000
Total	1.000	1.000	1.000	1.000

Purpose

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

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Scheduled Maintenance Compliance - %	100%	100%	100%	100%	100%
Aerial & Ground Ladder Testing Compliance - %	100%	100%	100%	100%	100%

Major Budget Changes

1. Enhance apparatus care and maintenance policies to ensure a more consistent approach throughout the organization by all personnel.
2. Provide continued training for maintenance personnel.

FIRE DEPARTMENT

4560 Vehicle Maintenance Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	199,096	155,183	173,290	184,590
62 - Supplies & Materials	196,470	168,206	246,000	158,000
63 - Outside Services	101,505	67,326	80,000	80,000
64 - Other Charges	8,101	1,876	11,400	10,000
Total	505,172	392,591	510,690	432,590

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	480,017	352,595	460,690	392,590
1200 Measure G	25,154	39,995	50,000	40,000
Total	505,172	392,591	510,690	432,590

FIRE DEPARTMENT

Hazardous Materials Response Division

4570

Purpose

The Hazardous Material Response Division is responsible for the effective control and initial mitigation of hazardous material emergencies in order to protect life, the environment and property. Eighteen (18) fire suppression personnel are cross-trained and equipped as Hazardous Materials Specialists. The Haz Mat Team also provides technical support, advice and training to Salinas businesses that utilize potentially hazardous materials in processing or manufacturing. Under the Monterey County Hazardous Materials Response Plan, the City's Haz Mat Team provides emergency responses to the Salinas community and the County of Monterey through a contractual partnership consisting of the City of Salinas, City of Seaside and County of Monterey Department of Environmental Health. New developments for this Division include the necessary response to Chemical, Biological, Nuclear, Radiological and Explosive (CBRNE) and Weapons of Mass Destruction (WMD) training, equipment and capabilities. The division also now provides emergency response and training to San Benito County. The division is supervised by one (1) battalion chief (special operations) and six (6) HazMat Team leaders, deployed two per platoon.

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Total Training Hours	3,086	1,402	3,500	1,100	1,500
Annual CUPA Reimbursement	\$ 94,000	\$ 424,000	\$ 180,000	\$ 76,000	\$ 125,000

Major Budget Changes

1. Continue mandated training to maintain currency of "OES Type-I" status
2. Develop a system to categorize and distribute information to all personnel about HazMat target hazards.
3. Provide federally mandated HazMat Incident Command training to all required personnel.
4. Provide HazMat decontamination training to all personnel.
5. Expand training with HazMat team partners.
6. Have all training rely on OES funds.

FIRE DEPARTMENT

4570 Hazardous Material Control Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	270,363	244,497	226,910	259,097
62 - Supplies & Materials	7,658	9,008	9,080	14,000
63 - Outside Services			850	100
64 - Other Charges	11,984	10,097	12,100	
66 - Capital Outlays	4,119		4,170	
Total	294,124	263,602	253,110	273,197

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	287,482	261,500	246,110	266,197
1200 Measure G	6,643	2,102	7,000	7,000
Total	294,124	263,602	253,110	273,197

FIRE DEPARTMENT

Work Force

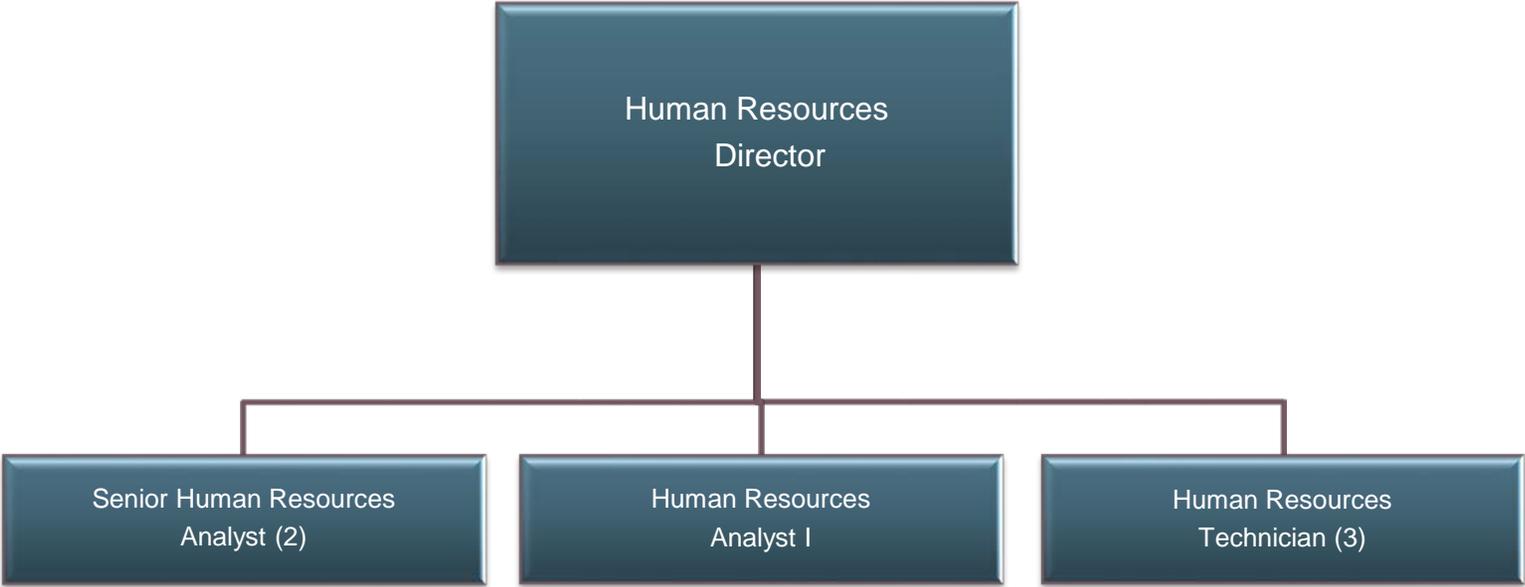
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
4505 Fire Administration				
Administrative Secretary	1.000	1.000	1.000	
Fire Chief	1.000	1.000	1.000	1.000
Office Technician	1.000			
Management Analyst				1.000
4505 Fire Administration Total	3.000	2.000	2.000	2.000
4510 Suppression				
Battalion Chief	3.000	3.000	3.000	3.000
Deputy Fire Chief	1.000	1.000	1.000	
Fire Captain	24.000	24.000	24.000	24.000
Fire Engineer	24.000	24.000	24.000	24.000
Fire Recruit	7.000	10.000	8.000	2.000
Firefighter	30.000	27.000	29.000	35.000
Assistant Fire Chief				1.000
4510 Suppression Total	89.000	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	2.000	1.000	1.000	1.000
4530 Prevention				
BC/Fire Marshal	1.000	1.000	1.000	1.000
Fire Inspector	3.000	3.000	3.000	3.000
Office Technician	1.000	1.000	1.000	1.000
4530 Prevention Total	5.000	5.000	5.000	5.000
4540 Training				
Battalion Chief EMS/Trng	1.000	1.000	1.000	1.000
4540 Training Total	1.000	1.000	1.000	1.000
Total	100.000	98.000	98.000	98.000

HUMAN RESOURCES DEPARTMENT

Organizational Chart



**HUMAN RESOURCES DEPARTMENT
Organizational Chart**



HUMAN RESOURCES DEPARTMENT

Summary

Purpose

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

Top Accomplishments for FY 2019-20

1. Human Resources Division conducted approximately 60 recruitments and processed over 1500 applications. Staff conducted over 60 new employee intakes for regular and temporary hires.
2. Human Resources continues to meet weekly with the Police Department to discuss/implement recruitment strategies and processing of sworn and non-sworn public safety positions.
3. This fiscal year staff attended nine community and college job fairs to include Hartnell Community College, Monterey Peninsula College, San Jose State, CSUMB, CSU Northridge and Fresno State, among others.
4. Health Fair – Human Resources coordinated a successful health fair attended by over 150 staff from across all City departments. Forty vendors participated at the event to include AFLAC, CalPERS, Anthem Blue Cross, Concern EAP, Pinnacle HealthCare, CHOMP, SVMH, Natividad, among many others. A new attendee at this year's health fair was Blue Zones of Monterey County!
5. Human Resources implemented the use of NEOGOV human resources software for public sector. NEOGOV is a cloud-based management suite that supports organizations throughout the entire employee lifecycle, automating applicant tracking, onboarding, training and performance management.
6. Human Resources assumed payroll administration for the Fire Department, approximately 90 positions, to include preparation of Personnel Action Forms, Certification Reimbursements, and Performance Evaluation Tracking.
7. Human Resources actively participated in labor negotiations with various bargaining units and participated in monthly labor managements meetings with various units.
8. Participated and coordinate interactive process meetings/accommodation for various personnel.
9. Worked directly with Directors, Managers, Supervisors to address personnel performance
10. Transitioned administration of protected leaves from individual Departments to Human Resources, including preparation of Personnel Actions Forms and tracking.
11. Human Resources continues to participate on the Blue Zones Project Worksite Committee in order to achieve "approved" Blue Zone Project Worksite designation. This remains work in progress.

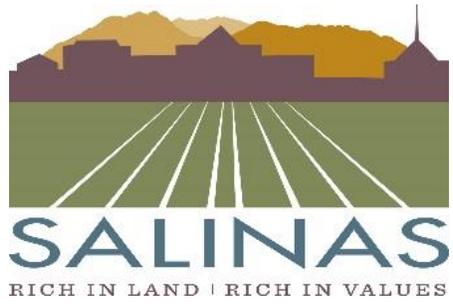
Major Budget Changes

None.

HUMAN RESOURCES DEPARTMENT

Summary

Expenditures by Program	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1140 Human Resources				1,480,055
Total				1,480,055
Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits				1,188,755
62 - Supplies & Materials				15,500
63 - Outside Services				235,800
64 - Other Charges				20,000
66 - Capital Outlays				20,000
Total				1,480,055
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund				1,312,199
1200 Measure G				167,856
Total				1,480,055
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
1140 Human Resources	5.500	6.500	6.500	7.000
Total	5.500	6.500	6.500	7.000



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HUMAN RESOURCES DEPARTMENT

Human Resources

1140

Purpose

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

Division Operations

1. Provide effective and timely personnel recruitments for all departments
2. Conduct classification studies and job description updates
3. Conduct and oversee employee onboarding, new employee intake, new employee orientation, to include live scan services for employment candidates and volunteers.
4. Administer employee health benefits, COBRA and employee leaves, and reporting requirements under the Affordable Care Act.
5. Ensure compliance with Federal and State regulations pertaining to posting, notification, and training requirements and compliance with Federal and State regulations pertaining to DOT, EEOC, Affordable Care Act, Americans with Disabilities Act.
6. Administer grievance and disciplinary process to include contract review and interpretation; discussions and negotiations with bargaining unit representatives; coordination and conducting training for City staff; scheduling all hearings and appeals; providing administrative support to Grievance Board.
7. Support the City's labor relations' activities and collective bargaining process.
8. Develop and coordinate employee training and development initiatives.

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Recruitments	44	70	25	60	
Applications Processed/Screened	736	300	500	1,500	
New Hire Processing	101	90	95	62	
New Employee Orientation				2	
Trainings	14	25	25	7	
Job Description Development & Review	200	100	100	60	
Grievances & Discipline	8	7	5	4	
Personnel Action Forms	1000	1000	1000	1000	
FMLA	45	50	50	90	
COBRA	104	100	100	76	
Health Enrollments/Changes	120	100	100	115	

Major Budget Changes

None

HUMAN RESOURCES DEPARTMENT

1140 Human Resources Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	916,161	1,069,666	1,190,040	1,188,755
62 - Supplies & Materials	17,471	12,785	20,000	15,500
63 - Outside Services	80,475	84,141	123,300	235,800
64 - Other Charges	55,843	44,331	55,000	20,000
66 - Capital Outlays	20,282	10,024	20,000	20,000
Total	1,090,231	1,220,947	1,408,340	1,480,055
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	948,085	1,071,097	1,244,070	1,312,199
1200 Measure G	142,147	149,850	164,270	167,856
Total	1,090,231	1,220,947	1,408,340	1,480,055
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
1140 Human Resources	5.500	6.500	6.500	7.000
Total	5.500	6.500	6.500	7.000

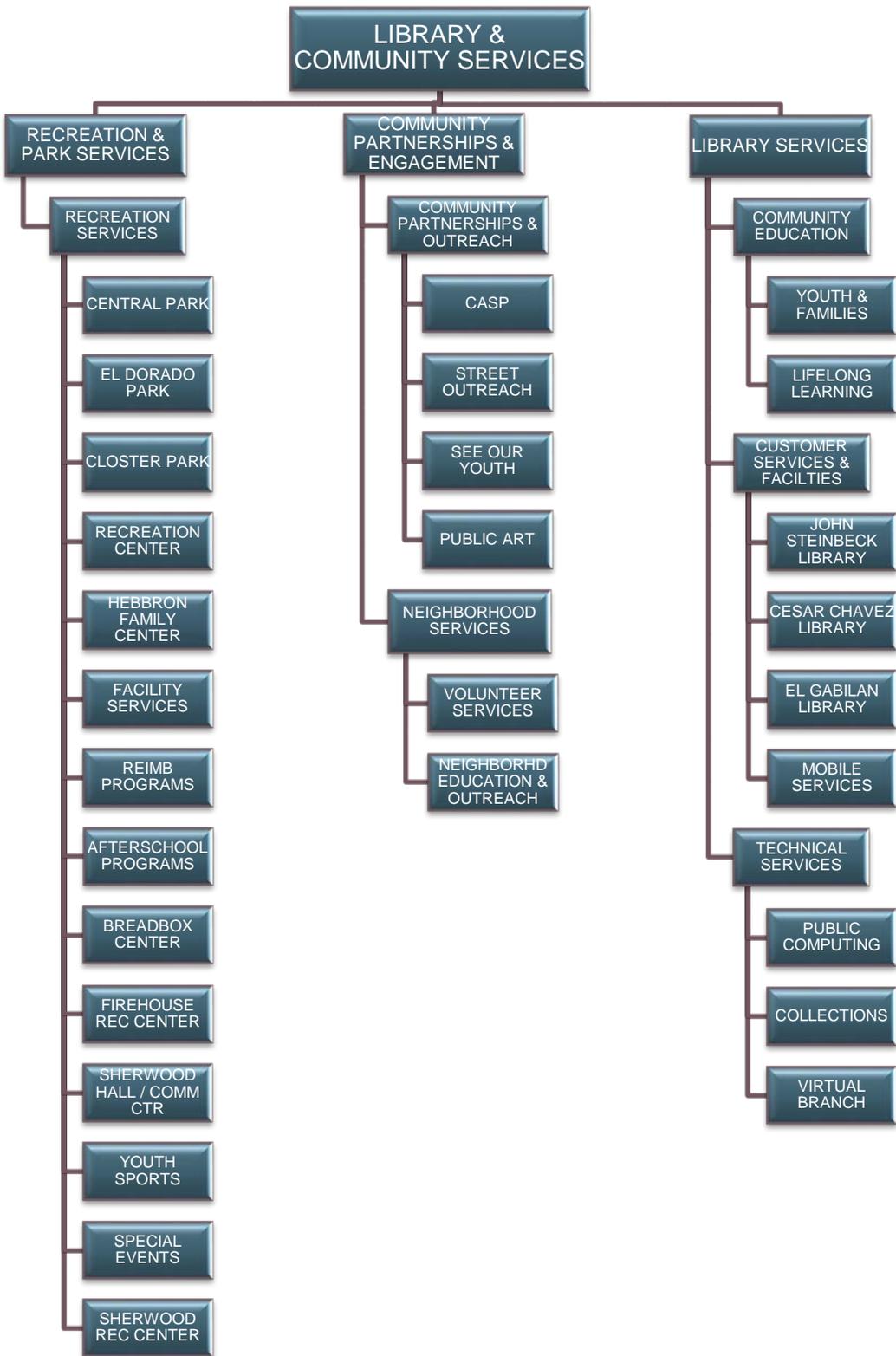
HUMAN RESOURCES DEPARTMENT

Work Force

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
1140 Human Resources				
Assistant City Manager	0.500	0.500	0.500	
Human Resource Analyst I	1.000	1.000	1.000	1.000
Human Resource Analyst II	2.000	2.000	2.000	
Human Resources Officer	1.000			
Human Resources Technician	1.000	2.000	2.000	3.000
Human Resources Director		1.000	1.000	1.000
Sr Human Resource Analyst				2.000
1140 Human Resources Total	5.500	6.500	6.500	7.000
Total	5.500	6.500	6.500	7.000

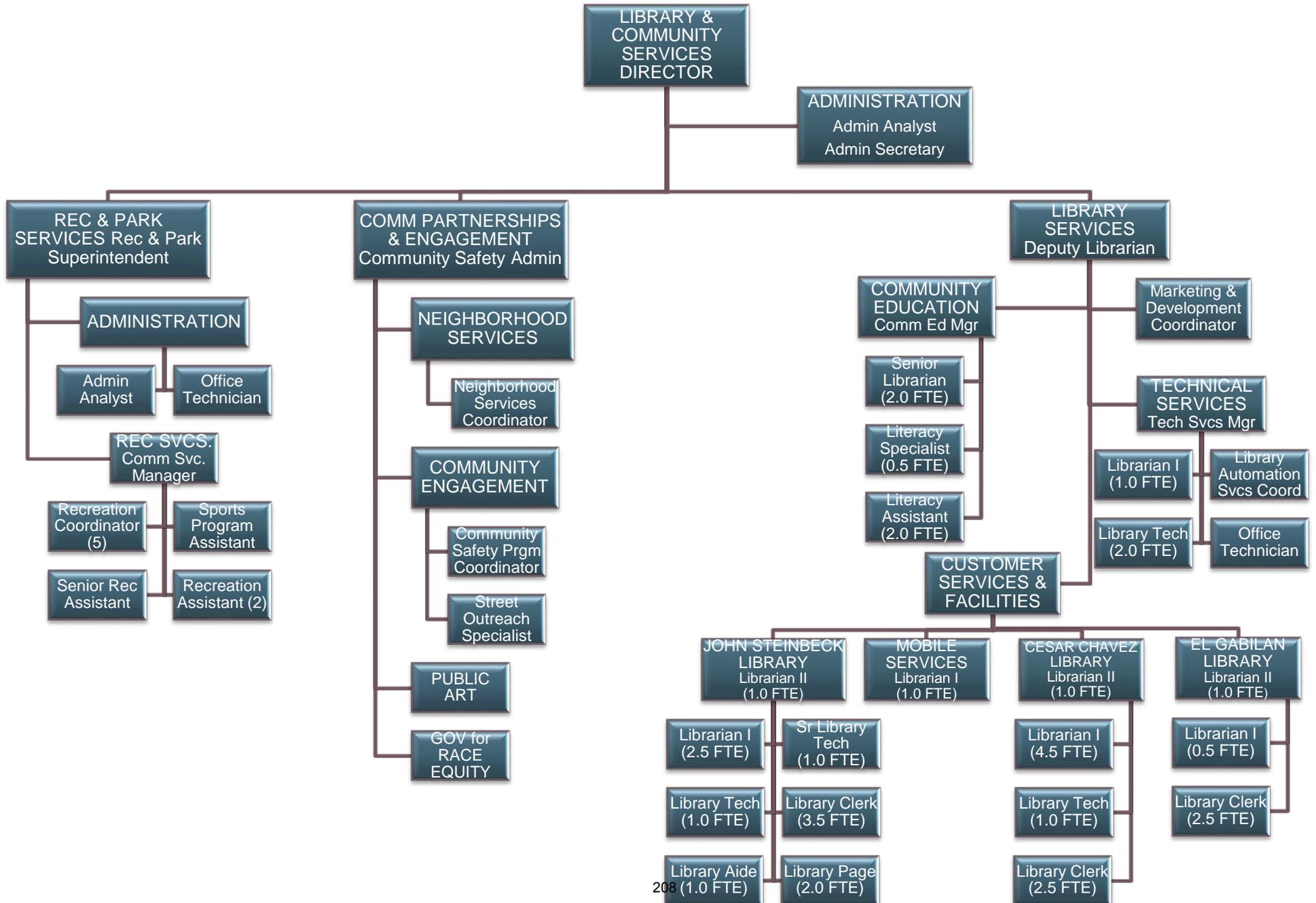
LIBRARY AND COMMUNITY SERVICES DEPARTMENT

Organizational Chart



LIBRARY AND COMMUNITY SERVICES DEPARTMENT

Organizational Chart



LIBRARY AND COMMUNITY SERVICES DEPARTMENT

Summary

Purpose

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

Top Accomplishments for FY 2019-20

Economic Diversity and Prosperity

- Provided community service opportunities for youth and adults to strengthen skill development and workforce readiness. Residents performed nearly 30,000 volunteer service hours.
- Provided adult learner instruction to 406 students and 8,511 hours of attendance (including computer literacy, basic literacy or high school equivalency). More than 34 adults passed part or all of their GED and 34 adults became citizens because of the Library.
- The Youth Leadership Academy served 22 high school aged students and resulted in 22 internship placements for the Summer of 2019.
- Approximately 1,500 children took part in the Summer Reading Challenge and attendance for Summer Learning program was 3,300. 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)
- Nearly 250 parents and children participated in weekly playgroups over the course of 4 months. These First 5 funded playgroups seek to improve child and parent bonding and relationships with an emphasis on healthy child development and increased kindergarten readiness.
- Celebrated third year anniversary of successful partnership and teen programming with the Digital NEST. Digital Nest programming supports classes at the John Steinbeck and Cesar Chavez Libraries.
- The Library connected over 2,700 kindergarteners to library books with its Kindermobile (dedicated Bookmobile for kindergartners), reaching nearly every public school kindergartner once a month for the entire school year.

Safe, Livable Community

- Implemented a weekly Saturday Night Teen Program at five locations logging over 1,860 visits and 766 unduplicated participants in order to reduce violence and provide positive alternatives for youth.
- Over 286,000 residents visited recreation centers and 3,800 youth ages 5-18 participated in various sports programs.
- Conducted 7 community clean ups and issued 74 special event permits.
- Implemented the Youth and Government Institute with 28 High School youth participants.
- Implemented the third year of the Building Strong Neighborhood Meeting Series connecting residents to services provided by the Salinas Police Department, Community Development and Code Enforcement and Public Works.
- Earned a \$120,000 Grant from the California Endowment to further the advancement of Governing for Race Equity work over two years for the City of Salinas.

LIBRARY AND COMMUNITY SERVICES DEPARTMENT

Summary (Continued)

- Continued implementation of the Street Outreach Intervention program providing mentorship and safe opportunities to over 50 gang impacted youth most at risk of becoming a victim or a perpetrator of violence.
- Street Outreach intervened twice in partnership with the Salinas Police Department to prevent real time gang violence.
- Co-planned and Hosted a Violence Prevention Conference in Long Beach, CA for the California Violence Prevention Network.

Effective, Sustainable Government.

- Continued to explore methods where Library and Recreation services can collaborate to provide increased programming opportunities.
- Expanded self-service options, which includes self check-out, e-commerce payment system, self-service holds pickup, and study room reservation system for the new El Gabilan Library.
- Continued to provide alternative library services at the Library Connection @ Northridge Mall through January 2020. This satellite location helped to provide awareness of library services and allowed for connection with residents through programs and collection while the new El Gabilan Library was under construction. On average, the Library Connection issued 100 new library cards per month and circulated over 2,000 items per month.
- Supported the community use of the Bread Box Recreation Center with nearly twenty use permits for community events throughout the year with more than a dozen different community groups.
- Continued to implement and expand our web-based recreation software to allow residents to register for youth sports programs on-line and allow for credit card purchases.

Excellent Infrastructure

- Completed Phase III and initiated Phase IV of the Old Muni Pool Retrofit Project which will allow for additional venues for recreation and meeting space.
- Completed construction on the new El Gabilan Library and celebrated the grand opening of the facility in February 2020 with more than 1,000 attendees.
- Raised more than half million dollars from private donors and foundations in order to support new construction enhancements, collections, and technology for the new El Gabilan Library.
- The Park, Recreation & Library Master Plan was adopted by the City Council in July 2019.
- The Public Art Master Plan was adopted by the City Council in February 2020.

Quality of Life

- Provided over 14,000 meals to youth and seniors at seven locations through the Summer Lunch/Snack Program and Firehouse Senior Program.
- The department continued to play a key leadership and planning role in the decentralization of National Night Out Salinas 2019 resulting in over community led 14 block parties simultaneously all over the city celebrating community and police partnerships.
- Expanded Library Adult Programming to include more health and wellness and workforce development programs.
- The library introduced Mango Languages to its digital library service that provides alternative, mobile-friendly option for language learning.
- Expanded programming at the Firehouse Recreation Center to include recreational fee-based programming.
- Implemented a Healthy Living Series for adults at the Bread Box Recreation Center.

LIBRARY AND COMMUNITY SERVICES DEPARTMENT

Summary (Continued)

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

Investment Strategies/Risk Management

1. Develop and maintain reopening/ongoing operating standards for our libraries and recreation centers that mitigate the risk posed by the ongoing COVID-19 pandemic.
2. Assess and prioritize maintenance of Department facilities to ensure a safe and welcoming environment that meets the needs of the community.
3. Continue to identify opportunities that support implementation of the Parks, Recreation & Libraries Master Plan.
4. Continue to coordinate with a variety of stakeholders and funders to implement the Public Art Master Plan.

New Revenue

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

Operational Efficiencies

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

Public Safety

1. Continue to work with other City Departments to provide support services for people experiencing homelessness to ensure safety and accessibility of all community members using Department facilities and programs.
2. Complete and Publish the Community Alliance for Safety and Peace Strategic Plan on Violence Reduction for 2021-2023 and present to the City Council and Monterey County Board of Supervisors.
3. Continue to offer prevention and intervention programs and services for at-risk youth and member of other vulnerable populations.
4. Utilize Crime Prevention Through Environmental Design (CPTED) principles to improve safety in parks and around facilities.
5. Continue to provide educational resources and classes that improve literacy rates of Salinas residents therefore improving the ability to find gainful employment.

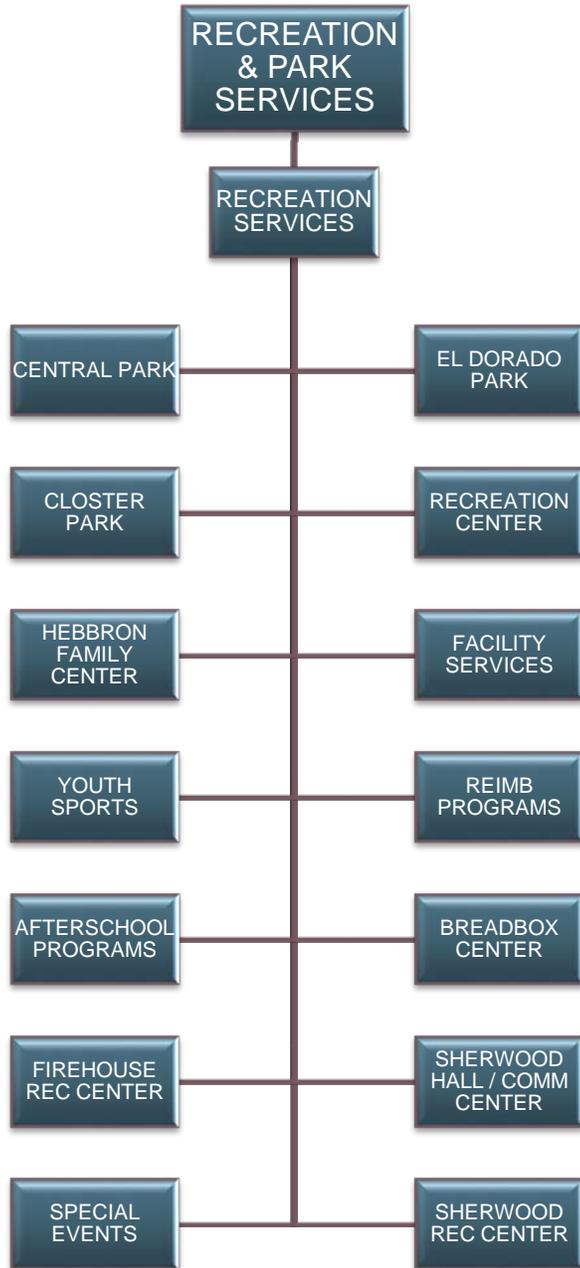
LIBRARY AND COMMUNITY SERVICES DEPARTMENT

Summary

Expenditures by Program	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
Recreation & Community Services	2,641,789	3,855,643	4,087,708	4,152,852
Library	4,623,611	4,768,358	5,487,250	5,165,656
Total	7,265,400	8,624,001	9,574,958	9,318,508
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
Recreation & Community Services	14.000	19.000	19.000	19.000
Library	41.000	41.000	41.500	41.500
Total	55.000	60.000	60.500	60.500

RECREATION AND PARK SERVICES

Organizational Chart



RECREATION AND COMMUNITY SERVICES

Summary

Expenditures by Program	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
6231 Recreation Admin	670,273	721,138	825,712	758,221
6232 Neighborhood Services	119,004	148,035	159,850	163,894
6233 Closter Park	8,049	8,089	19,800	17,850
6234 El Dorado Park	37,052	48,242	57,760	59,360
6235 Central Park	17,701	33,633	28,522	31,252
6236 Facility Services	77	515	9,200	9,200
6237 Reimbursable Rec Activities	75,866	62,448	181,900	163,900
6238 Youth Sports	189,873	444,840	202,955	205,625
6239 Recreation Center	64,121	69,888	86,705	90,630
6240 Firehouse Rec Center	89,256	106,474	142,152	103,582
6241 Hebbroon Heights Rec Center	93,655	94,009	103,557	109,237
6242 Afterschool Programs	643,198	701,305	775,215	806,624
6243 Community Center	332,695	473,055	327,225	419,600
6244 Breadbox Rec Center	106,484	115,463	129,455	139,127
6246 Hebbroon Family Center	142,615	147,007	153,050	159,403
6247 Sherwood Rec Center	51,870	2,730	47,200	51,900
6248 Youth Services & Comm Engagement		538,708	627,450	633,047
6249 Aquatic Center		140,065	210,000	230,400
Total	2,641,789	3,855,643	4,087,708	4,152,852

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	1,954,192	2,545,126	2,815,205	2,812,676
62 - Supplies & Materials	142,724	202,910	268,492	231,400
63 - Outside Services	436,146	784,588	893,219	1,036,776
64 - Other Charges	33,746	50,611	96,942	65,700
66 - Capital Outlays	74,982	22,408	13,850	6,300
69 - Financial Assistance		250,000		
Total	2,641,789	3,855,643	4,087,708	4,152,852

RECREATION AND COMMUNITY SERVICES

Summary

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	858,857	952,292	1,404,746	1,502,833
1100 Measure E	995,357	1,432,923	1,445,240	1,454,588
1200 Measure G	787,575	1,444,731	1,148,900	1,172,031
2505 Recreation Parks		22,182	23,400	23,400
2508 Contributions & Donations			26,422	
2509 KDF Los Padres Dev Social Svcs		3,515	39,000	
Total	2,641,789	3,855,643	4,087,708	4,152,852

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
6231 Recreation Admin	5.000	5.000	5.000	5.000
6232 Neighborhood Services	1.000	1.000	1.000	1.000
6238 Youth Sports	1.000	1.000	1.000	1.000
6242 Afterschool Programs	5.670	5.670	5.670	5.670
6244 Breadbox Rec Center	0.330	0.330	0.330	0.330
6246 Hebbbron Family Center	1.000	1.000	1.000	1.000
6248 Youth Services & Comm Engagement		5.000	5.000	5.000
Total	14.000	19.000	19.000	19.000

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, Closter Park, 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 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Number of Attendees at Recreation Centers	325,524	286,640	280,000	249,777	240,000
Number of Special Event Permits Issued	85	74	110	37	70
Number of Annual Hours Spent in Support of CASP	200	220	260	NA	NA
Number of Recreation Newsletter signups			700	1,336	1,600

Major Budget Changes

None

RECREATION AND COMMUNITY SERVICES

6231 Recreation Admin Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	618,460	647,621	729,770	694,721
62 - Supplies & Materials	6,168	6,107	10,000	7,500
63 - Outside Services	12,287	34,169	28,200	28,200
64 - Other Charges	28,983	24,268	57,542	27,800
66 - Capital Outlays	4,375	8,972	200	
Total	670,273	721,138	825,712	758,221

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	207,544	214,403	243,280	215,815
1100 Measure E	263,662	272,958	302,040	289,554
1200 Measure G	199,067	233,777	253,970	252,852
2508 Contributions & Donations			26,422	
Total	670,273	721,138	825,712	758,221

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
6231 Recreation Admin	5.000	5.000	5.000	5.000
Total	5.000	5.000	5.000	5.000

PARKS AND COMMUNITY SERVICES

Neighborhood Services

6232

Purpose

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

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Council District Cleanups	9	8	7	4	8
Community Meetings Supported	21	40	40	20	25
City-wide Volunteer Hours Performed	22,288	29,493	33,000	30,000	31,000

Major Budget Changes

None

RECREATION AND COMMUNITY SERVICES

6232 Neighborhood Services Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	100,411	132,274	140,850	144,894
62 - Supplies & Materials	11,729	9,818	7,700	10,900
63 - Outside Services	6,030	4,939	8,800	6,100
64 - Other Charges	833	581	2,500	2,000
66 - Capital Outlays		424		
Total	119,004	148,035	159,850	163,894

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	4,568			
1100 Measure E	23,917	24,393	23,900	21,900
1200 Measure G	90,519	123,642	135,950	141,994
Total	119,004	148,035	159,850	163,894

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
6232 Neighborhood Services	1.000	1.000	1.000	1.000
Total	1.000	1.000	1.000	1.000

PARKS AND COMMUNITY SERVICES

Closter Park

6233

Purpose

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

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
*Unavailable. Facility leased to Salinas Boxing Club. In FY14-15 the Summer Recreation Program was restored.	2,625	2,018	3,000	3,318	3,500

Major Budget Changes

None

RECREATION AND COMMUNITY SERVICES

6233 Closter Park Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	3,794	3,979	10,500	10,500
62 - Supplies & Materials	1,689	1,584	2,500	2,500
63 - Outside Services	2,566	2,526	6,800	4,850
Total	8,049	8,089	19,800	17,850

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	1,897	1,907	3,700	2,500
1100 Measure E	669	619	3,800	3,050
1200 Measure G	5,483	5,563	12,300	12,300
Total	8,049	8,089	19,800	17,850

PARKS AND COMMUNITY SERVICES

El Dorado Park

6234

Purpose

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

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Number of Program Attendees	119,233	84,220	80,000	91,855	90,000

Major Budget Changes

None

RECREATION AND COMMUNITY SERVICES

6234 El Dorado Park Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	27,098	37,237	38,000	38,000
62 - Supplies & Materials	4,416	6,942	8,100	7,800
63 - Outside Services	5,538	4,064	11,660	13,560
Total	37,052	48,242	57,760	59,360

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	4,105	3,716	10,460	12,060
1100 Measure E	32,827	44,526	47,100	47,100
1200 Measure G	120		200	200
Total	37,052	48,242	57,760	59,360

PARKS AND COMMUNITY SERVICES

Central Park

6235

Purpose

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

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Program Attendees	31,052	36,120	22,000	17,830	20,000

Major Budget Changes

None

RECREATION AND COMMUNITY SERVICES

6235 Central Park Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	11,354	14,614	14,500	14,500
62 - Supplies & Materials	2,299	4,139	4,500	4,700
63 - Outside Services	4,047	14,880	9,522	12,052
Total	17,701	33,633	28,522	31,252

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	609	1,183	6,622	8,152
1100 Measure E	17,066	32,254	21,700	22,900
1200 Measure G	26	196	200	200
Total	17,701	33,633	28,522	31,252

PARKS AND COMMUNITY SERVICES

Facility Services

6236

Purpose

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

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Revenue Collected	\$ 3,293.00	\$ 2,756.00	\$ -	\$ -	\$ -
Bounce House Permits Issued	22	16	30	0	5

Major Budget Changes

None

RECREATION AND COMMUNITY SERVICES

6236 Facility Services Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	77	515	7,500	7,500
62 - Supplies & Materials			500	500
64 - Other Charges			1,200	1,200
Total	77	515	9,200	9,200

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	77	515	9,200	9,200
Total	77	515	9,200	9,200

PARKS AND COMMUNITY SERVICES

Reimbursable Recreation Activities

6237

Purpose

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

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Revenue Collected	\$ 61,505.00	\$ 58,344.25	\$ 50,000.00	\$ 42,947.00	\$ 40,000.00

Major Budget Changes

None

RECREATION AND COMMUNITY SERVICES

6237 Reimbursable Rec Activities Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	40,948	36,477	35,600	35,600
62 - Supplies & Materials	1,091	2,079	17,900	17,900
63 - Outside Services	22,569	23,892	127,600	109,600
64 - Other Charges			800	800
66 - Capital Outlays	11,258			
Total	75,866	62,448	181,900	163,900

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	75,866	62,448	181,900	163,900
Total	75,866	62,448	181,900	163,900

PARKS AND COMMUNITY SERVICES

Youth Sports

6238

Purpose

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

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Number of Registered Participants	3,476	3,354	3,800	2,500	3,500
Volunteer Coaches Hours Performed	12,614	12,026	12,500	10,700	11,000
Revenue Collected	\$ 114,152.00	\$ 119,217.00	\$ 130,000.00	\$ 85,947.25	\$ 80,000.00

Major Budget Changes

None

RECREATION AND COMMUNITY SERVICES

6238 Youth Sports Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	150,381	155,059	159,955	163,025
62 - Supplies & Materials	33,123	31,536	26,660	33,500
63 - Outside Services	5,380	6,148	14,240	7,700
64 - Other Charges	990	2,096	2,100	1,400
69 - Financial Assistance		250,000		
Total	189,873	444,840	202,955	205,625

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	184,626	189,718	196,755	199,425
1200 Measure G	5,247	255,121	6,200	6,200
Total	189,873	444,840	202,955	205,625

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 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

Provide adult sports programs to the community that will offset costs for officials, equipment and supplies through fees paid by the participants.

Division Operations

1. Expand adult sports programs where costs allow and where staff workload allows, with "cost recovery" incorporated in the development.
2. Further expand our usage agreement with the High School District.
3. Continue to practice excellent customer service.

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Number of Registrations Taken	3,476	3,740	4,000	2,934	3,500
Number of Program Attendees	61,478	57,717	64,000	46,808	55,000

Major Budget Changes

None

RECREATION AND COMMUNITY SERVICES

6239 Recreation Center Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	27,125	27,841	26,450	26,450
62 - Supplies & Materials	8,478	13,192	15,900	15,900
63 - Outside Services	24,806	23,891	39,555	43,480
64 - Other Charges	375	662	1,500	1,500
66 - Capital Outlays	3,337	4,302	3,300	3,300
Total	64,121	69,888	86,705	90,630

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	18,915	18,013	33,355	36,280
1100 Measure E	34,963	37,103	37,550	37,550
1200 Measure G	10,243	14,772	15,800	16,800
Total	64,121	69,888	86,705	90,630

PARKS AND COMMUNITY SERVICES

Firehouse Recreation Center

6240

Purpose

Provide a variety of recreational activities for youth and seniors.

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Number of Program Attendees	20,423	24,799	26,000	29,788	27,000
Senior Volunteer Hours Performed	4,803	4,869	5,100	1,978	3,000
Number of Senior Meals Served	3,570	4,808	5,200	3,769	4,500

Major Budget Changes

None

RECREATION AND COMMUNITY SERVICES

6240 Firehouse Rec Center Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	35,742	45,355	52,850	33,350
62 - Supplies & Materials	19,848	21,141	29,800	25,300
63 - Outside Services	32,456	39,322	54,002	44,432
64 - Other Charges	457	656	5,500	500
66 - Capital Outlays	753			
Total	89,256	106,474	142,152	103,582

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	28,245	29,625	36,202	40,632
1100 Measure E	13,218	11,403	12,075	12,075
1200 Measure G	47,794	61,931	54,875	50,875
2509 KDF Los Padres Dev Social Svcs		3,515	39,000	
Total	89,256	106,474	142,152	103,582

PARKS AND COMMUNITY SERVICES

Hebbron Heights Recreation Center

6241

Purpose

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

Division Operations

1. Work with school districts and other organizations on co-sponsored recreation sports programs and coordinate facility usage services.
2. Continue to develop programs for year-round school recreation and sports activities for youth.
3. Continue to practice excellent customer service.
4. Keep the facility in good condition and monitor user groups.
5. Provide Saturday Night Teen activities.

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Number of Program Attendees	53,127	46,461	48,000	29,479	40,000
Number of Programs	1,226	1,207	1,400	900	1,100
Teen Volunteer Hours Performed	473	570	500	350	400

Major Budget Changes

None

RECREATION AND COMMUNITY SERVICES

6241 Hebbroon Heights Rec Center Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	62,471	58,789	59,175	59,175
62 - Supplies & Materials	12,731	11,928	12,250	12,500
63 - Outside Services	18,453	23,292	32,132	37,562
Total	93,655	94,009	103,557	109,237

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	13,965	17,572	25,082	31,762
1100 Measure E	51,702	49,977	51,155	51,155
1200 Measure G	27,987	26,460	27,320	26,320
Total	93,655	94,009	103,557	109,237

PARKS AND COMMUNITY SERVICES

Afterschool Programs

6242

Purpose

Provide a variety of recreational activities for youth and seniors.

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Number of Free Lunches Served (Summer)	8,741	8,355	9,000	9,200	10,000
Number of Youth Field Trip Participants	957	756	1,000	328	400
Number of Summer Camp Participants	560	498	500	166	250

Major Budget Changes

None

RECREATION AND COMMUNITY SERVICES

6242 Afterschool Programs Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	600,905	622,492	699,915	723,624
62 - Supplies & Materials	8,685	32,515	23,600	25,000
63 - Outside Services	28,112	32,124	33,600	41,000
64 - Other Charges	2,108	11,509	8,700	14,000
66 - Capital Outlays	3,389	2,665	9,400	3,000
Total	643,198	701,305	775,215	806,624

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund		27,699	49,380	50,000
1100 Measure E	458,882	458,829	498,375	517,506
1200 Measure G	184,316	214,776	227,460	239,118
Total	643,198	701,305	775,215	806,624

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
6242 Afterschool Programs	5.670	5.670	5.670	5.670
Total	5.670	5.670	5.670	5.670

PARKS AND COMMUNITY SERVICES

Community Center

6243

Purpose

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

Division Operations

1. Monitor the lease arrangements for the Meeting Room side of the Salinas Community Center Complex.
2. Operate Sherwood Hall- provide rental opportunities to community groups, City functions and outside promoters for commercial, provide and community programs and events.
3. Continue to practice excellent customer service.

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Facility was leased thru July 2013 and the facility was underrenovation from Dcember 2013- February 2014. The meeting room side of the facility is leased to Millennium Charter School. The Millennium Charter School has use of Sherwood Hall Monday-Friday from 7:30-11:00 AM and exclusive use of the facility for 6 weeks each year. In addition, the school uses the facility on Monday afternoons for enrichment activities. Parent meetings are held in the Hall 2 to 3 times a year. The school also is able to use the facility on rainy days for physical education.					
Number of uses	61	51	75	33	50
Number of Facility Attendees	30,000	34,501	40,000	21,708	36,000

Major Budget Changes

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

RECREATION AND COMMUNITY SERVICES

6243 Community Center Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	62,843	60,480	60,000	60,000
62 - Supplies & Materials	15,868	8,472	13,400	1,400
63 - Outside Services	253,984	404,103	253,825	358,200
Total	332,695	473,055	327,225	419,600

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	300,818	321,834	194,825	297,200
1100 Measure E	23,438	57,224	55,000	55,000
1200 Measure G	8,439	93,996	77,400	67,400
Total	332,695	473,055	327,225	419,600

BLOCK GRANT

Breadbox Recreation Center Division

6244

Purpose

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

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Number of Program Attendees	37,083	35,305	38,000	30,699	35,000

Major Budget Changes

None

RECREATION AND COMMUNITY SERVICES

6244 Breadbox Rec Center Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	77,418	83,643	83,790	85,437
62 - Supplies & Materials	9,148	11,117	15,325	10,700
63 - Outside Services	19,917	18,650	30,340	42,990
66 - Capital Outlays		2,053		
Total	106,484	115,463	129,455	139,127

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	17,621	18,481	30,065	35,540
1100 Measure E	67,625	74,884	75,345	76,192
1200 Measure G	21,237	22,098	24,045	27,395
Total	106,484	115,463	129,455	139,127

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
6244 Breadbox Rec Center	0.330	0.330	0.330	0.330
Total	0.330	0.330	0.330	0.330

BLOCK GRANT Hebbron Family Center Division

6246

Purpose

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

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Number of program attendees	53,127	46,461	48,000	29,479	40,000
Number of programs	7,605	1,207	1,400	900	1,100
Teen Volunteer Hours Performed	473	570	500	350	400

Major Budget Changes

None

RECREATION AND COMMUNITY SERVICES

6246 Hebbroon Family Center Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	135,165	139,901	145,050	151,403
62 - Supplies & Materials	7,450	6,521	8,000	8,000
66 - Capital Outlays		585		
Total	142,615	147,007	153,050	159,403

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1100 Measure E	7,389	7,106	8,000	8,000
1200 Measure G	135,227	139,901	145,050	151,403
Total	142,615	147,007	153,050	159,403

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
6246 Hebbroon Family Center	1.000	1.000	1.000	1.000
Total	1.000	1.000	1.000	1.000

Purpose

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

Division Operations

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

Major Budget Changes

None

RECREATION AND COMMUNITY SERVICES

6247 Sherwood Rec Center Division

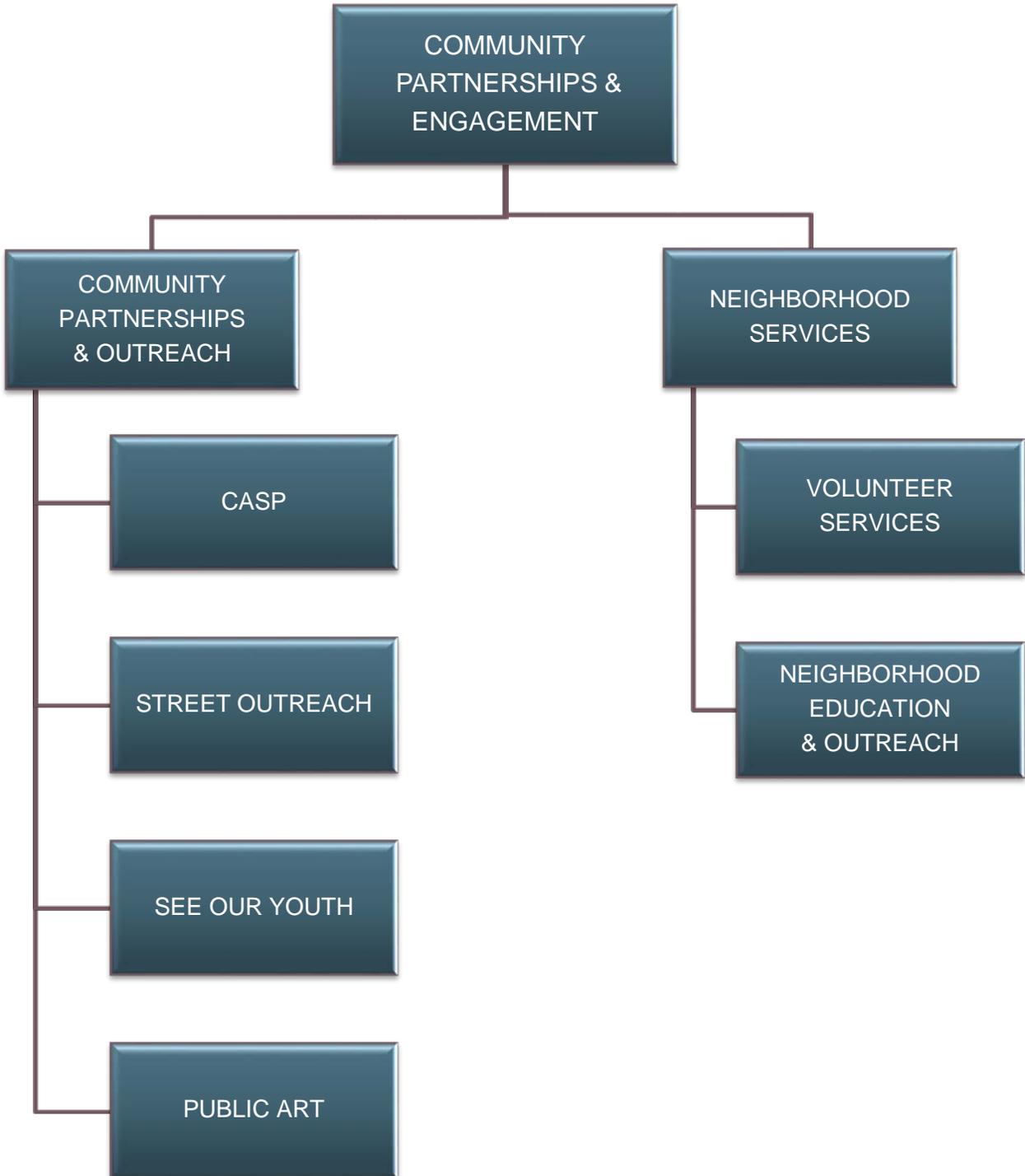
Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits			18,250	18,250
62 - Supplies & Materials			15,800	11,500
63 - Outside Services			13,150	22,150
66 - Capital Outlays	51,870	2,730		
Total	51,870	2,730	47,200	51,900

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1200 Measure G	51,870	2,730	47,200	51,900
Total	51,870	2,730	47,200	51,900



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COMMUNITY PARTNERSHIPS AND ENGAGEMENT Organizational Chart



Purpose

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

Division Operations

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

PARKS AND COMMUNITY SERVICES

Youth Services & Comm Engagement (Continued) 6248

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 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	4	4	3	3	3
PSN Steering Committee: Prepare, lead and manage quarterly Steering committee meetings for Federal PSN grant.	N/A	N/A	N/A	N/A	N/A
Salinas Night Walks: Prepare, manage and lead bi-monthly meetings. Maintain all volunteer registration forms and waivers. Coordinate all volunteer events and site visit from Faith consultants.	2	N/A	N/A	N/A	N/A
La Buena Radio: Prepare, manage and participate in weekly radio show with various CASP members	N/A	N/A	N/A	N/A	N/A
Junto Podemos: Prepare and participate in meetings as coordinated.	N/A	N/A	N/A	N/A	N/A
PARTS committee: Prepare and participate in monthly meetings.	10	10	10	6	10
Padres Creando Soluciones: Prepare and participate in meetings as scheduled	N/A	N/A	N/A	N/A	N/A
National Forum on Youth Violence Prevention: Prepare and participate in monthly conference calls of all Forum Cities.	N/A	N/A	N/A	N/A	N/A
National Forum on Youth Violence Prevention: Prepare and participate in annual Summit with Forum Cities in Washington DC	N/A	N/A	N/A	N/A	N/A
National Forum on Youth Violence Prevention: Prepare and participate in annual working sessions with Forum Cities in Washington DC	N/A	N/A	N/A	N/A	N/A
Department of Justice: Prepare and participate in monthly conference calls with OJJDP Program Manager	N/A	N/A	N/A	N/A	N/A
CCVFN - California Cities Violence Prevention Network: Prepare and participate in monthly conference calls.	10	10	10	22	12
CASP General Assembly (Bi-Monthly): Prepare, attend and manage meetings and membership.	22	22	22	20	20
CASP Executive Committee (Monthly): Prepare and manage monthly meetings		N/A	N/A	N/A	N/A
CASP Board of Directors (Quarterly): Prepare and manage quarterly meetings	4	4	4	4	4
Strategice Work Plan Committee: Prepare for and participate in SWP meetings on a monthly basis.	10	20	18	18	14
Cross Functional Team (CFT): Prepare, attend and lead CFT on a bi-monthly basis. Maintain all confidential records and provide all updates of CFT.	10	10	10	8	10
Organizational Capacity Assessment Task Force (Bi-Monthly): Prepare and participate in review and implementation of Organizational Capacity Assessment	N/A	N/A	N/A	N/A	N/A
Prevention Committee (Monthly): Prepare and attend meeting including responsibility for minutes	N/A	N/A	N/A	N/A	N/A
Community Engagement Committee (Bi-Monthly): Prepare, co-manage and co-lead committee			N/A	N/A	N/A
Communications Committee (Monthly): Prepare for and attend meeting.	10	10	10	7	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	N/A	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	10	10	10	8	10
Early Childhood Development Initiative: Create a CASP Sub-Committee and coordinate the Salina s CAT team	10	12	10	20	12
Community Leadership Academy: Conduct 2 adult Leadership Academy's every year. One in English one in Spanish. Conduct 1 Youth Academy annually. I'd like to add a second spanish academy for 2015-2016	2	2	2	2	3
Youth Empowerment Strategy Program: Middle School Leadership Development	N/A	N/A	N/A	N/A	N/A
Community Leadership Academy Alumni Committee	6	6	4	6	6
Hire and put 2 street Outreach Specialist to work	2.00	1.00	2	1.00	1

Major Budget Changes

None

RECREATION AND COMMUNITY SERVICES

6248 Youth Services & Comm Engagement Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits		478,848	533,050	546,247
62 - Supplies & Materials		35,818	35,800	35,800
63 - Outside Services		12,525	40,550	34,500
64 - Other Charges		10,838	17,100	16,500
66 - Capital Outlays		677	950	
Total		538,708	627,450	633,047

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund		45,178	173,920	169,967
1100 Measure E		361,646	309,200	312,606
1200 Measure G		109,701	120,930	127,074
2505 Recreation Parks		22,182	23,400	23,400
Total		538,708	627,450	633,047

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
6248 Youth Services & Comm Engagement		5.000	5.000	5.000
Total		5.000	5.000	5.000



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Purpose

Offer year-around season at the Salinas Aquatic Center so that residents have the opportunity to learn and participate in all levels of swimming activity.

Division Operations

1. Monitor operation of Aquatic Center including compliance with lease terms.

Major Budget Changes

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

RECREATION AND COMMUNITY SERVICES

6249 Aquatic Center Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
62 - Supplies & Materials			20,757	
63 - Outside Services		140,065	189,243	230,400
Total		140,065	210,000	230,400

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund			210,000	230,400
1200 Measure G		140,065		
Total		140,065	210,000	230,400

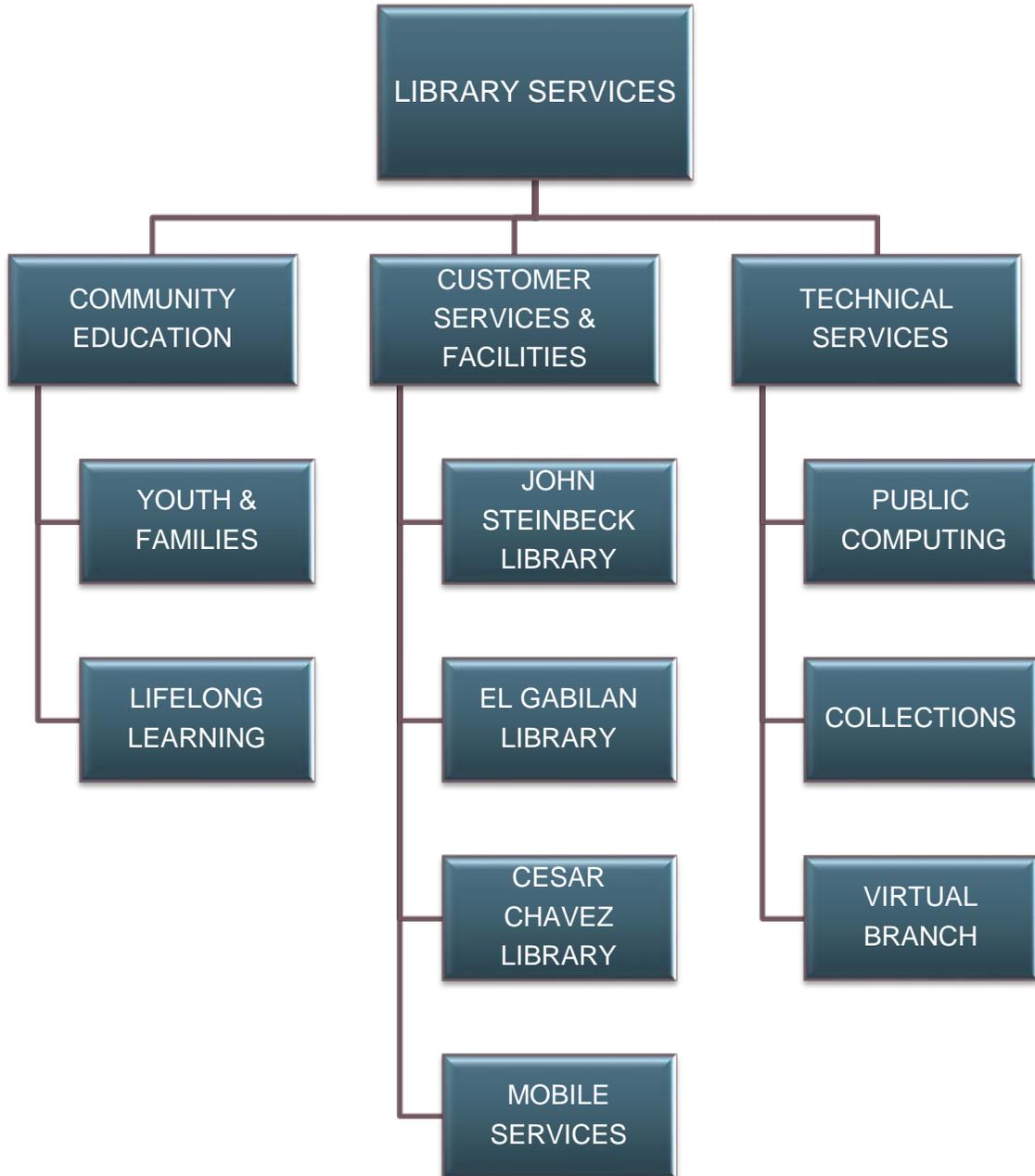
RECREATION AND COMMUNITY SERVICES

Work Force

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
6231 Recreation Admin				
Administrative Analyst I	1.000	1.000	1.000	1.000
Community Services Manager	1.000	1.000	1.000	1.000
Office Technician	1.000	1.000	1.000	1.000
Rec/Com Svcs Superintendent	1.000	1.000	1.000	
Recreation Coordinator	1.000	1.000	1.000	1.000
Rec-Parks Superintendent				1.000
6231 Recreation Admin Total	5.000	5.000	5.000	5.000
6232 Neighborhood Services				
Neighborhood Svcs Coord	1.000	1.000	1.000	1.000
6232 Neighborhood Services Total	1.000	1.000	1.000	1.000
6238 Youth Sports				
Sports Program Asst	1.000	1.000	1.000	1.000
6238 Youth Sports Total	1.000	1.000	1.000	1.000
6242 Afterschool Programs				
Recreation Asst	2.000	2.000	2.000	2.000
Recreation Coordinator	2.670	2.670	2.670	2.670
Senior Recreation Assistant	1.000	1.000	1.000	1.000
6242 Afterschool Programs Total	5.670	5.670	5.670	5.670
6244 Breadbox Rec Center				
Recreation Coordinator	0.330	0.330	0.330	0.330
6244 Breadbox Rec Center Total	0.330	0.330	0.330	0.330
6246 Hebronn Family Center				
Recreation Coordinator	1.000	1.000	1.000	1.000
6246 Hebronn Family Center Total	1.000	1.000	1.000	1.000
6248 Youth Services & Comm Engagement				
Administrative Analyst I			1.000	1.000
Community Safety Admin		1.000	1.000	1.000
Community Safety Assistant		1.000		
Community Safety Program Coord		1.000	1.000	1.000
Street Outreach Specialist		2.000	2.000	2.000
6248 Youth Services & Comm Engagement Total		5.000	5.000	5.000
Total	14.000	19.000	19.000	19.000

LIBRARY SERVICES

Organizational Chart





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LIBRARY SERVICES

Summary

Expenditures by Program	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
6005 Library Administration	652,865	643,315	823,975	738,960
6009 Technical Services	1,089,849	1,057,710	1,130,508	1,001,256
6011 Steinbeck Library	907,350	1,014,553	1,216,010	1,244,825
6012 Cesar Chavez Library	910,274	977,368	1,105,507	1,098,338
6013 El Gabilan Library	422,396	348,462	354,900	385,975
6015 Community Education	640,876	726,950	856,350	696,302
Total	4,623,611	4,768,358	5,487,250	5,165,656

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	3,744,516	3,893,931	4,471,440	4,264,241
62 - Supplies & Materials	295,246	312,338	303,100	282,400
63 - Outside Services	511,449	508,220	647,795	567,700
64 - Other Charges	26,457	24,611	38,415	26,315
66 - Capital Outlays	45,944	29,257	26,500	25,000
Total	4,623,611	4,768,358	5,487,250	5,165,656

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1100 Measure E	4,623,611	4,768,358	5,487,250	5,165,656
Total	4,623,611	4,768,358	5,487,250	5,165,656

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
6005 Library Administration	4.000	4.000	4.500	4.500
6009 Technical Services	6.000	6.000	6.000	6.000
6011 Steinbeck Library	11.000	11.500	12.500	12.500
6012 Cesar Chavez Library	10.500	10.000	10.000	10.000
6013 El Gabilan Library	4.500	4.500	3.500	3.500
6015 Community Education	5.000	5.000	5.000	5.000
Total	41.000	41.000	41.500	41.500

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 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Number of Volunteer Hours Performed	6,360	4,820	7,500	4,291	6,500
Grant funding awarded to LCS Divisions	302,806.00	673,382.00	\$ 700,000.00	\$ 662,783.00	\$ 700,000.00
LCS Customer Service Satisfaction Index	93%	93%	95%	95%	98%
Library Visitors per capita	2.43	3.05	3.00	2.48	3.00
Library Circulation per capita	1.84	1.92	2.00	1.27	2.00
Library Materials per capita	0.998	0.936	1.00	1.04	1.04
Registered borrower as a % of service population	36%	30%	50%	27%	40%

Major Budget Changes

None

LIBRARY

6005 Library Administration Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	624,773	581,869	713,860	699,145
62 - Supplies & Materials	104	13	500	200
63 - Outside Services	2,476	39,374	78,200	18,300
64 - Other Charges	25,513	22,058	31,415	21,315
Total	652,865	643,315	823,975	738,960

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1100 Measure E	652,865	643,315	823,975	738,960
Total	652,865	643,315	823,975	738,960

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
6005 Library Administration	4.000	4.000	4.500	4.500
Total	4.000	4.000	4.500	4.500

Purpose

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

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Website Hits	93,094	136,720	90,000	120,000	150,000
Public Computer Sessions	95,478	86,272	90,000	57,167	80,000
Public Computer Sessions per capita	0.59	0.53	0.65	0.35	0.50
# of Public Computers per 1,000 residents	0.83	0.83	0.90	0.83	0.90
LCS Website satisfaction index	92%	92%	95%	95%	95%
Collection turnover rate	2.24	2.05	3.00	1.71	3.00
Collection growth rate	13%	9%	10%	20%	10%
Digital material circulation as a % of total circulation	2%	6%	5%	6%	8%

Major Budget Changes

LIBRARY

6009 Technical Services Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	600,446	608,707	677,170	566,756
62 - Supplies & Materials	236,916	237,975	240,300	218,300
63 - Outside Services	211,360	180,571	181,538	186,200
64 - Other Charges	944	2,553	5,000	5,000
66 - Capital Outlays	40,182	27,903	26,500	25,000
Total	1,089,849	1,057,710	1,130,508	1,001,256
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1100 Measure E	1,089,849	1,057,710	1,130,508	1,001,256
Total	1,089,849	1,057,710	1,130,508	1,001,256
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
6009 Technical Services	6.000	6.000	6.000	6.000
Total	6.000	6.000	6.000	6.000

Purpose

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

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Circulation of materials	136,951	145,773	138,000	95,871	135,000
Number of Visitors	160,792	222,095	190,000	189,657	180,000
JSL Collection turnover	2.68	0.58	2.95	0.92	1.00
Customer service satisfaction index	93%	93%	95%	95%	95%
Program satisfaction index	91%	91%	93%	93%	93%
Program attendance (JSL)	5,295.00	7,828.00	6,500	4,451	6,500

Major Budget Changes

None

LIBRARY

6011 Steinbeck Library Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	753,674	826,718	1,027,370	1,053,045
62 - Supplies & Materials	18,430	25,672	23,200	23,100
63 - Outside Services	135,245	162,163	165,440	168,680
Total	907,350	1,014,553	1,216,010	1,244,825

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1100 Measure E	907,350	1,014,553	1,216,010	1,244,825
Total	907,350	1,014,553	1,216,010	1,244,825

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
6011 Steinbeck Library	11.000	11.500	12.500	12.500
Total	11.000	11.500	12.500	12.500

Purpose

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

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Circulation of materials	102,353	114,694	110,000	66,426	100,000
Number of Visitors (CCL)	174,182	208,962	180,000	152,431	160,000
CC Collection turnover	1.71	0.34	1.75	1.34	1.00
Customer service satisfaction index	93%	93%	95%	95%	95%
Program satisfaction index	92%	92%	92%	92%	92%
Program attendance (CCL)	18,317.00	22,925.00	20,000	10,445	20,000

Major Budget Changes

None

LIBRARY

6012 Cesar Chavez Library Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	834,852	908,450	1,028,090	1,007,238
62 - Supplies & Materials	7,375	7,802	4,200	7,700
63 - Outside Services	64,350	61,117	73,217	83,400
66 - Capital Outlays	3,698			
Total	910,274	977,368	1,105,507	1,098,338

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1100 Measure E	910,274	977,368	1,105,507	1,098,338
Total	910,274	977,368	1,105,507	1,098,338

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
6012 Cesar Chavez Library	10.500	10.000	10.000	10.000
Total	10.500	10.000	10.000	10.000

Purpose

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

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Circulation of Materials (EG)	50,615	27,941	32,000	20,157	50,000
Number of Visitors	60,696	47,947	40,000	51,265	80,000
El Gabilan collection turnover	1.98	0.82	1.00	1.63	1.25
Customer service satisfaction index	93%	93%	95%	95%	95%
Program satisfaction index	91%	91%	92%	92%	92%
Program attendance (EG)	2,378.00	1,881.00	2,000	983	3,000

Major Budget Changes

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

LIBRARY

6013 El Gabilan Library Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	341,326	311,889	315,900	319,255
62 - Supplies & Materials	2,441	2,002	1,900	2,100
63 - Outside Services	77,057	33,217	37,100	64,620
66 - Capital Outlays	1,572	1,354		
Total	422,396	348,462	354,900	385,975

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1100 Measure E	422,396	348,462	354,900	385,975
Total	422,396	348,462	354,900	385,975

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
6013 El Gabilan Library	4.500	4.500	3.500	3.500
Total	4.500	4.500	3.500	3.500

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 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
# of Adult Learners (unduplicated)	1506	475	1,800	450	400
Volunteer Tutor hours	5,329	1,713	5,800	1,260	1,200
Number of Homework Center Students (unduplicated)	26	153	150	131	130
Number of Homework Center visits	16,785	17,887	14,000	10,812	12,000
Total Library Program attendance	25,990	30,100	30,000	15,813	32,000
Program attendance per capita	0.16	0.18	0.20	0.10	0.20
Program satisfaction index	90%	90%	92%	92%	92%
% of Salinas youth with a library card	55%	9%	60%	32%	35%
% of Salinas youth participating in Summer Reading Program	3%	3%	5%	3%	5%
Early childhood program attendance (duplicated)	7,791	11,878	11,500	5,816	11,000

Major Budget Changes

None

LIBRARY

6015 Community Education Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	589,445	656,298	709,050	618,802
62 - Supplies & Materials	29,980	38,874	33,000	31,000
63 - Outside Services	20,960	31,778	112,300	46,500
64 - Other Charges			2,000	
66 - Capital Outlays	492			
Total	640,876	726,950	856,350	696,302

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1100 Measure E	640,876	726,950	856,350	696,302
Total	640,876	726,950	856,350	696,302

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
6015 Community Education	5.000	5.000	5.000	5.000
Total	5.000	5.000	5.000	5.000

LIBRARY SERVICES

Work Force

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
6005 Library Administration				
Administrative Secretary	1.000	1.000	1.000	1.000
Deputy Librarian	1.000	1.000	1.000	1.000
Lib/Community Svc Dir	1.000	1.000	1.000	1.000
Marketing & Development Coord	1.000	1.000	1.000	1.000
Literacy Specialist			0.500	0.500
6005 Library Administration Total	4.000	4.000	4.500	4.500
6009 Technical Services				
Lib Automation Svc Coord	1.000	1.000	1.000	1.000
Librarian I	1.000	1.000	1.000	1.000
Library Technician	2.000	2.000	2.000	2.000
Office Technician	1.000	1.000	1.000	1.000
Technical Services Manager	1.000	1.000	1.000	1.000
6009 Technical Services Total	6.000	6.000	6.000	6.000
6011 Steinbeck Library				
Librarian I	3.500	4.000	4.000	4.000
Librarian II	1.000	1.000	2.000	2.000
Library Aide	1.000	1.000	1.000	1.000
Library Clerk	3.500	3.500	3.500	3.500
Library Page	1.000	1.000	1.000	1.000
Sr Library Technician	1.000	1.000	1.000	1.000
6011 Steinbeck Library Total	11.000	11.500	12.500	12.500
6012 Cesar Chavez Library				
Librarian I	5.000	4.500	4.500	4.500
Librarian II	1.000	1.000	1.000	1.000
Library Clerk	2.500	2.500	2.500	2.500
Library Page	1.000	1.000	1.000	1.000
Library Technician	1.000	1.000	1.000	1.000
6012 Cesar Chavez Library Total	10.500	10.000	10.000	10.000

LIBRARY SERVICES

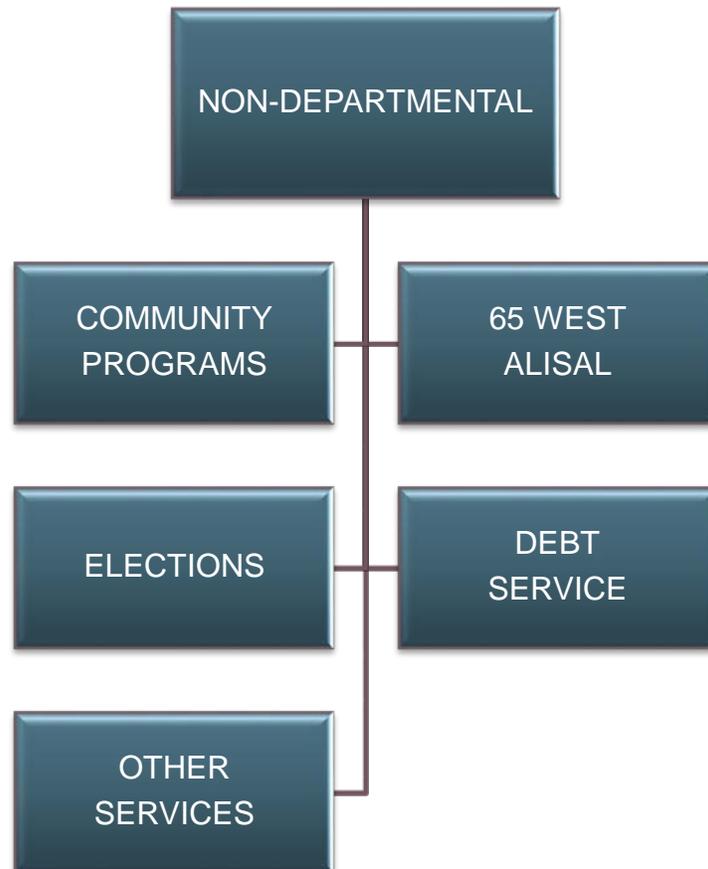
Work Force

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
6013 El Gabilan Library				
Librarian II	1.000	1.000		
Library Clerk	2.500	2.500	2.500	2.500
Library Technician	1.000	1.000	1.000	1.000
6013 El Gabilan Library Total	4.500	4.500	3.500	3.500
6015 Community Education				
Community Education Manager	1.000	1.000	1.000	1.000
Literacy Assistant	1.000	2.000	2.000	2.000
Literacy Clerk	1.000			
Senior Librarian	2.000	2.000	2.000	2.000
6015 Community Education Total	5.000	5.000	5.000	5.000
Total	41.000	41.000	41.500	41.500



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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 2019-20

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 2020-21

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	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
0000 Non-Departmental		33,488	22,937	
8001 Community Programs	280,388	495,751	210,000	171,920
8002 Elections		192,443		500,000
8003 65 West Alisal	51,629	78,885	54,000	117,500
8004 Debt Service	2,437,610	4,697,021	6,993,400	11,321,100
8005 Other Services	18,054,392	4,712,627	10,515,490	4,297,420
8010 Intermodal Transp Center	103,367	81,865	164,360	112,040
Total	20,927,386	10,292,081	17,960,186	16,519,980

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	12,056,497	851,089	5,046,000	(313,560)
62 - Supplies & Materials	8,555	10,648	15,200	12,700
63 - Outside Services	1,632,974	1,705,593	2,171,670	2,379,840
64 - Other Charges	4,687,712	2,986,948	4,146,672	3,485,200
65 - Debt Service	2,437,610	4,697,021	6,308,700	10,697,900
66 - Capital Outlays	66,527	5,272	236,945	247,200
69 - Financial Assistance	37,510	35,510	35,000	10,700
Total	20,927,386	10,292,081	17,960,186	16,519,980

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	18,149,532	5,403,491	10,618,350	4,873,380
1100 Measure E	191,300			
1200 Measure G	2,548			
2506 PEG Cable Franchise	146,396	158,081	325,500	325,500
2507 Municipal Art Fund		33,488	22,937	
4104 2014 COP Consolidation	230,123	232,455	226,700	228,700
4106 2018 Lease-PS Building-Police		3,163	1,569,800	5,160,600
4107 Measure X Bonds		2,220,343	2,335,000	2,337,700
4108 Energy Improvement	1,509,555	1,540,178	1,571,600	1,604,800
4109 2015 Refunding COP 2005 A & B	697,932	699,082	700,300	700,700
4110 2018 Lease-EI Gabilan Library		1,800	590,000	1,288,600
Total	20,927,386	10,292,081	17,960,186	16,519,980

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	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	232,603	314,474		220
64 - Other Charges	47,785	181,277	210,000	171,700
Total	280,388	495,751	210,000	171,920
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	280,388	495,751	210,000	171,920
Total	280,388	495,751	210,000	171,920

Purpose

Conduct all municipal elections.

Division Operations

1. Conduct municipal elections.

Major Budget Changes

None

**NON-DEPARTMENTAL
8002 Elections Division**

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
63 - Outside Services		192,443		500,000
Total		192,443		500,000
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund		192,443		500,000
Total		192,443		500,000

Purpose

Maintain City owned facility through preventative maintenance and repairs to ensure a clean, safe and well-operated facility for tenants.

Division Operations

1. Maintain facility in top operating condition.

Major Budget Changes

None

NON-DEPARTMENTAL
8003 65 West Alisal Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
62 - Supplies & Materials	8,339	4,926	10,300	10,000
63 - Outside Services	43,291	73,959	43,700	107,500
Total	51,629	78,885	54,000	117,500
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	51,629	78,885	54,000	117,500
Total	51,629	78,885	54,000	117,500

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	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
63 - Outside Services			638,000	576,500
65 - Debt Service	2,437,610	4,697,021	6,308,700	10,697,900
66 - Capital Outlays			46,700	46,700
Total	2,437,610	4,697,021	6,993,400	11,321,100

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
4104 2014 COP Consolidation	230,123	232,455	226,700	228,700
4107 Measure X Bonds		2,220,343	2,335,000	2,337,700
4108 Energy Improvement	1,509,555	1,540,178	1,571,600	1,604,800
4109 2015 Refunding COP 2005 A & B	697,932	699,082	700,300	700,700
4106 2018 Lease-PS Building-Police		3,163	1,569,800	5,160,600
4110 2018 Lease-El Gabilan Library		1,800	590,000	1,288,600
Total	2,437,610	4,697,021	6,993,400	11,321,100

**NON-DEPARTMENTAL
Other Services Division**

8005

Purpose

Provide funds for expenses which cannot be properly charged to specific departments or programs.

Division Operations

1. Provide adequate funding for all non-departmental expenses.

Major Budget Changes

None

NON-DEPARTMENTAL 8005 Other Services Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	11,823,894	536,615	5,046,000	(313,780)
62 - Supplies & Materials	62	5,529		
63 - Outside Services	1,502,659	1,324,031	1,324,073	1,103,500
64 - Other Charges	4,623,739	2,805,670	3,920,172	3,296,500
66 - Capital Outlays	66,527	5,272	190,245	200,500
69 - Financial Assistance	37,510	35,510	35,000	10,700
Total	18,054,392	4,712,627	10,515,490	4,297,420
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	17,714,148	4,554,547	10,189,990	3,971,920
1100 Measure E	191,300			
1200 Measure G	2,548			
2506 PEG Cable Franchise	146,396	158,081	325,500	325,500
Total	18,054,392	4,712,627	10,515,490	4,297,420

NON-DEPARTMENTAL Intermodal Transportation Center

8010

Purpose

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

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

Division Operations

1. Provide centralized site for Intermodal Transportation in the City

Major Budget Changes

None

NON-DEPARTMENTAL

8010 Intermodal Transp Center Division

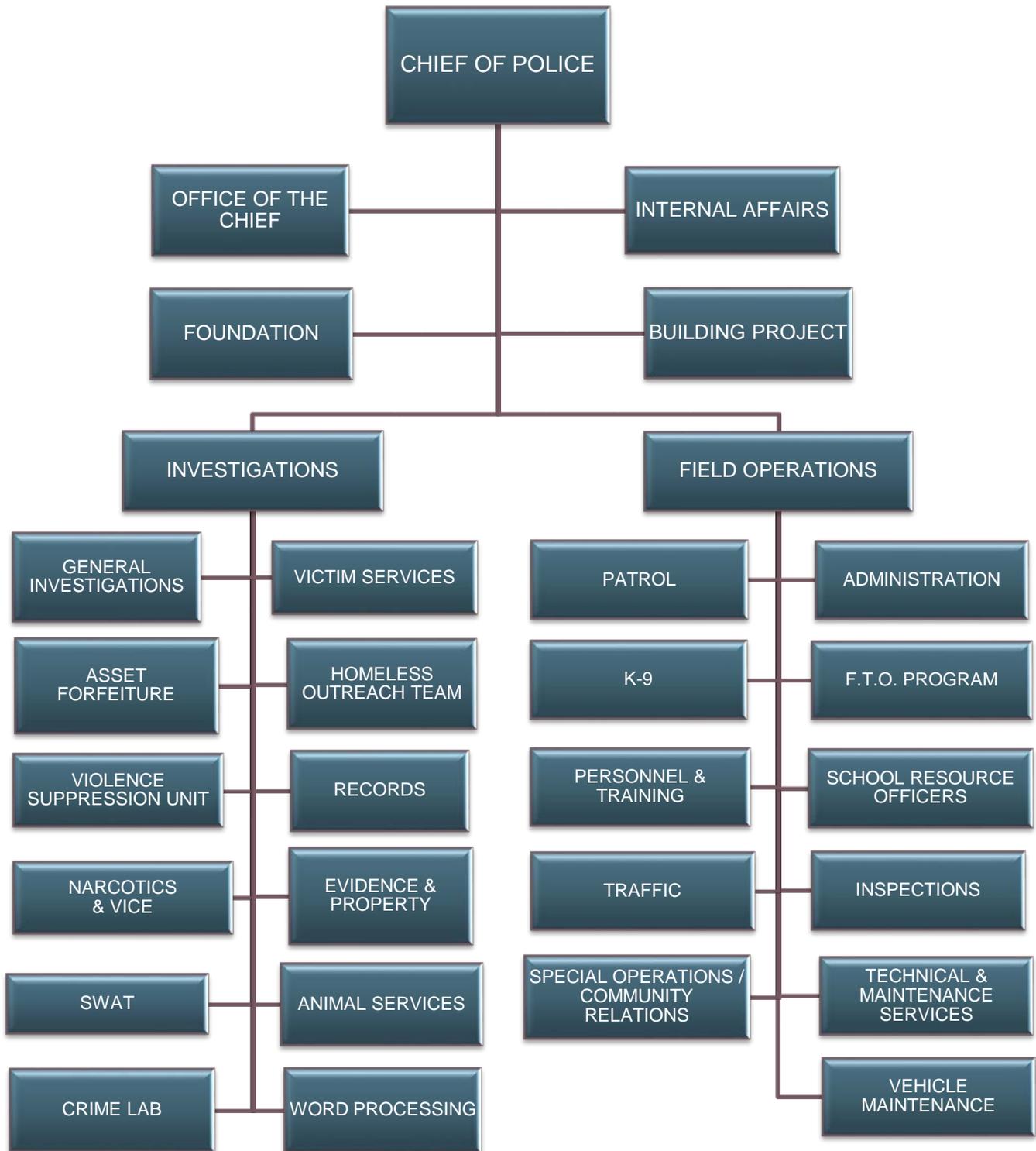
Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
62 - Supplies & Materials	155	193	4,900	2,700
63 - Outside Services	87,024	81,672	142,960	92,340
64 - Other Charges	16,188		16,500	17,000
Total	103,367	81,865	164,360	112,040

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	103,367	81,865	164,360	112,040
Total	103,367	81,865	164,360	112,040

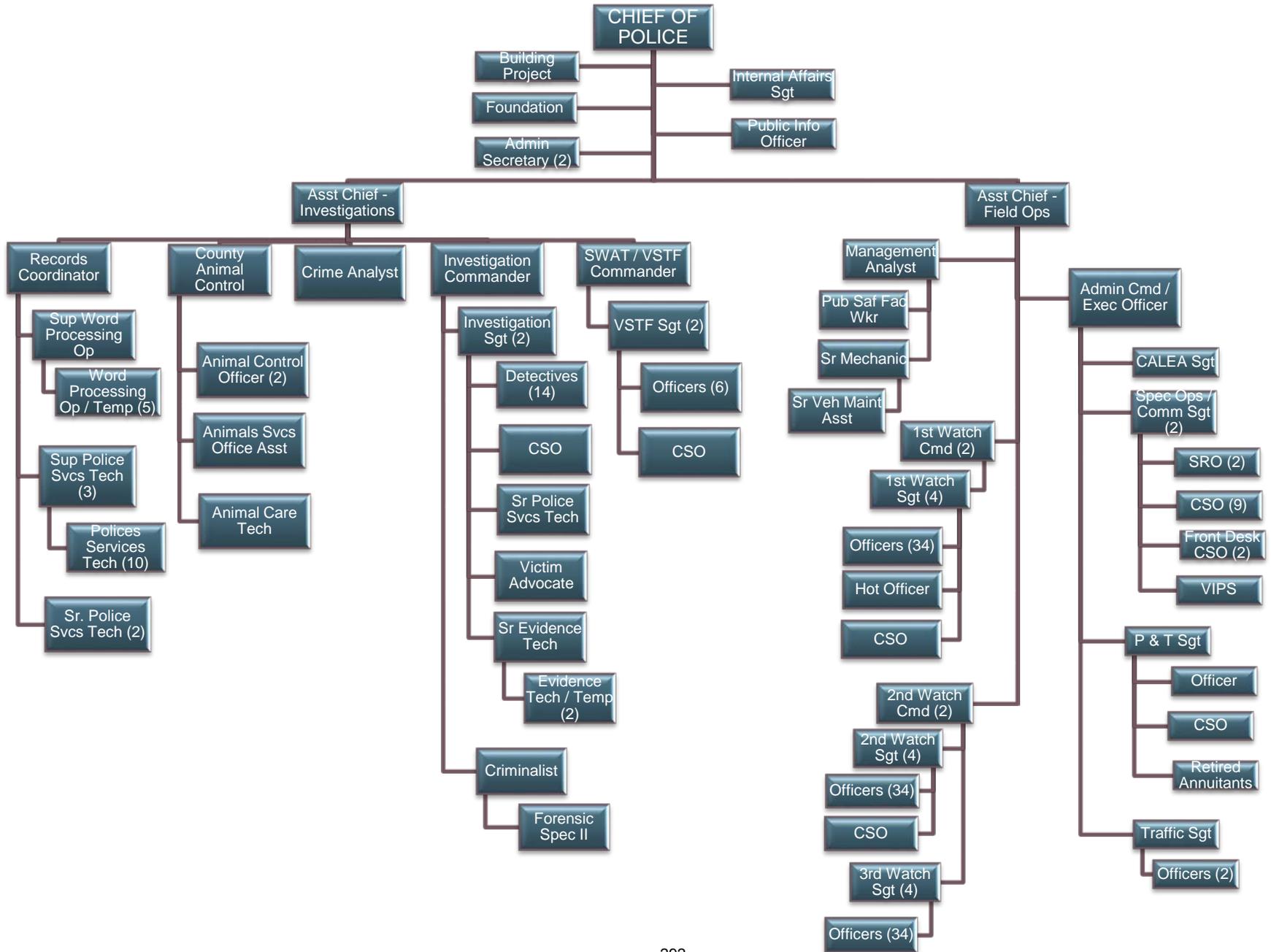


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POLICE DEPARTMENT Organizational Chart



POLICE DEPARTMENT Organizational Chart



POLICE DEPARTMENT

Summary

Purpose

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

Top Accomplishments for FY 2019-20

Economic Diversity and Prosperity

1. Used creative staffing allocations and continued to focus on increasing staff to reduce overtime costs. This included the implementation of an expedited recruitment process, including the regular screening of applicants and weekend interviews.
2. Enhanced police presence to create a safe, business friendly environment to promote economic growth in the City of Salinas.
3. Created an Enduro Downtown Outreach Team to augment the efforts of the Homeless Outreach Team and provide safety and community policing efforts to the downtown corridor.

Safe, Livable Community

1. Focus on re-establishing and maintaining special units (i.e., SRO, Place Based Police Officers, Gang Enforcement Officers, etc.) Established effective communications strategy with the homeless in Chinatown.
2. Supported City yard personnel in ongoing cleanups of homeless encampments
3. Collaborated with Federal Law Enforcement partners targeting violent criminals and fugitives in Salinas and surrounding areas.
4. Implemented Red Light Camera Program at four locations to increase safety at designated traffic intersections.

Effective, Sustainable Government

1. Continued to evaluate and implementation of the Department of Justice's Collaborative Reform Initiative recommendations as appropriate.
2. Continued to implement the community policing concept to increase communication with the community.
3. Completed the Police Service of Salinas building at 312 E. Alisal Street which emphasized a community-based design and incorporated positive, community-based features such as community meeting space.
4. Implemented the Salinas Police Service's Collision Reporting Center to streamline accident reporting and reduce Officer time spent taking non-injury accident reports.

Quality of Life

1. Hired additional CSO's to address quality of life issues such as abandoned vehicles and community engagement.
2. Worked collaboratively with Code Enforcement and the City Attorney's Office to address quality of life issues.
3. Increase community engagement throughout all levels of the department.
4. Awarded a multi-year grant to employ a Victim Advocate position with our Investigations Unit to provide services to victims and their families.

POLICE DEPARTMENT

Summary (Continued)

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

Economic Diversity and Prosperity

1. Continue to recruit, hire and maintain 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. Maintain the Red Light Camera Program at designated locations to address traffic safety issues and focus on reduction of pedestrian fatalities.

Effective, Sustainable Government

1. Evaluate and implement Department of Justice's Collaborative Reform Initiative recommendations as appropriate.
2. Effective utilization of resources and staffing to efficiently provide services to the community.

Quality of Life

1. Maintain CSO staffing to address quality of life issues such as abandoned vehicles and community engagement.
2. Work collaboratively with Code Enforcement and the City Attorney's Office to address quality of life issues.
3. Increase community engagement throughout all levels of the department.
4. Fully implement the Victim Advocate grant to provide services to victims and their families.

Major Budget Changes

Multiple positions remain vacant for FY 2020-21. The Department continues to focus on effective utilization of resources and staffing to ensure services to the community are maintained.

POLICE DEPARTMENT

Summary

Expenditures by Program	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
4110 Police Administration	1,255,261	1,212,194	1,160,167	1,216,746
4111 Community Relations	161,554	3,148		
4112 Personnel & Training	1,081,084	1,068,798	1,228,000	1,233,613
4116 Special Operations	691,639	792,962	767,150	809,840
4130 Support Services	5,348,358	4,878,245	6,506,793	6,478,765
4131 Technical Services	477,220	514,982	461,890	253,569
4132 Word Processing	691,085	712,726	675,220	509,245
4133 Evidence & Property	248,140	262,188	255,630	250,220
4134 Records	1,327,590	1,246,482	1,364,130	1,337,312
4137 Maintenance Services	195,841	131,267	193,240	136,369
4170 Animal Control Services	837,252	814,256	1,020,070	997,326
4171 Animal Control Svc -Agencies	87,976	114,451	116,780	
4220 Field Operations	30,611,220	32,733,624	32,719,832	32,323,813
4221 Traffic	360,722	471,254	458,490	348,500
4250 Retired Annuitants	13,177	16,685	19,000	19,000
4340 Investigations	4,967,018	5,597,519	5,553,590	5,933,036
4341 Narcotics	98,818	77,264	55,510	51,500
4342 School Resource Officers	191,106	234,252	451,942	392,475
4343 Violence Suppression	1,654,251	1,642,818	1,444,540	1,480,654
4380 Asset Seizure	18,640	38,359	45,000	45,000
Total	50,317,953	52,563,475	54,496,974	53,816,983
Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	44,162,144	46,224,191	45,946,767	46,183,590
62 - Supplies & Materials	869,659	1,025,269	1,816,429	1,442,466
63 - Outside Services	4,677,590	4,537,609	5,893,036	5,762,700
64 - Other Charges	532,144	648,344	662,778	333,960
66 - Capital Outlays	76,417	128,063	177,963	94,267
Total	50,317,953	52,563,475	54,496,974	53,816,983

POLICE DEPARTMENT

Summary

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	38,458,168	39,240,582	40,234,447	39,044,934
1100 Measure E	3,680,898	3,716,168	4,054,520	4,228,164
1200 Measure G	6,807,099	8,262,867	8,708,390	9,421,585
2201 Sales Tax-SB172	300,000	400,000	400,000	680,000
2202 Supplemental Law Enf - AB3229	605,451	382,866	280,000	
2502 Asset Seizure	18,640	38,359	45,000	45,000
2504 Vehicle Abatement	184,039	198,059	205,900	231,304
3163 2014 COPS Hiring SRO	163,938	234,252	451,942	53,800
3302 Cal ID / RAN Grant	99,720	90,321	116,775	112,196
Total	50,317,953	52,563,475	54,496,974	53,816,983
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
4110 Police Administration	5.000	5.000	5.000	5.000
4111 Community Relations	1.000			
4112 Personnel & Training	3.000	3.000	3.000	3.000
4116 Special Operations	5.500	4.500	5.500	5.500
4130 Support Services	7.000	7.000	7.000	8.000
4131 Technical Services	3.000	3.000	3.000	2.000
4132 Word Processing	6.000	6.000	6.000	6.000
4133 Evidence & Property	2.000	2.000	2.000	2.000
4134 Records	14.000	14.000	14.000	14.000
4137 Maintenance Services	2.000	2.000	2.000	2.000
4170 Animal Control Services	7.000	7.000	7.000	4.000
4171 Animal Control Svc -Agencies	1.000	1.000	1.000	
4220 Field Operations	140.000	148.000	146.000	145.000
4221 Traffic	1.000	1.000	1.000	1.000
4340 Investigations	21.000	21.000	22.000	23.000
4342 School Resource Officers	9.000	3.000	3.000	3.000
4343 Violence Suppression	4.000	4.000	4.000	4.000
Total	231.500	231.500	231.500	227.500



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Purpose

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

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Travel Authorizations (For Chief Only)	5	5	5	5	5
Internal Investigations Completed	15		8		

Major Budget Changes

None

POLICE DEPARTMENT

4110 Police Administration Unit

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	1,190,120	849,695	1,092,000	1,166,379
62 - Supplies & Materials	11,377	6,671	8,400	8,100
63 - Outside Services	17,382	328,767	9,500	9,500
64 - Other Charges	19,559	20,546	37,500	13,500
66 - Capital Outlays	16,823	6,515	12,767	19,267
Total	1,255,261	1,212,194	1,160,167	1,216,746

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	969,320	1,093,549	896,587	951,718
1200 Measure G	285,940	118,645	263,580	265,028
Total	1,255,261	1,212,194	1,160,167	1,216,746

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
4110 Police Administration	5.000	5.000	5.000	5.000
Total	5.000	5.000	5.000	5.000

POLICE DEPARTMENT

Personnel & Training Unit

4112

Purpose

Ensure the best qualified individuals are recruited and selected for all positions, both sworn and civilian, in the Department. Provide continuing training to employees consistent with service to the community, individual professional growth and POST guidelines/requirements.

Division Operations

1. Work in partnership with the Commission on Peace Officer Standards and Training (POST) and the South Bay Regional Public Safety Training Consortium to enhance the quality of the Advanced Officer Training program while minimizing costs.
2. Continue to develop innovative, relevant quarterly firearms qualification courses for Department personnel.
3. Continue and enhance recruitment efforts to achieve and maintain full staffing with an emphasis on recruiting from the local population.
4. Emphasize Community Oriented Policing concepts in all aspects of recruitment, hiring and training.

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 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	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	709,343	662,999	719,800	756,313
62 - Supplies & Materials	14,521	6,882	37,300	37,300
63 - Outside Services	146,570	84,796	158,000	130,000
64 - Other Charges	207,595	314,122	312,900	310,000
66 - Capital Outlays	3,055			
Total	1,081,084	1,068,798	1,228,000	1,233,613
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	650,787	644,607	957,260	958,311
1100 Measure E	338,521	253,256	95,740	100,302
1200 Measure G	91,776	170,936	175,000	175,000
Total	1,081,084	1,068,798	1,228,000	1,233,613
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
4112 Personnel & Training	3.000	3.000	3.000	3.000
Total	3.000	3.000	3.000	3.000

POLICE DEPARTMENT

Special Operations Unit

4116

Purpose

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

Division Operations

1. Make recommendations and appropriately staff public events to ensure public order and safety needs, as well as traffic issues are mitigated.
2. Work closely with City Departments on the Special Event Committee to provide excellent communication and customer service to those planning special events.
3. Review and approve, with appropriate recommendations, one-day alcohol licenses and staff supplemental police deployments as requested and approved.
4. Remove abandoned vehicles in public areas when appropriate.
5. Respond to complaints of abandoned vehicles, commercial or recreational vehicle parking and long term parking complaints.
6. Provide education to the public regarding abandoned vehicle regulations and other parking issues.
7. Patrol downtown and surrounding areas to enforce time and permit regulated parking area.
8. Respond to parking complaints and immobilize vehicles with excessive parking violations on file.
9. Present crime prevention programs through Neighborhood Watch and public presentations/community events.
10. Through the PAL and Explorer program, support, coordinate, and facilitate youth activities and programs.
11. Strengthen communication with Salinas's residents through a variety of traditional and non-traditional public outreach initiatives, including conducting community academies.
12. Continue the COPS philosophy within the organization and community through programs such as the Police Activities League, Police Explorers, and other programs providing linkages between the Department and community.
13. Continue to support the Police/Community Advisory Committee in their efforts to build a safe and peaceful community.
14. Continue to reach out to the community through a variety of recruitment activities.

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Special Events Planned and Managed	120	39	130	50	125
Special Events Staffed and Supervised with Police Officers	120	39	130	50	125
Alcohol Permit Review	111	139	175	100	175
Neighborhood Watch Presentations	10	12	15	15	24
Community Presentations	20	20	30	25	30

Major Budget Changes

Community Relations Unit was merged with Special Operations Unit.
Request increase in special supplies funds to purchase gadgets used with children at various events

POLICE DEPARTMENT

4116 Special Operations Unit

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	672,831	735,190	722,700	779,840
62 - Supplies & Materials	15,908	13,692	19,850	20,000
63 - Outside Services			7,900	10,000
64 - Other Charges	2,900	16,700	16,700	
66 - Capital Outlays		27,380		
Total	691,639	792,962	767,150	809,840
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	350,799	374,598	361,020	378,822
1100 Measure E	88,017	119,932	98,810	199,714
1200 Measure G	68,784	100,373	101,420	
2504 Vehicle Abatement	184,039	198,059	205,900	231,304
Total	691,639	792,962	767,150	809,840
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
4116 Special Operations	5.500	4.500	5.500	5.500
Total	5.500	4.500	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.

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Investigate/reconstruct major crime scenes	45	46	40	36	35
Latent Print Investigations	420	415	300	260	300
Firearms Processed	220	307	300	300	325

Major Budget Changes

Request increase in equipment funds to purchase a latent print machine. Current machine is over 10 years old and does not support concurrent interface with FBI and DOJ databases.

POLICE DEPARTMENT

4130 Support Services Unit

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	1,149,907	1,235,921	1,254,850	1,376,239
62 - Supplies & Materials	51,482	52,589	88,150	76,966
63 - Outside Services	4,128,180	3,556,919	5,049,598	4,988,000
64 - Other Charges	8,341	5,600	11,195	5,560
66 - Capital Outlays	10,448	27,216	103,000	32,000
Total	5,348,358	4,878,245	6,506,793	6,478,765
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	4,886,411	4,408,595	5,990,868	5,879,557
1100 Measure E	208,674	190,651	221,390	109,941
1200 Measure G	153,554	188,678	177,760	377,071
3302 Cal ID / RAN Grant	99,720	90,321	116,775	112,196
Total	5,348,358	4,878,245	6,506,793	6,478,765
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
4130 Support Services	7.000	7.000	7.000	8.000
Total	7.000	7.000	7.000	8.000

Purpose

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

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Complete Uniform Crime Reports	12	12	12	12	12
Process Citations for Court	3,902	7,045	5,000	5,000	7,500

Major Budget Changes

None

POLICE DEPARTMENT

4131 Technical Services Unit

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	382,108	397,097	372,090	163,569
62 - Supplies & Materials	64,570	53,819	61,700	62,200
63 - Outside Services	29,642	63,166	27,200	27,800
64 - Other Charges	900	900	900	
Total	477,220	514,982	461,890	253,569
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	454,539	509,563	450,890	242,569
1200 Measure G	22,681	5,419	11,000	11,000
Total	477,220	514,982	461,890	253,569
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
4131 Technical Services	3.000	3.000	3.000	2.000
Total	3.000	3.000	3.000	2.000

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 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Police Reports Completed	15,470		20,000		

Major Budget Changes

None

POLICE DEPARTMENT

4132 Word Processing Unit

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	579,622	593,869	564,670	401,245
62 - Supplies & Materials	6,506	5,702	4,450	3,000
63 - Outside Services	103,858	112,055	105,000	105,000
64 - Other Charges	1,100	1,100	1,100	
Total	691,085	712,726	675,220	509,245
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	632,254	625,939	600,220	429,117
1200 Measure G	58,831	86,787	75,000	80,128
Total	691,085	712,726	675,220	509,245
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
4132 Word Processing	6.000	6.000	6.000	6.000
Total	6.000	6.000	6.000	6.000

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 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Process evidence into storage	9,809	10,383	12,000	8,208	10,000
Purge evidence	8,906	14,144	10,000	33,850	14,000

Major Budget Changes

Requested to outsource purging services to allow for the purging of evidence and property in anticipation of new Police Facility.

POLICE DEPARTMENT

4133 Evidence & Property Unit

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	240,973	253,953	245,380	243,020
62 - Supplies & Materials	5,407	6,333	8,172	7,100
64 - Other Charges	1,760	1,902	2,078	100
Total	248,140	262,188	255,630	250,220

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	235,142	246,651	245,630	240,220
1200 Measure G	12,998	15,537	10,000	10,000
Total	248,140	262,188	255,630	250,220

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
4133 Evidence & Property	2.000	2.000	2.000	2.000
Total	2.000	2.000	2.000	2.000

Purpose

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

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Arrest Packets Completed for Court	5,475	4,432	5,900	4,130	4,200
Reports Processed	24,312	28,740	24,500	25,816	25,816

Major Budget Changes

None

POLICE DEPARTMENT

4134 Records Unit

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	1,305,985	1,231,314	1,343,530	1,321,712
62 - Supplies & Materials	16,465	11,575	17,700	15,300
63 - Outside Services		198		
64 - Other Charges	2,800	2,675	2,900	300
66 - Capital Outlays	2,340	720		
Total	1,327,590	1,246,482	1,364,130	1,337,312
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	1,138,897	1,022,031	1,126,580	1,076,814
1100 Measure E	2,340	66	2,500	2,550
1200 Measure G	186,353	224,386	235,050	257,948
Total	1,327,590	1,246,482	1,364,130	1,337,312
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
4134 Records	14.000	14.000	14.000	14.000
Total	14.000	14.000	14.000	14.000

POLICE DEPARTMENT Maintenance Services Unit

4137

Purpose

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

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Building Deficiencies Rectified	40		30		

Major Budget Changes

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

POLICE DEPARTMENT

4137 Maintenance Services Unit

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	182,057	116,979	166,240	121,369
62 - Supplies & Materials	13,784	14,288	27,000	15,000
Total	195,841	131,267	193,240	136,369
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	195,841	131,267	193,240	136,369
Total	195,841	131,267	193,240	136,369
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
4137 Maintenance Services	2.000	2.000	2.000	2.000
Total	2.000	2.000	2.000	2.000

POLICE DEPARTMENT

Animal Services Division

4170

Purpose

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

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Animals Licensed	9,000		10,500		
Animals Returned to Owner	619		650		

Major Budget Changes

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

POLICE DEPARTMENT

4170 Animal Control Services Unit

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	674,725	549,792	653,826	577,926
62 - Supplies & Materials	42,254	44,361	53,358	55,500
63 - Outside Services	107,008	195,567	281,086	335,900
64 - Other Charges	4,000	13,504	3,800	
66 - Capital Outlays	9,264	11,033	28,000	28,000
Total	837,252	814,256	1,020,070	997,326

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	708,138	669,315	888,440	859,645
1100 Measure E	118,451	135,968	120,130	124,181
1200 Measure G	10,663	8,973	11,500	13,500
Total	837,252	814,256	1,020,070	997,326

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
4170 Animal Control Services	7.000	7.000	7.000	4.000
Total	7.000	7.000	7.000	4.000

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 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Animals Received (City of Marina only)	184		185		

Major Budget Changes

None

POLICE DEPARTMENT

4171 Animal Control Svc -Agencies Unit

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	87,276	113,751	116,080	
64 - Other Charges	700	700	700	
Total	87,976	114,451	116,780	

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	87,976	114,451	116,780	
Total	87,976	114,451	116,780	

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
4171 Animal Control Svc -Agencies	1.000	1.000	1.000	
Total	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 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Community Oriented Policing Activities (per patrol officer per year)**			100		

Major Budget Changes

Multiple positions remain vacant for 19-20. Fleet replacement needs funds. SWAT needs funds for equipment replacement which is aging out. Range staff requesting increase in funding for ammo mandated for training.

POLICE DEPARTMENT

4220 Field Operations Unit

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	29,756,131	31,681,314	30,963,630	31,194,413
62 - Supplies & Materials	573,358	735,113	1,399,154	1,033,400
63 - Outside Services	69,889	94,576	158,952	95,500
64 - Other Charges	178,500	178,402	178,900	500
66 - Capital Outlays	33,342	44,220	19,196	
Total	30,611,220	32,733,624	32,719,832	32,323,813

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	21,764,735	22,450,217	21,660,252	21,006,657
1100 Measure E	2,074,314	2,214,074	2,734,500	2,844,733
1200 Measure G	5,866,721	7,286,467	7,645,080	7,792,423
2201 Sales Tax-SB172	300,000	400,000	400,000	680,000
2202 Supplemental Law Enf - AB3229	605,451	382,866	280,000	
Total	30,611,220	32,733,624	32,719,832	32,323,813

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
4220 Field Operations	140.000	148.000	146.000	145.000
Total	140.000	148.000	146.000	145.000

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

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Percent reduction in collisions at five most accident-prone locations	up 4.13%		100.0%		
Percent Reduction in Fatal Accidents	0%		100.0%		

Major Budget Changes

** With the exception of a 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. The unit will be augmented as staffing allows.

POLICE DEPARTMENT

4221 Traffic Unit

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	342,064	452,544	436,440	336,900
62 - Supplies & Materials	9,512	9,085	13,250	11,600
63 - Outside Services	345	825		
64 - Other Charges	8,800	8,800	8,800	
Total	360,722	471,254	458,490	348,500
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	360,722	471,254	458,490	348,500
Total	360,722	471,254	458,490	348,500
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
4221 Traffic	1.000	1.000	1.000	1.000
Total	1.000	1.000	1.000	1.000

POLICE DEPARTMENT

Retired Annuitants Division

4250

Purpose

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

Division Operations

1. Provide police reserve services for special events, such as Big Week activities Kiddie Capers Parade, natural disasters, and other events as needed. Provide police reserve services on a regular basis, primarily on weekends as follows: prisoner transport, DUI Checkpoints, truancy abatement and Oldtown patrols and pre-planned events
2. Maintain required Advanced Officer Training for Level 1 officers.
3. Retired Annuitants no longer work City Council meetings.
4. Retired Annuitants no longer work Truancy Abatement.

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Patrol hours per Retired Annt. Officer per Year			8		
Special Event hours per Retired Annt Officer per Year			100		
Truancy Abatement hours worked			N/A		
City Council Security Hours per Year			N/A		

Major Budget Changes

None

POLICE DEPARTMENT

4250 Retired Annuitants Unit

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	13,177	16,636	17,000	17,000
62 - Supplies & Materials		49	2,000	2,000
Total	13,177	16,685	19,000	19,000
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	13,177	16,685	19,000	19,000
Total	13,177	16,685	19,000	19,000

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 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Investigations Completed	503	468	400	350	375
Average Clearance Rate/All Cases	90%	86%	95%	90%	90%

Major Budget Changes

Several positions are vacant in this unit. Request for additional funding to purchase investigative tools to replace obsolete equipment.

POLICE DEPARTMENT

4340 Investigations Unit

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	4,908,935	5,515,095	5,462,300	5,904,536
62 - Supplies & Materials	11,650	21,576	28,000	24,500
63 - Outside Services		13,554	15,000	
64 - Other Charges	45,288	47,293	48,290	4,000
66 - Capital Outlays	1,145			
Total	4,967,018	5,597,519	5,553,590	5,933,036
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	4,356,440	5,011,534	5,014,590	4,911,200
1100 Measure E	588,947	529,318	536,000	582,349
1200 Measure G	21,631	56,667	3,000	439,487
Total	4,967,018	5,597,519	5,553,590	5,933,036
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
4340 Investigations	21.000	21.000	22.000	23.000
Total	21.000	21.000	22.000	23.000

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 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Investigations Completed	0	0	0	0	0

Major Budget Changes

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

POLICE DEPARTMENT
4341 Narcotics Unit

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	60,578	1,412	1,000	1,000
62 - Supplies & Materials	701	5,370	9,310	20,500
63 - Outside Services	26,339	59,282	34,000	30,000
64 - Other Charges	11,200	11,200	11,200	
Total	98,818	77,264	55,510	51,500

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	98,818	77,264	55,510	51,500
Total	98,818	77,264	55,510	51,500

POLICE DEPARTMENT

School Resource Officers Unit

4342

Purpose

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

Division Operations

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

Performance Measure

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Assigned Cases	29	40	42	20	40
Presentations/Meetings	415	761	600	400	800
Counseling Session	55	113	60	60	150

Major Budget Changes

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

POLICE DEPARTMENT

4342 School Resource Officers Unit

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	191,106	234,252	451,942	392,475
Total	191,106	234,252	451,942	392,475
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund				338,675
1200 Measure G	27,168			
3163 2014 COPS Hiring SRO	163,938	234,252	451,942	53,800
Total	191,106	234,252	451,942	392,475
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
4342 School Resource Officers	9.000	3.000	3.000	3.000
Total	9.000	3.000	3.000	3.000

POLICE DEPARTMENT

Violence Suppression Unit

4343

Purpose

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

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Gang Certifications/Registrations	21		10		
Court Presentations/Expert Testimony	3		3		
Weapons Seized	38		45		
Gang related investigations	113		150		
Gang related arrests	213		350		
Weapons seized	38		45		

Major Budget Changes

Re-established in October 2016 with one Sergeant and two officers. Augmented in 2018 with the addition of a one Sergeant and four officers. Morphed into the Salinas Violence Suppression Task Force and increased the number of personnel assigned to it by partnering up with State and Federal Agencies.

POLICE DEPARTMENT

4343 Violence Suppression Unit

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	1,571,822	1,582,378	1,363,290	1,429,654
62 - Supplies & Materials	27,791	7,635	9,550	20,000
63 - Outside Services	29,738	27,905	46,800	31,000
64 - Other Charges	24,900	24,900	24,900	
Total	1,654,251	1,642,818	1,444,540	1,480,654
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	1,392,617	1,369,915	1,199,090	1,216,260
1100 Measure E	261,634	272,904	245,450	264,394
Total	1,654,251	1,642,818	1,444,540	1,480,654
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
4343 Violence Suppression	4.000	4.000	4.000	4.000
Total	4.000	4.000	4.000	4.000

Purpose

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

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Cases adjudicated			7		

Major Budget Changes

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

POLICE DEPARTMENT
4380 Asset Seizure Unit

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
62 - Supplies & Materials		27,380	29,085	30,000
63 - Outside Services	18,640			
64 - Other Charges			915	
66 - Capital Outlays		10,980	15,000	15,000
Total	18,640	38,359	45,000	45,000
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
2502 Asset Seizure	18,640	38,359	45,000	45,000
Total	18,640	38,359	45,000	45,000

POLICE DEPARTMENT

Work Force

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
4110 Police Administration				
Administrative Secretary	2.000	2.000	2.000	2.000
Chief of Police	1.000	1.000	1.000	1.000
Police Commander	1.000	1.000	1.000	1.000
Police Services Admin	1.000			
Management Analyst		1.000	1.000	1.000
4110 Police Administration Total	5.000	5.000	5.000	5.000
4111 Community Relations				
Police Officer	1.000			
4111 Community Relations Total	1.000			
4112 Personnel & Training				
Community Service Officer	1.000	1.000	1.000	1.000
Police Officer	1.000	1.000	1.000	1.000
Police Sergeant	1.000	1.000	1.000	1.000
4112 Personnel & Training Total	3.000	3.000	3.000	3.000
4116 Special Operations				
Community Service Officer	4.500	3.500	4.500	4.500
Police Sergeant	1.000	1.000	1.000	1.000
4116 Special Operations Total	5.500	4.500	5.500	5.500
4130 Support Services				
Community Service Officer	2.000	2.000	2.000	3.000
Crime Analyst	1.000	1.000	1.000	1.000
Criminalist	1.000	1.000	1.000	1.000
Latent Fingerprint Tech	1.000	1.000	1.000	
Police Sergeant	1.000	1.000	1.000	1.000
Senior Police Svc Tech	1.000	1.000	1.000	1.000
Forensic Specialist II				1.000
4130 Support Services Total	7.000	7.000	7.000	8.000
4131 Technical Services				
Senior Police Svc Tech	2.000	2.000	2.000	1.000
Technical Services Coordinator	1.000	1.000	1.000	1.000
4131 Technical Services Total	3.000	3.000	3.000	2.000

POLICE DEPARTMENT

Work Force

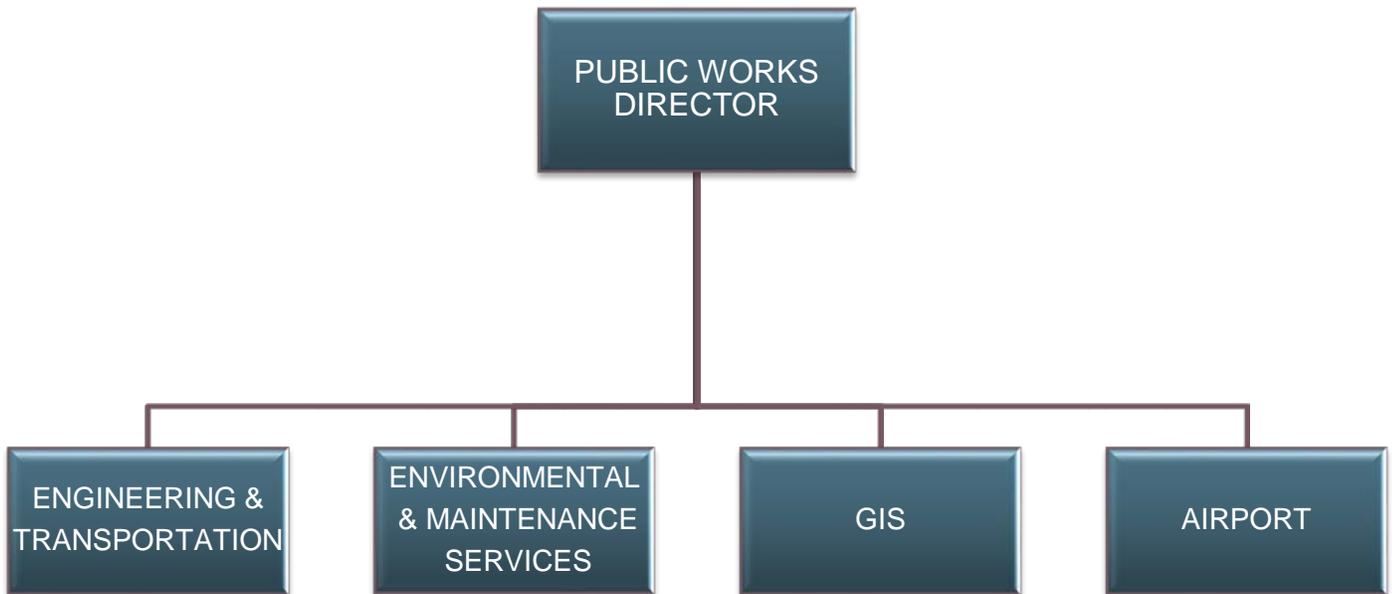
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
4132 Word Processing				
Supvsg Wrđ Proc Operator	1.000	1.000	1.000	1.000
Word Processing Operator	5.000	5.000	5.000	5.000
4132 Word Processing Total	6.000	6.000	6.000	6.000
4133 Evidence & Property				
Evidence Technician	1.000	1.000	1.000	1.000
Sr Evidence Technician	1.000	1.000	1.000	1.000
4133 Evidence & Property Total	2.000	2.000	2.000	2.000
4134 Records				
Police Record Coord	1.000	1.000	1.000	1.000
Police Services Tech	10.000	10.000	10.000	10.000
Supvsg Police Serv Tech	3.000	3.000	3.000	3.000
4134 Records Total	14.000	14.000	14.000	14.000
4137 Maintenance Services				
Pub Safety Facilities Wkr	2.000	2.000	2.000	2.000
4137 Maintenance Services Total	2.000	2.000	2.000	2.000
4170 Animal Control Services				
Animal Care Tech	2.000	2.000	2.000	1.000
Animal Control Officer	2.000	2.000	2.000	2.000
Animal Services Mgr	1.000	1.000	1.000	
Animal Services Supv	1.000	1.000	1.000	
Animal Servs Office Asst	1.000	1.000	1.000	1.000
4170 Animal Control Services Total	7.000	7.000	7.000	4.000
4171 Animal Control Svc -Agencies				
Animal Care Tech	1.000	1.000	1.000	
4171 Animal Control Svc -Agencies Tota	1.000	1.000	1.000	
4220 Field Operations				
Community Service Officer	7.000	8.000	7.000	6.000
Deputy Chief of Police	1.000	1.000	1.000	
Police Commander	4.000	4.000	4.000	4.000
Police Officer	58.000	49.000	42.000	43.000
Police Officer - New Hire	39.000	56.000	64.000	63.000

POLICE DEPARTMENT

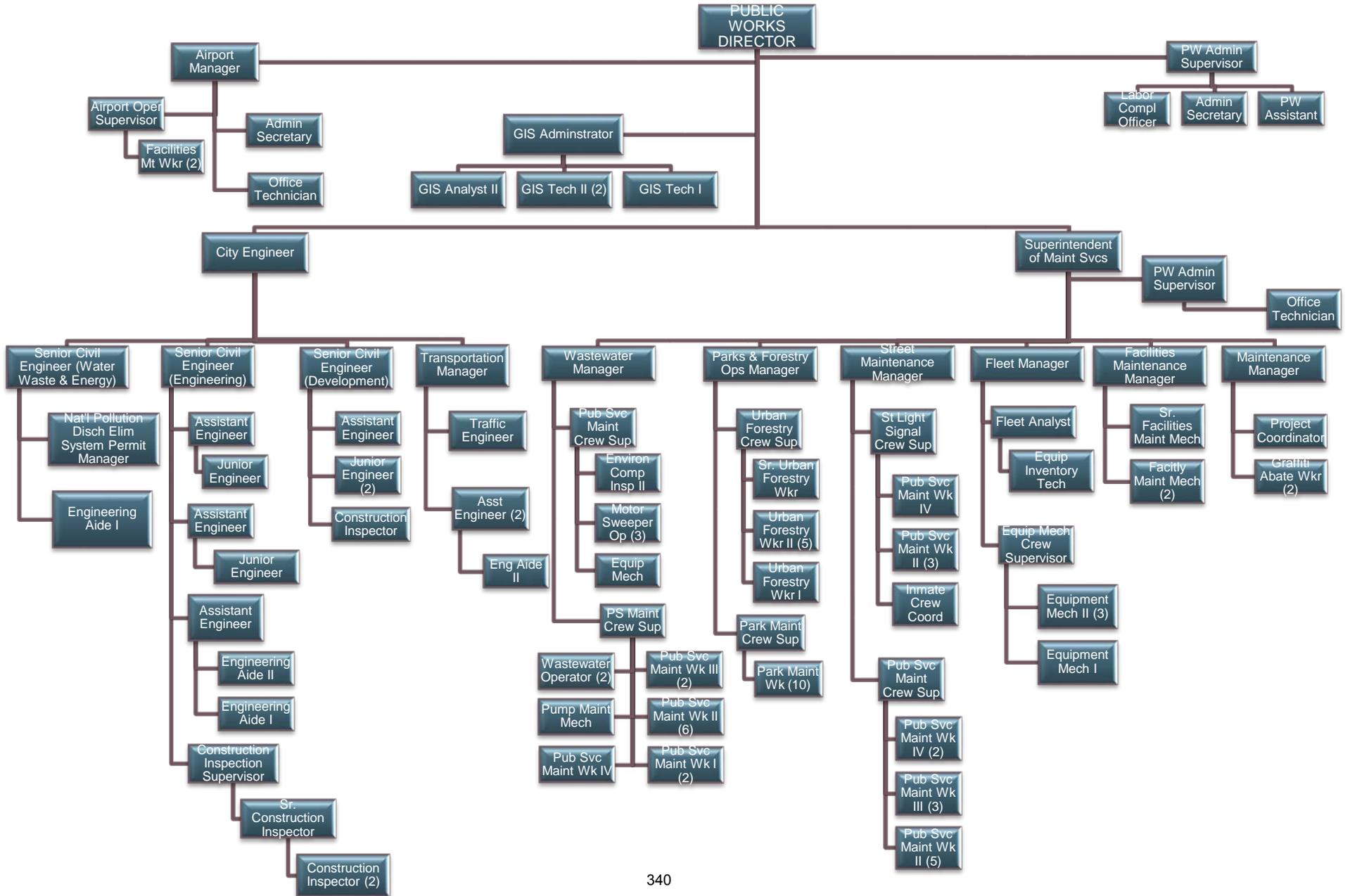
Work Force

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
Police Recruit	15.000	13.000	11.000	11.000
Police Sergeant	16.000	16.000	16.000	16.000
Assistant Chief of Police		1.000	1.000	1.000
Police Officer-New Hire				1.000
4220 Field Operations Total	140.000	148.000	146.000	145.000
4221 Traffic				
Police Sergeant	1.000	1.000	1.000	1.000
4221 Traffic Total	1.000	1.000	1.000	1.000
4340 Investigations				
Community Service Officer	1.000	1.000	1.000	1.000
Deputy Chief of Police	1.000			
Police Commander	1.000	1.000	1.000	1.000
Police Officer	14.000	15.000	16.000	15.000
Police Officer - New Hire	1.000			1.000
Police Sergeant	2.000	2.000	2.000	2.000
Senior Police Svc Tech	1.000	1.000	1.000	1.000
Assistant Chief of Police		1.000	1.000	1.000
Victim Advocate				1.000
4340 Investigations Total	21.000	21.000	22.000	23.000
4342 School Resource Officers				
Police Officer		1.000	1.000	
Police Officer - New Hire	8.000	1.000	1.000	2.000
Police Sergeant	1.000	1.000	1.000	1.000
4342 School Resource Officers Total	9.000	3.000	3.000	3.000
4343 Violence Suppression				
Police Commander	1.000	1.000	1.000	1.000
Police Officer	1.000	1.000	1.000	1.000
Police Officer - New Hire	1.000	1.000	1.000	1.000
Police Sergeant	1.000	1.000	1.000	1.000
4343 Violence Suppression Total	4.000	4.000	4.000	4.000
Total	231.500	231.500	231.500	227.500

PUBLIC WORKS DEPARTMENT Organizational Chart



PUBLIC WORKS DEPARTMENT Organizational Chart



PUBLIC WORKS DEPARTMENT

Summary

Purpose

The Public Works Department consists of the Engineering; Engineering Administration; Traffic/Transportation; Water, Waste and Energy; Geographical Information Systems; and Environmental and Maintenance Services Divisions and the Airport. The Engineering and Traffic/Transportation Divisions provide management of the City's public infrastructure; plan and implement public capital improvements; examine private development plans and proposals with associated CEQA documents to ensure responsible growth as it relates to traffic issues and public infrastructure; administer programs and enforce governmental regulations. The GIS Division provides data analysis planning support and develops asset management apps for all City departments. The Engineering Administration Division also manages the use and development of City properties, federal and state grants and special projects associated with them. Water, Waste and Energy oversees the City's Solid Waste and Recycling and provides engineering support for Industrial Waste, Sanitary Sewer and Stormwater infrastructure. WWE is also responsible for Greenhouse Gas Emissions, Urban Forestry and Greening, Neighborhood Vibrancy, Solar Energy and Efficiency and special projects with a strong environmental component while protecting the City's interests on a regional level. The Environmental and Maintenance Services Division protects the health of Salinas by providing maintenance services for all City infrastructure, vehicles and equipment, and ensures NPDES compliance in the field.

Top Accomplishments for FY 2019-20

Economic Diversity and Prosperity

1. Downtown Vibrancy Plan Implementation
 - a. Plan approval for the Main Street Streetscape Project and began construction in April 2020.
 - b. Plan approval of the Downtown Complete Streets Design and start construction in April 2020.
2. Support development of Salinas Travel Center project, Airport Lease Project, Unikool (John Street) project and Sywest Project.
3. Advancing Design of the Boronda Road Congestion Relief Project (future growth area).
4. Technical Support for the West Area and Central Area Specific Plans approval process
5. Provide engineering and street maintenance support for various City special events
6. Construction for Freight Building remodel at Train Station to lease to Welcome Center
7. Complete construction for Sanitary and Storm line installation for Lincoln Ave Extension into the Train Station
8. Advancing Design for the Williams Road Improvements.
9. Continuing work to develop sustainable parking enterprises which help support the city's economic sectors.
10. Complete construction for Sanborn/Elvee/HWY 101.
11. Begin implementation of the Downtown Fiber Optic Network plan.

Safe, Livable Community

1. Continuing work with Monterey County Health Department to develop Traffic Safety education programs.
2. Continued homeless encampment cleanups, and responded to health concerns related to the spread of Hepatitis A.
3. Initiated a re-forestation program following the storms of 2017
4. Completed Design of East Laurel Drive Pedestrian Improvements
5. Completed construction of Old Muni Pool phase 3
6. Completed design on the Bardin Road SRTS Improvements.
7. Completed design of the Alvin Drive Safe Routes to School Project for construction in Fall 2019.
8. Completed the North Sanborn Road Safety Improvement Project (Fall 2018).
9. Completed the East Market Street Safe Routes to School Project.
10. Completed design of 3 of 5 traffic signal priority projects and a mini-roundabout.
11. Completing approval process for Priority Traffic Calming Projects and currently working with the communities on remaining two locations.
12. Begin construction of Job Order Contract (JOC) Sidewalk Improvement Program
13. Acquire Right of Way from Hartnell College and farmer for Bardin Road Safe Routes to School (SRTS) project.

PUBLIC WORKS DEPARTMENT

Summary (Continued)

14. Began work on Safe Routes to School Plan with the Transportation Agency for Monterey County, Monterey County Health Department and all school districts in Salinas.

Effective, Sustainable Government

1. Developing Sustainable Citywide Parking Management Program
 - a. Created Parking Enterprises to better manage parking programs.
 - b. Demonstrated successful implementation of Parking Enforcement Enterprise; improving services while continuing to cover costs at the same time supporting the City's economic and safety objectives.
 - c. Adjusted rates in the Downtown Parking District for the first time in a decade to reduce dependence of the enterprise on the City General Fund.
2. Utilized Geographic Information Systems (GIS) for spatial analysis. Spatial analysis lets staff evaluate suitability and capability, estimate, predict, interpret and understand data. This capability is delivered to all City Departments to provide new perspectives to data driven decision-making.
3. Implemented innovative and emerging technology solutions to increase efficiency and effectiveness of City services
4. Coordination of EV stations transformer for the ITC center
5. Embarked upon the development of a Community-Based Public/Private Partnership (P3) process to potentially fund green infrastructure projects throughout the City.
6. Developing Proposition 26 fees to fund the costs of NPDES inspection and plan review activities
7. Continuing Implementation of the City Traffic Fee Ordinance.

Excellent Infrastructure

1. Complete Mitigated Negative Declaration for Boronda Road Improvements which provides increase capacity to four lanes and 5 new roundabouts at key intersections.
2. Completed construction of 2018 Slurry Seal project City Wide
3. Complete 80% design of San Juan Grade Road rehabilitation
4. Complete 90% design of Monte Bella Detention Basin De-siltation and Repair
5. Complete 80% design of High Priority Sanitary Sewer and manhole repairs
6. Completed Weatherproofing Women's Club Building.
7. Continuing Development of City's Active Transportation Plan.
8. Completed East Alisal Corridor Plan.
9. Secured grant funding to stretch transportation dollars.
10. Hired consultant to update City Standard Plans and Specifications
Applied for RSTP and Local Partnership Program Grants to fund the Boronda/McKinnon Roundabout project.
11. Refreshed over 17,000 linear feet of crosswalks.

Quality of Life

1. Completed the pre-development work for both the Salinas Public Safety Services Headquarters and new El Gabilan Library
2. Traffic Calming Improvements at Curtis Street, Riker Street and Ambrose Drive neighborhoods. Currently constructing traffic calming projects at Chaparral Street and working on Traffic Calming Plan for Cherokee Street neighborhood.

PUBLIC WORKS DEPARTMENT

Summary (Continued)

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

Investment Strategies / Risk Management

1. Develop and implement downtown parking strategy
 2. Design the Williams Road Utility Underground District and Beautification Project
 3. Support Extension of Caltrain Rail Service to Salinas.
 4. Pursue control of East Market Street corridor (State Route) to support downtown revitalization.
 5. Implementing ADA Transition Plan and Street Sign Management Plan
 6. Continue to develop the City's reforestation program
 7. Complete neighborhood traffic calming projects
 8. Complete design, property acquisition and utility relocation and begin construction for Bardin Road Safe Routes to School Project.
 9. Complete Design for East Salinas Area Street Light installation
 10. Complete the Lincoln Avenue extension to the Intermodal Transportation Center
 11. Complete Design and begin construction for Sanitary Sewer Pipe and Manhole Repairs
 12. Implement City's Bike Share Program.
 13. Upgrade Cesar Chavez Library courtyard
-
1. **New Revenue** Traffic Improvement Program and Fee Update
 2. Secure funding to complete the City's Active Transportation Plan (and Multi-modal Plan).
 3. Expand the use of solar energy at Hitchcock Road
 4. Continue work on developing a Sustainable Citywide Parking Management Program
 5. Complete a Prop 218 process in order to attain sustainable maintenance service levels in the Harden Ranch Maintenance District and North East Area Maintenance District

Operational Efficiencies

1. Develop and implement downtown parking strategy
2. Complete a City wide GIS Needs Assessment, Develop and Deploy an Open Data Portal, and complete a Performance Management Program evaluation.
3. Utilize Geographic Information Systems (GIS) for spatial analysis. Spatial analysis lets staff evaluate suitability and capability, estimate, predict, interpret and understand data. This capability is delivered to all City Departments to provide new perspectives to data driven decision-making.
4. Continue to Implement innovative and emerging technology solutions to increase efficiency and effectiveness of City services
5. Use of Salinas Connect as a tool for better response to public inquires and prioritization of maintenance work
6. Assume responsibility for the Solid Waste Franchise Agreement
7. Recommend efficiencies to be born in the delivery of maintenance and repairs following the recommendation of an organizational study

Public Safety

1. Construct Main Street Streetscape in Oldtown (3 blocks)
2. Begin Construction on Boronda/McKinnon roundabout
3. Embark on the most extensive Street repair effort in the City's history with more than \$35 million bonded and budgeted
4. Construct East Alvin Drive Safe Routes to School Project
5. Begin construction for North Main/Navajo traffic signal project
6. Construct Downtown Complete Street Project.

PUBLIC WORKS DEPARTMENT Summary (Continued)

7. Implement short term goals on the East Alisal Corridor Plan.
8. Complete the City Vision Zero Action Plan.
9. Develop the City Complete Streets Policy with Blue Zones Initiative.
10. Break-ground with traffic calming and safety projects on West Alisal beginning at Main Street
11. Complete the construction of San Juan Grade Road and Work Street rehabilitation
12. Remodel of Natividad Creek Restroom
13. Installation of Hebborn Heights and Closter Park Playground equipment
14. Continue work on Prioritized traffic calming locations.
15. Support smart growth vision for Future Growth Areas infrastructure.
16. Support Blue Zone Policies.
17. Implement City's Vision Zero Policy.
18. Fund and Complete City's Active Transportation Plan.

Major Budget Changes

None

PUBLIC WORKS DEPARTMENT

Summary

Expenditures by Program	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
Engineering and Transportation	3,498,605	3,625,806	3,916,901	3,310,975
Geographic Information Systems	545,876	531,512	603,170	615,001
Environmental and Maintenance Services	7,704,728	7,117,430	8,558,794	8,150,393
Total	11,749,209	11,274,748	13,078,865	12,076,369

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
Engineering and Transportation	30.200	30.150	30.680	28.930
Geographic Information Systems	5.000	5.000	5.000	5.000
Environmental and Maintenance Services	48.700	46.500	46.750	46.750
Total	83.900	81.650	82.430	80.680

PUBLIC WORKS DEPARTMENT

Summary

Expenditures by Program	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
5110 Engineering Administration	884,931	848,340	1,240,780	958,958
5115 Development Engineering	699,900	714,237	873,105	897,241
5120 Engineering Services	803,815	833,216	818,621	719,521
5122 Dev, Traffic & Transportation	585,877	538,642	730,498	645,615
5125 Eng Water & Solid Waste Division	524,083	691,372	253,897	89,640
5128 GIS Division	545,876	531,512	603,170	615,001
5230 Maintenance Administration	325,804	175,232	255,300	490,121
5231 Graffiti Abatement	137,803	146,798	197,100	199,040
5232 Facilities Maintenance	866,527	881,035	1,020,990	1,006,944
5234 Street Maintenance	2,057,732	2,090,827	2,214,650	2,065,653
5235 Street Lights	538,415	567,324	590,807	594,374
5236 Traffic Signals	241,939	327,476	323,400	323,400
5237 Environmental Compliance	108,144	126,611	121,470	140,084
5238 Parks and Community Services	2,413,218	1,904,790	2,728,610	2,328,854
5239 Urban Forestry	1,015,146	897,337	1,106,467	1,001,923
Total	11,749,209	11,274,748	13,078,865	12,076,369

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	8,230,206	8,069,206	8,487,730	8,323,176
62 - Supplies & Materials	479,400	417,575	659,233	745,375
63 - Outside Services	2,823,559	2,639,981	3,725,819	2,885,998
64 - Other Charges	165,087	109,142	150,441	84,520
66 - Capital Outlays	50,957	38,844	55,641	37,300
Total	11,749,209	11,274,748	13,078,865	12,076,369

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	9,930,184	9,435,395	11,008,145	9,885,995
1100 Measure E	796,244	746,311	785,130	947,294
1200 Measure G	1,022,782	1,093,042	1,285,590	1,243,080
Total	11,749,209	11,274,748	13,078,865	12,076,369

PUBLIC WORKS DEPARTMENT

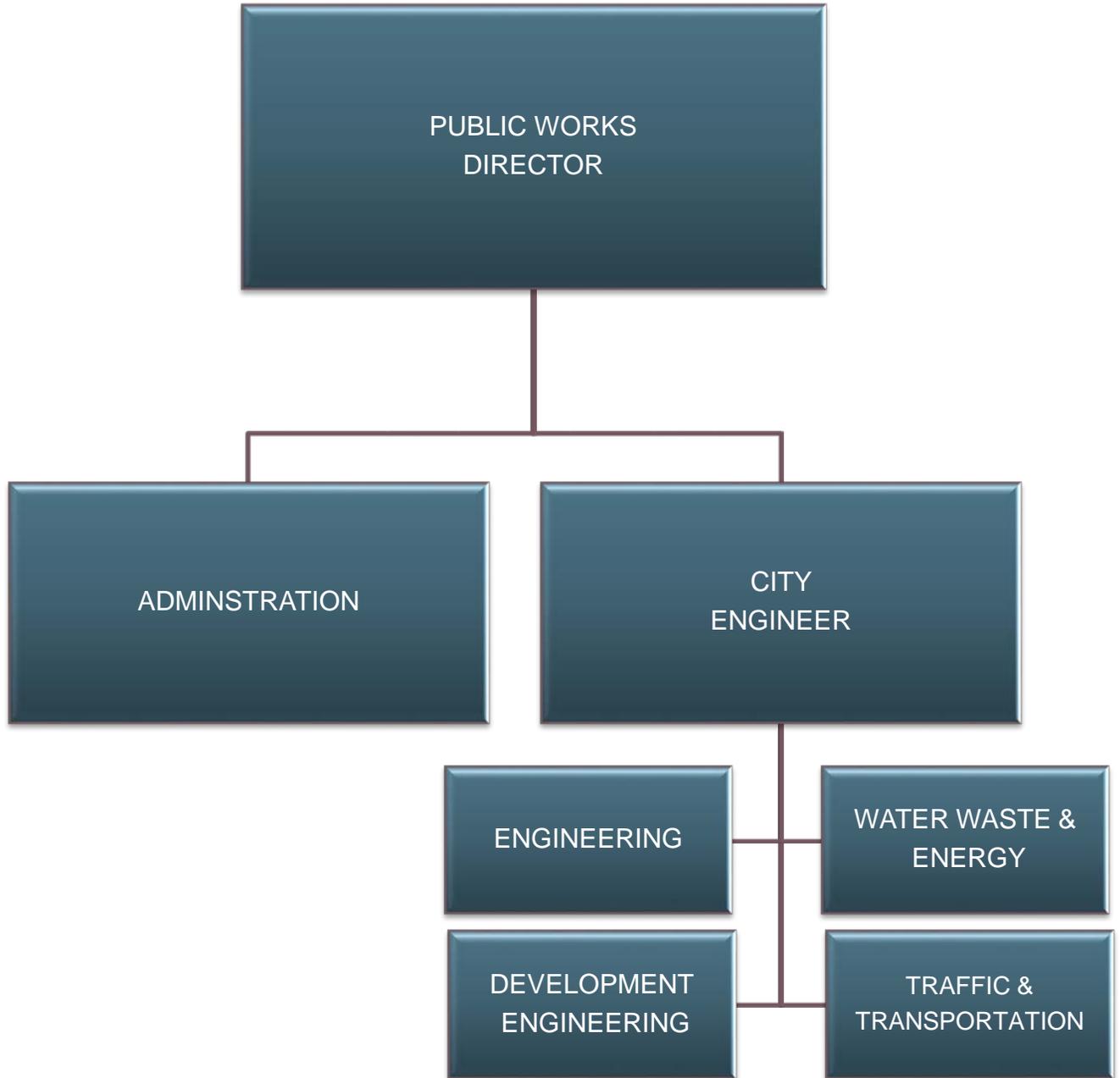
Summary

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
5110 Engineering Administration	6.200	5.900	6.430	5.680
5115 Development Engineering	4.750	4.850	4.850	4.850
5120 Engineering Services	12.500	12.850	12.850	12.850
5122 Dev, Traffic & Transportation	6.000	5.000	5.000	5.000
5125 Eng Water & Solid Waste Division	0.750	1.550	1.550	0.550
5128 GIS Division	5.000	5.000	5.000	5.000
5230 Maintenance Administration	2.450	1.250	1.500	1.500
5231 Graffiti Abatement	1.000	1.000	1.000	1.000
5232 Facilities Maintenance	5.250	5.250	5.250	5.250
5234 Street Maintenance	18.000	17.000	17.000	17.000
5235 Street Lights	1.000	1.000	1.000	1.000
5237 Environmental Compliance	1.000	1.000	1.000	1.000
5238 Parks and Community Services	12.000	12.000	12.000	12.000
5239 Urban Forestry	8.000	8.000	8.000	8.000
Total	83.900	81.650	82.430	80.680



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ENGINEERING AND TRANSPORTATION Organizational Chart



DEPARTMENT OF PUBLIC WORKS

Administration and Assessment Districts Division

5110

Purpose

Provide administrative support to the Department of Public Works, supervise and control the Department's operating and project budgets, implement and manage the Capital Improvements Program, 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 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Percentage of lease payments received on time	95%		100%	95%	
Percentage of maintenance district resident service complaints abated within 24 hours	100%		100%	90%	
Percentage of assessment/maintenance district inquiries abated within 24 hours	100%		100%	100%	
# and % eligible Construction Contracts that met/exceeded Local Hire requirements	8 / 80%		100%	12 / 100%	
met State Apprenticeship requirements	9 / 100%		100%	12 / 100%	
met/exceeded Federal DBE/MBE/WBE requirements	-		2 / 100%	3 / 100%	
Federal / State grants administered	14		14	15	
Construction Contracts Awarded (in dollars)	\$4.7 million			\$21 million	

Major Budget Changes

None

ENGINEERING AND TRANSPORTATION

5110 Engineering Administration Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	748,107	703,249	934,280	679,938
62 - Supplies & Materials	22,757	33,418	35,593	42,300
63 - Outside Services	102,906	85,862	243,807	213,000
64 - Other Charges	11,161	18,852	17,300	17,720
66 - Capital Outlays		6,959	9,800	6,000
Total	884,931	848,340	1,240,780	958,958

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	884,931	823,140	1,106,080	839,958
1200 Measure G		25,200	134,700	119,000
Total	884,931	848,340	1,240,780	958,958

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
5110 Engineering Administration	6.200	5.900	6.430	5.680
Total	6.200	5.900	6.430	5.680

ENGINEERING AND TRANSPORTATION

Development Engineering Division

5115

Purpose

Perform plan review and inspections to verify that site work, grading and drainage and stormwater mitigation facilities are built in compliance with applicable codes and laws, including, but not limited to city municipal code, city standards and FEMA; rendering them safe upon completion of construction. This includes coordination with the City Engineer and other City Departments/Divisions and governmental agencies. Verify that public improvements, part of private development, are constructed in compliance with City standards and are safe to use upon completion of construction. Issue encroachment permits and vendor permits for activities in the public right of way. Coordinate with applicants, other city department and agencies to assign addressing. Provide development-related implementation and enforcement of NPDES stormwater permit requirements.

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Private Development NPDES Stormwater Permit Compliance (Number of Correction Notices & NOVs/Total Projects Inspected)	25/21	87/22	NA	NA	NA
Private Development NPDES Stormwater Permit Compliance (Projects Meeting Post Construction Requirements/Total Projects)	73%	73%	100%	NA	100%
Encroachment Permits Issued	691	757	700	670	700
Vendor Permits Issued	103	94	125	85	125
Total On-Time Permit Reviews (Building, Grading, FEMA, Encroachments)	77%	82%	90%	73%	90%
Total On-Time Development Reviews(Use Permits, Site Reviews, Map Checks)	75%	75%	95%	50%	95%
Total Counter Inquiries and Reviews	1526	1745	N/A	1500	NA

Major Budget Changes

Account 63.5700-Outside Service Plan Checks (+ \$25,000.00)

Based on the current year's expenditures, our two primary contracts for City Surveyor and Stormwater Construction Inspector will have invoicing totaling over \$130,000. The base budget of \$115,000 does not allow us to fulfill our contractual needs for these primary functions. We are requesting an additional \$25,000 for this account to continue our current level of service.

ENGINEERING AND TRANSPORTATION

5115 Development Engineering Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	615,327	578,523	694,910	740,941
62 - Supplies & Materials	7,039	2,960	4,800	5,100
63 - Outside Services	68,047	118,966	154,695	140,000
64 - Other Charges	8,673	9,770	18,200	10,700
66 - Capital Outlays	814	4,018	500	500
Total	699,900	714,237	873,105	897,241
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	699,900	714,237	873,105	897,241
Total	699,900	714,237	873,105	897,241
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
5115 Development Engineering	4.750	4.850	4.850	4.850
Total	4.750	4.850	4.850	4.850

ENGINEERING AND TRANSPORTATION

Engineering Services Division

5120

Purpose

To implement the City's Capital Improvement Projects, to provide engineering services for other city departments and the public, and to insure the compliance of engineering standards necessary for the protection of public health and safety.

Division Operations

1. Expedient design and construction of programmed Capital Improvement Projects (CIPs), within budget.
 - Traffic signals, Striping and Signing
 - Pavement Treatment/Rehabilitation/Reconstruction
 - Storm Water and Sanitary Sewer Rehabilitation/new construction
 - Sidewalk, Curb/gutter, Driveway, Tree Removal and replanting trees
 - Manage and Coordinate City owned Building Project Remodels/Maintenance
 - Culvert and Detention Basin Rehabilitation and silt removal
 - Inspect new Development projects
2. Assess new infrastructure needs associated with city growth and plan to meet these needs with project planning and revision of the Development Impact Fee.
3. Complete the ADA transition plan; Continue upgrades to city infrastructure to meet the requirements of the Americans with Disabilities Act (ADA).
4. Plan for and develop a funding plan for the Bridge Maintenance Program.
5. Update the current City of Salinas Standard Plans and Specifications.
6. Update the Pavement Management System and prioritize streets for road maintenance.
7. Provide Customer Support through the Engineer of the Month and Q-Alert. Create Partnerships with other agencies to assist with funding CIP projects and programs.
8. Support City Engineer/ADA Coordinator on ADA transition plan and grievance and policy coordination.

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Grant applications submitted. Dollars secured vs. dollars applied for		1 @ \$0/\$4.36M;	1 @ \$2.0M; 1 @ \$3.0M;	1 @ \$8.0M; 1 @ \$10.0M;	1 @ \$3M 1 @ \$5M
City C.I.P. projects designed. (annually)		12	15	7	12
City projects constructed on time (annually)		not available	\$18M	\$18.4M	\$20M
City projects constructed within budget (annually)		10	15	5	14
Number of projects inspected		10	18	4	14
City Pavement Condition Index		14	18	17	17
Construction Contracts Inspected (in dollars)		53	51	51	45

Major Budget Changes

None

ENGINEERING AND TRANSPORTATION

5120 Engineering Services Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	711,052	785,953	618,200	605,371
62 - Supplies & Materials	30,837	3,560	5,800	49,650
63 - Outside Services	32,448	23,620	154,480	48,500
64 - Other Charges	23,133	16,187	21,491	16,000
66 - Capital Outlays	6,344	3,897	18,650	
Total	803,815	833,216	818,621	719,521
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	803,815	833,216	818,621	719,521
Total	803,815	833,216	818,621	719,521
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
5120 Engineering Services	12.500	12.850	12.850	12.850
Total	12.500	12.850	12.850	12.850

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 transportation 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. Help implement transportation policies in the General Plan.

Division Operations

1. Manage the Design and construction of transportation capital improvement projects
2. Implement Traffic Monitoring Program and maintain traffic data.
3. Respond to traffic inquiries and concerns from the public, other departments and other agencies.
4. Provide responsible review of development plans to ensure commensurate growth in transportation network capacity.
5. Oversee operations and maintenance of traffic signals and improve efficiency. Provide signal modernization and communications in an effort to improve corridor travel time and improve efficiency.
6. Evaluate the City's transportation systems as appropriate to meet needs of all street users in accordance with complete streets and sustainable transportation principles.
7. Secure funding for transportation related projects.
8. Oversee the City's Transportation Impact Fee Program and coordinate with other agencies to fund future transportation infrastructure needs.
9. Work with TAMC, Caltrans and other agencies to obtain funding for extending rail service from the San Francisco Bay Area and Silicon Valley to Salinas.
10. Work with TAMC, Caltrans and other agencies to improve capacity on US 101 through Salinas.
11. Review and update traffic signal timing systems to improve circulation.
12. Provide the Engineering and Traffic Surveys necessary to establish speed zones and enforce speed limit laws.
13. Develop and consolidate City's Parking Programs. Manage and annually update the residential parking permit program.
14. Implement City's Traffic Calming Program.
15. Work with schools on traffic safety issues and implement safe route to school projects.
16. Develop and review traffic control plans for road closures and special event traffic control plans.
17. Provide regular reports to the Traffic and Transportation Commission.
18. Support the Police and Fire Departments on their specific needs related to traffic and transportation.

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Transportation Permits issued (annually)	140	341	150	130	150
Grant applications submitted, Dollars secured (\$ million)	2/\$3M	2/\$0	2, \$3M	2/\$0.224 M	2/\$3M
Traffic Requests addressed (annually)	120	71	220	120	100
Projects Completed (NEW)				5	6
Traffic Commission Reports (NEW)				46	50

Major Budget Changes

Include \$25,000 in Engineering Services for anticipated assistance in development traffic impact review and other traffic operations assistance.

ENGINEERING AND TRANSPORTATION

5122 Dev, Traffic & Transportation Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	553,375	501,736	652,560	585,215
62 - Supplies & Materials	6,917	15,920	14,685	18,350
63 - Outside Services	9,527	6,684	48,628	33,450
64 - Other Charges	11,532	6,900	12,600	6,500
66 - Capital Outlays	4,525	7,402	2,025	2,100
Total	585,877	538,642	730,498	645,615
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	585,877	538,642	730,498	645,615
Total	585,877	538,642	730,498	645,615
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
5122 Dev, Traffic & Transportation	6.000	5.000	5.000	5.000
Total	6.000	5.000	5.000	5.000

ENGINEERING AND TRANSPORTATION

Energy, Water & Solid Waste Division

5125

Purpose

Manage and protect the City's interests in the areas of Water, Solid Waste and Energy (WWE) and other environmental sectors, both regionally and locally. This also broadly comprises environmental compliance and issues such as Greenhouse Gas Emissions, Urban Forestry and Greening, and Neighborhood Vibrancy. The Division is responsible for special projects that have a strong environmental component, which are ongoing or intermediate to long term in duration and are complex in nature requiring specialized expertise.

Division Operations

1. Manage and provide technical support for water projects. Work with City partners such as Monterey One Water (M1W), Deep Water Desal, and Monterey County Water Resources Agency towards regional solutions such as water security, the increased capture and reuse of stormwater and countywide mitigation of seawater intrusion. Exercise care that local water and related financial interests are considered for City residents and industries.
2. Manage and provide technical support for the City's Solid Waste and Recycling programs to provide effective and economical service.
3. Track Solar Photovoltaic systems' performance and savings while managing their operations and maintenance. Monitor the City energy efficiency projects' cost savings and performance. Seek and assess new energy related opportunities. Act as a focal point for policy concerning implementation of Electric Vehicle charging. Assist other departments and divisions in energy related activities. Maintain awareness and understand implications of regional energy issues for the City such as the evolution of Monterey Bay Community Power.
4. Manage the City's streams and stormwater conveyance assets to assure flood protection and the ecological-health of riparian zones.
5. Management and oversight of City sustainability goals and programs including Urban Forestry and Greening Programs.

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Fiscally strengthen water programs through increased revenue generation and negotiation of agreements			Finalize agreements for: * Recycling of storm and industrial waste water with M1W * Power purchase and water security with Cal Water and Deep Water Desal	* Initiated revised agreement for recycling of industrial wastewater with M1W * Completed agreement for access of facilities during construction of grant funded stormwater capture and reuse	* Finalize long term agreement for recycling of industrial wastewater and stormwater with M1W
Track avoided costs and generation from solar and energy retrofit projects			* 15,000 MWh generated from PV * \$2.2M avoided energy cost	* 13,609 MWh generated from PV * \$1.9M avoided energy cost	* 13,000 MWh generated from PV * \$1.7M avoided energy cost
Seek Energy related opportunities and partnerships			Seek funding opportunities for expanding the EV Charging Station network	* Continued dialogue with MBCP on regional EV charging strategies	* Secure funding from MBCP or other sources for EV charging infrastructure
Increase City's responsibility and effectiveness of the Solid Waste program			Continue to address regional issues leading to efficient use of resources and strengthen related partnerships	* Conducted performance review of Republic Services * Assumed administration of Franchise Agreement * Collaborated with SVSWA, MRWMD and the County to establish a regional solid waste MOU to share resources and develop operational efficiencies * Laid groundwork to begin negotiations with SVSWA and Republic Services for new agreements	* Ensure measures recommended in performance review of Republic Services are implemented* * Continue constructive collaboration with SVSWA, MRWMD and the County to share resources and develop operational efficiencies * Complete new agreements through negotiations with SVSWA and Republic Services
Develop comprehensive plan to significantly increase tree canopy percentage within the City			Begin implementation of key elements in Forestry Management Plan	* Applied for Grant funding to develop a Forestry Management Plan	* Obtain grant funding to develop a Forestry Management Plan

Major Budget Changes

Given the Engineering Services Division's focus on transportation, building facilities, and private development, WWE continues to absorb Capital Improvement Projects related to sanitary sewer, industrial waste and stormwater which now total more than 20. Reinstatement and the addition of staff are needed to assist with continued and changing regional water and solid waste issues.

The Division was formed in FY 2015-16 with a minimal budget until needs were better determined.

ENGINEERING AND TRANSPORTATION

5125 Eng Water & Solid Waste Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	104,135	251,853	52,130	67,865
62 - Supplies & Materials	6,468	1,023	2,775	6,775
63 - Outside Services	358,305	431,228	186,242	1,000
64 - Other Charges	54,182	2,880	7,750	8,500
66 - Capital Outlays	992	4,388	5,000	5,500
Total	524,083	691,372	253,897	89,640
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	524,083	691,372	253,897	89,640
Total	524,083	691,372	253,897	89,640
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
5125 Eng Water & Solid Waste Division	0.750	1.550	1.550	0.550
Total	0.750	1.550	1.550	0.550

ENGINEERING AND TRANSPORTATION

Work Force

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
5110 Engineering Administration				
Administrative Secretary	1.000	1.000	1.000	1.000
Assistant PW Dir/City Engr	0.250	0.250	0.250	
Asst Public Works Director	0.500	0.500	1.000	
Labor Compliance Officer I	1.000	1.000	1.000	1.000
Office Technician				0.250
Project Coordinator	1.000	1.000	1.000	1.000
Public Works Admin Supervisor	1.000	0.750	0.750	0.750
Public Works Assistant	1.000	1.000	1.000	1.000
Public Works Director	0.450	0.400	0.430	0.430
City Engineer				0.250
5110 Engineering Administration Total	6.200	5.900	6.430	5.680
5115 Development Engineering				
Assistant Engineer	1.000	1.000	1.000	1.000
Assistant PW Dir/City Engr	0.250	0.250	0.250	
Construction Inspector	1.000	1.000	1.000	1.000
Junior Engineer	2.000	2.000	2.000	2.000
Public Works Director		0.100	0.100	0.100
Senior Civil Engineer	0.500	0.500	0.500	0.500
City Engineer				0.250
5115 Development Engineering Total	4.750	4.850	4.850	4.850
5120 Engineering Services				
Assistant Engineer	2.000	2.000	2.000	3.000
Assistant PW Dir/City Engr	0.500	0.100	0.100	
Associate Engineer	1.000	1.000	1.000	
Const Inspector Supv	1.000	1.000	1.000	1.000
Construction Inspector	1.000	2.000	2.000	2.000
Engineering Aide I	2.000	1.000	1.000	2.000
Engineering Aide II	1.000	2.000	2.000	1.000
Junior Engineer	2.000	2.000	2.000	2.000
Senior Civil Engineer	1.000	0.750	0.750	0.750
Sr Construction Inspector	1.000	1.000	1.000	1.000
City Engineer				0.100
5120 Engineering Services Total	12.500	12.850	12.850	12.850

ENGINEERING AND TRANSPORTATION

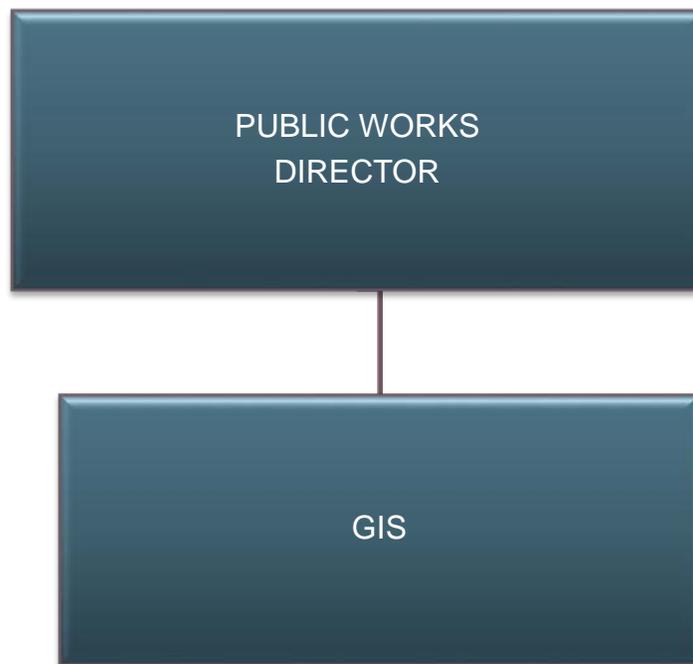
Work Force

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
5122 Dev, Traffic & Transportation				
Assistant Engineer	2.000	2.000	2.000	2.000
Construction Inspector	1.000			
Engineering Aide I	1.000	1.000	1.000	
Engineering Aide II				1.000
Traffic Engineer	1.000	1.000	1.000	1.000
Transportation Manager	1.000	1.000	1.000	1.000
5122 Dev, Traffic & Transportation Total	6.000	5.000	5.000	5.000
5125 Eng Water & Solid Waste Division				
Assistant PW Dir/City Engr		0.100	0.100	
Environ Resource Planner	0.250	1.000	1.000	
Public Works Director		0.050	0.050	0.050
Senior Civil Engineer	0.500	0.400	0.400	0.400
City Engineer				0.100
5125 Eng Water & Solid Waste Division Total	0.750	1.550	1.550	0.550
Total	30.200	30.150	30.680	28.930



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GEOGRAPHIC INFORMATION SYSTEMS (GIS) Organizational Chart



Purpose

The Geographic Information System (GIS) Division's primary function is to provide mapping and data analytical support to city departments. The GIS Division's goal is to make information easily accessible and assist other city departments make informed decisions on city operational, asset management and planning activities.

Secondary goals of the Division is to offer GIS services to other public and private entities at a reasonable cost, provide a platform for Open Data to the public and implement innovative and emerging technologies that will enhance city services.

Division Operations

1. Develop databases necessary to achieve compliance with City Sanitary Sewer requirements.
2. Create, Manage, update and enhance database layers of geographically located features and associated information.
3. Provide data analytics and create data dashboards for staff, council and the public
4. Support City staff in GIS and mapping needs.
5. Develop internal and public interface for GIS information.
6. Work with Departments in developing data capture processes for relevant information.
7. Assist City departments in the analysis of spatial data to arrive at desired results.
8. Migrate and Update existing GIS servers and system

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Longest GIS Service Interruptions for the Year	N/A	N/A	<4 hrs	2.5 hrs	<4 hrs
Total Number of Salinas Souce 2.0 hits	100	110	5000	1.753 M	NA
Update Internal GIS Database	20	32	20	30	20
GIS Training Events per year	N/A	N/A	5	6	5
Maintain Online Availability of GIS Services	N/A	99.00%	99.99%	99.00%	99.99%
Projects Started	N/A	N/A	N/A	200	180
Projects Completed	N/A	N/A	N/A	170	153
Total Number of Salinas Souce 2.0 sessions	N/A	N/A	N/A	4200	4000

Major Budget Changes

In FY 2020-21, no major budget changes requested. Staff is still attempting to fill the open GIS Technician I position. GIS staff are now participating in the Open Data, Innovation Team, and Smart City Initiatives. Three temporary part time GIS Technicians will provide supplemental assistance. Additionally, GIS staff are providing support to the Alisal Vibrancy Plan, China Town Revitalization, Library, Parks and Recreation Master Plan, Pavement Management Plan, Sanitary Sewer GIS, Facilities Asset management, Airport GIS, Residential Fee and Billing and PD Property Info mobile apps. GIS is also supporting the QAlert System, Trakit database migration, and is now responsible for maintenance of the address and parcel databases. The main task for the fiscal year is to migrate and update the GIS systems for the City while continuing to support Salinas Source 2.0, development of public facing apps, the creation and maintenance of data dashboards and story maps. for staff, the council and community members.

GEOGRAPHIC INFORMATION SYSTEMS

5128 GIS Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	504,151	486,578	555,270	562,601
62 - Supplies & Materials	339	2,070	1,400	1,400
63 - Outside Services	17,142	25,521	26,300	35,800
64 - Other Charges	7,518	10,078	13,200	
66 - Capital Outlays	16,726	7,264	7,000	15,200
Total	545,876	531,512	603,170	615,001

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	545,876	531,512	603,170	615,001
Total	545,876	531,512	603,170	615,001

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
5128 GIS Division	5.000	5.000	5.000	5.000
Total	5.000	5.000	5.000	5.000

GEOGRAPHIC INFORMATION SYSTEMS

Work Force

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
5128 GIS Division				
GIS Administrator	1.000	1.000	1.000	1.000
GIS Technician	3.000	3.000	3.000	1.000
Junior Engineer	1.000	1.000	1.000	
GIS Analyst II				1.000
GIS Technician II				2.000
5128 GIS Division Total	5.000	5.000	5.000	5.000
Total	5.000	5.000	5.000	5.000

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 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Number of purchase orders issued	1,328	1,553	1,200	1,100	1,200
Process Biweekly Payroll Personnel Actions	156	161	100	150	100

Major Budget Changes

None

ENVIRONMENTAL AND MAINTENANCE SERVICES

5230 Maintenance Administration Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	251,041	71,579	101,000	338,521
62 - Supplies & Materials	13,458	8,189	21,300	24,300
63 - Outside Services	56,730	91,441	121,300	112,300
64 - Other Charges	4,033	3,124	3,700	7,000
66 - Capital Outlays	542	898	8,000	8,000
Total	325,804	175,232	255,300	490,121
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	325,804	175,232	255,300	490,121
Total	325,804	175,232	255,300	490,121
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
5230 Maintenance Administration	2.450	1.250	1.500	1.500
Total	2.450	1.250	1.500	1.500

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 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Square Feet of Graffiti Removed Annually	245,892	240,525	175,000	250,584	250,000
Sites Addressed	4,410	4,253	5,000	5,000	4,100

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	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	124,914	127,418	133,900	136,540
62 - Supplies & Materials	12,189	18,580	37,000	35,000
63 - Outside Services			23,000	25,000
64 - Other Charges	700	800	3,200	2,500
Total	137,803	146,798	197,100	199,040
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	137,803	146,798	197,100	199,040
Total	137,803	146,798	197,100	199,040
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 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 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Square feet of buildings to maintain per employee	400,000	400,000	400,000	400,000	400,000
Electrical and Plumbing Repairs Performed Annually	827	800	700	1,050	1,200
Painting and Carpentry Maintenance Requests	998	850	900	1,250	1,400

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	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	549,820	564,734	605,290	602,056
62 - Supplies & Materials	27,794	24,475	48,800	48,800
63 - Outside Services	279,948	284,627	354,700	351,088
64 - Other Charges	8,965	7,200	12,200	5,000
Total	866,527	881,035	1,020,990	1,006,944
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	866,527	881,035	1,020,990	1,006,944
Total	866,527	881,035	1,020,990	1,006,944
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
5232 Facilities Maintenance	5.250	5.250	5.250	5.250
Total	5.250	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 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Tons of Asphalt Applied Annually	5826	4362	5500	6428	5500
Yards of Concrete Poured	341	315	300	126	250
Street Sign Installation/Repair/Replacement	956	650	850	624	850
Work Alternative Crew Cleanup -Tons	214	150	100	42	100

Major Budget Changes

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

ENVIRONMENTAL AND MAINTENANCE SERVICES

5234 Street Maintenance Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	1,907,520	1,921,661	1,989,150	1,850,853
62 - Supplies & Materials	137,784	145,777	187,034	198,000
63 - Outside Services	(6,490)	4,235	12,500	13,700
64 - Other Charges	18,765	19,155	21,300	3,100
66 - Capital Outlays	153		4,666	
Total	2,057,732	2,090,827	2,214,650	2,065,653

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	1,330,335	1,357,692	1,445,910	1,276,948
1200 Measure G	727,398	733,136	768,740	788,705
Total	2,057,732	2,090,827	2,214,650	2,065,653

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
5234 Street Maintenance	18.000	17.000	17.000	17.000
Total	18.000	17.000	17.000	17.000

ENVIRONMENTAL AND MAINTENANCE SERVICES

Street Lights Division

5235

Purpose

Salinas' benefits from over 6,000 street lights illuminating our streets after dark. Street lights vary from the 150-watt residential lights, to the 200- watt arterial lamps, and even special period lamps in the Downtown area.

Salinas no longer uses high-pressure sodium lamps and has transitioned to LED lamps on every street and City facility.

Division Operations

1. Maintain all City street lights

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Street Lights Repaired/Replaced	154	125	125	119	125

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	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	141,936	147,547	160,410	172,874
62 - Supplies & Materials	30,211	25,246	57,897	50,000
63 - Outside Services	364,668	390,512	370,900	371,500
64 - Other Charges	1,600		1,600	
66 - Capital Outlays		4,017		
Total	538,415	567,324	590,807	594,374
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	538,415	567,324	590,807	594,374
Total	538,415	567,324	590,807	594,374
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 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. Manage Traffic Signal Maintenance Contract.
3. Review and update traffic signal timing systems to improve circulation
4. Evaluate systems as appropriate to meet traffic needs.
5. Provide signal interconnection in an effort to improve traffic movements and improve intersection operations efficiency.
6. Develop Traffic Operations Center to allow communication and improved signal management functions.

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Number of signalized intersections to maintain	106	107	109	109	113

Major Budget Changes

The City signal inventory is increasing. At the end of FY 19-20, two new signals are anticipated to be added to the City's inventory. Five more new traffic signals are in the design process and will be added to the inventory within a year after. The costs to maintain the City signal system is approximately \$3,450 per year, which includes electrical use, routine maintenance and knockdowns. For FY 20-21 staff anticipates routine maintenance costs to remain stable with the new maintenance contractor hired in 2019. What cannot be predicted are damages to the City signal system by vehicle collisions or acts of nature.

ENVIRONMENTAL AND MAINTENANCE SERVICES

5236 Traffic Signals Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
63 - Outside Services	234,414	327,476	323,400	323,400
66 - Capital Outlays	7,525			
Total	241,939	327,476	323,400	323,400
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	241,939	327,476	323,400	323,400
Total	241,939	327,476	323,400	323,400

ENVIRONMENTAL AND MAINTENANCE SERVICES

Environmental Compliance Division

5237

Purpose

Inspect and investigate sources of pollution to protect the public and the environment in compliance with the City's National Pollution Discharge Elimination System (NPDES) Permit and ensure conformance with Federal, State, and local regulations.

Division Operations

1. Protect water quality and environmental resources by developing and implementing programs and best management practices identified within the City's Stormwater Management Plan.
2. Develop and implement an NPDES inspection program of high priority commercial and industrial businesses to ensure compliance with water quality objectives for point source discharges.
3. Promote voluntary compliance.
4. Ensure that environmental requirements and best management practices are being implemented effectively.
5. Oversee the City's street sweeping program

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Number of businesses inspected	312	220	250	250	250

Major Budget Changes

A whole new data driven street sweeping system is being implemented using GIS driven mapping, street parking restrictions and better record keeping to facilitate NPDES reporting.

ENVIRONMENTAL AND MAINTENANCE SERVICES

5237 Environmental Compliance Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	106,244	124,711	119,570	140,084
64 - Other Charges	1,900	1,900	1,900	
Total	108,144	126,611	121,470	140,084
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	108,144	126,611	121,470	140,084
Total	108,144	126,611	121,470	140,084
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
5237 Environmental Compliance	1.000	1.000	1.000	1.000
Total	1.000	1.000	1.000	1.000

ENVIRONMENTAL AND MAINTENANCE SERVICES

Parks and Community Services Division

5238

Purpose

It is the mission of the Parks and Grounds Division to provide quality maintenance service to preserve safety, aesthetics, health and utility for Salinas' inventory of parks, green belts, open spaces, medians, planters, facility landscapes, and landscape maintenance districts.

The City's parks encompass over 409 acres in 45 sites. With an additional 90 acres of median islands and greenbelt areas throughout the city.

Division Operations

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

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Cost per Salinas resident to support parks	\$ 16.32	\$ 12.50	\$ 12.50	\$ 12.50	\$ 12.50
Number of Park Acres Maintained per FTE Daily Average	77	51	51	78	51
Percentage Above Municipal Benchmark (11 Acres/FTE)	700%	562%	562%	700%	562%
Acres of Parks Maintained	460	409	409	391	391
Percentage of Parks Request For Service Responded to Within 48 Hours	100%	100%	90%	90%	90%
Average Number of FTE per Workday (7 Days per Week)	8	8	8	5	8

Major Budget Changes

One Park Maintenance Crew Supervisor and four Park Maintenance Workers have retired. The Park Maintenance Crew Supervisor position and two Park Maintenance Worker positions have not been filled. It is essential that the City back fill these positions in order to provide a better way of life and safe parks for our community. Increases in contract services and funding will be needed.

ENVIRONMENTAL AND MAINTENANCE SERVICES

5238 Parks and Community Services Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	1,104,195	996,572	1,106,750	1,054,994
62 - Supplies & Materials	126,457	77,307	175,826	202,400
63 - Outside Services	1,177,166	824,399	1,437,734	1,065,760
64 - Other Charges	5,400	6,513	8,300	5,700
Total	2,413,218	1,904,790	2,728,610	2,328,854

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	1,625,036	1,077,060	1,916,050	1,357,990
1100 Measure E	547,369	498,835	538,410	693,489
1200 Measure G	240,813	328,896	274,150	277,375
Total	2,413,218	1,904,790	2,728,610	2,328,854

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
5238 Parks and Community Services	12.000	12.000	12.000	12.000
Total	12.000	12.000	12.000	12.000

ENVIRONMENTAL AND MAINTENANCE SERVICES

Urban Forestry Division

5239

Purpose

The mission of the Salinas Urban Forestry is to maintain Salinas' urban forests, including street, golf course, greenbelt and median trees, and trees within public facility landscapes, by providing professional quality service, utilizing International Society of Arboriculture tree care practices and standards set forth by the American National Standards Institute (ANSI) and the Tree City USA program.

Division Operations

1. Complete safety pruning operations with in-house staff and contract staff.
2. Provide storm related emergency responses for tree issues.
3. Complete a limited number of full service pruning operations on City trees through contract services with available resources.
4. Plant replacement trees in streetscapes as resources allow.
5. Perform tree maintenance, planting and removal in city parks and greenbelts

Performance Measure

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Cost per Salinas resident to support Street Trees	\$6.88	\$5.17	\$6.88	\$6.88	\$6.31
Number of Tree Service Requests	7,500	7,000	20,000	20,000	15,000
Number of Storm and Emergency Call Outs	1,900	400	500	500	450
Number of Street Trees to maintain EService Requests	4,800	4,000	6,500	6,500	7,000

Major Budget Changes

Additional funding will need to be considered in order to move forward with the City of Salinas Urban Forestry Management Plan and Maintenance Program. This will insure the City's Urban Forest Division will be on track to trim all 30,000 street trees within six years.

ENVIRONMENTAL AND MAINTENANCE SERVICES

5239 Urban Forestry Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	808,388	807,091	764,310	785,323
62 - Supplies & Materials	57,149	59,051	66,324	63,300
63 - Outside Services	128,749	25,412	268,134	151,500
64 - Other Charges	7,525	5,783	7,700	1,800
66 - Capital Outlays	13,336			
Total	1,015,146	897,337	1,106,467	1,001,923

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	711,700	644,050	751,747	690,118
1100 Measure E	248,875	247,476	246,720	253,805
1200 Measure G	54,572	5,811	108,000	58,000
Total	1,015,146	897,337	1,106,467	1,001,923

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 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	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
5230 Maintenance Administration				
Office Technician	1.000	0.200	0.200	0.200
Public Works Admin Supervisor			0.250	0.250
Public Works Director	0.450	0.050	0.050	0.050
Superintendent of Maintenance Sv	1.000	1.000	1.000	1.000
5230 Maintenance Administration Total	2.450	1.250	1.500	1.500
5231 Graffiti Abatement				
Neighborhood Svcs Worker	1.000	1.000		
Graffiti Abatement Worker			1.000	1.000
5231 Graffiti Abatement Total	1.000	1.000	1.000	1.000
5232 Facilities Maintenance				
Facilities Maintenance Manager	1.000	1.000	1.000	1.000
Facility Maintenance Mechanic	2.000	2.000	2.000	2.000
Maintenance Manager	0.250	0.250	0.250	0.250
Sr Comm Facilities Svc Wk	1.000	1.000		
Sr Facility Maint Mech	1.000	1.000	1.000	1.000
Graffiti Abatement Worker			1.000	1.000
5232 Facilities Maintenance Total	5.250	5.250	5.250	5.250
5234 Street Maintenance				
Inmate Crew Coordinator	1.000	1.000	1.000	1.000
P.S. Maint Crew Supervisor	1.000	1.000	1.000	1.000
Public Svc Maint Wkr I	2.000	1.000	3.000	3.000
Public Svc Maint Wkr II	7.000	7.000	5.000	5.000
Public Svc Maint Wkr III	3.000	3.000	3.000	3.000
Public Svc Maint Wkr IV	3.000	3.000	3.000	3.000
Street Maintenance Manager	1.000	1.000	1.000	1.000
5234 Street Maintenance Total	18.000	17.000	17.000	17.000
5235 Street Lights				
S/L Traffic Signal Crew Sup	1.000	1.000	1.000	1.000
5235 Street Lights Total	1.000	1.000	1.000	1.000
5237 Environmental Compliance				
Env Compliance Insp II	1.000	1.000	1.000	1.000
5237 Environmental Compliance Total	1.000	1.000	1.000	1.000

ENVIRONMENTAL AND MAINTENANCE SERVICES

Work Force

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
5238 Parks and Community Services				
Park Grnds Frstry Ops Mgr	1.000	1.000	1.000	1.000
Park Maint Worker	10.000	10.000	10.000	10.000
Park Maintenance Crew Sup	1.000	1.000	1.000	1.000
5238 Parks and Community Services Total	12.000	12.000	12.000	12.000
5239 Urban Forestry				
Sr Urban Forestry Worker	1.000	1.000	1.000	1.000
Urban Forestry Crew Supervisor	1.000	1.000	1.000	1.000
Urban Forestry Worker I	1.000	1.000	2.000	2.000
Urban Forestry Worker II	5.000	5.000	4.000	4.000
5239 Urban Forestry Total	8.000	8.000	8.000	8.000
Total	48.700	46.500	46.750	46.750



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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 2019-20

Economic Diversity and Prosperity

1. Met with various district groups through-out the year to address common concerns
2. Responded to citizen inquires and attended property owner meetings
3. Kept expenses within budget and below the anticipated revenues to insure adequate reserves

Safe, Livable Community

1. Removed graffiti within 24-hours; removed homeless encampments monthly
2. Removed overgrowth from creek beds reducing impacts from potential flooding and wild fires
3. Responded to concerns related to traffic and security as soon as possible

Effective, Sustainable Government

1. Managed district budgets with positive fund balances at year-end
2. Implemented water conservation techniques in compliance with State water reduction mandates

Excellent Infrastructure

1. Implemented traffic calming for Monte Bella
2. Painted curbs and replaced signs as needed

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

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

A five-year landscape contract was procured in FY 18-19 leading in an overall reduction in maintenance costs in the districts.

ASSESSMENT AND MAINTENANCE DISTRICTS

Summary

Expenditures by Program	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
2140 Assessment Dist Administration	158,309	150,051	147,860	150,520
2141 Assessment District Debt Service	1,098,650	1,043,290	1,098,800	790,700
5560 Woodside Park	26,588	65,484	35,730	34,177
5561 Downtown Mall	3,373	3,347		
5562 Airport Business Park	19,387	26,292	20,478	13,469
5563 North East	712,260	583,696	789,875	626,961
5564 Harden Ranch	203,238	158,580	124,805	124,529
5565 Vista Nueva	13,067	16,794	26,800	26,810
5566 Mira Monte	107,793	123,795	152,210	151,025
5567 Monte Bella	180,590	140,524	306,395	287,343
Total	2,523,254	2,311,853	2,702,953	2,205,534
Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	318,599	327,027	322,100	288,684
62 - Supplies & Materials	8,136		18,200	20,200
63 - Outside Services	933,274	789,671	1,125,253	868,450
64 - Other Charges	164,595	150,365	228,600	235,500
65 - Debt Service	1,098,650	1,043,290	1,006,800	790,700
66 - Capital Outlays		1,501	2,000	2,000
Total	2,523,254	2,311,853	2,702,953	2,205,534
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	114,453	108,447	106,390	108,390
2101 Maintenance Dist Administration	43,855	41,604	41,470	42,130
2102 Woodside Park Maint District	26,588	65,484	35,730	34,177
2103 Downtown Mall Maint District	3,373	3,347		
2104 Airport Bus Park Maint District	19,387	26,292	20,478	13,469
2105 N E Salinas Landscape Dist	712,260	583,696	789,875	626,961
2106 Harden Ranch Landscape Dist	203,238	158,580	124,805	124,529
2107 Vista Nueva Maint District	13,067	16,794	26,800	26,810
2108 Mira Monte Maint District	107,793	123,795	152,210	151,025
2109 Monte Bella Maint District	180,590	140,524	306,395	287,343
4202 Assessment Districts-Debt Svc	1,098,650	893,193	900,900	631,300
4204 Spec Tax Bond Monte Bella		150,098	197,900	159,400
Total	2,523,254	2,311,853	2,702,953	2,205,534

ASSESSMENT AND MAINTENANCE DISTRICTS

Summary

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
2140 Assessment Dist Administration	1.000	1.000	1.000	1.000
5560 Woodside Park	0.030	0.030	0.030	0.030
5562 Airport Business Park	0.010	0.010	0.010	0.010
5563 North East	0.430	0.290	0.290	0.290
5564 Harden Ranch	0.110	0.010	0.010	0.010
5566 Mira Monte	0.070	0.150	0.150	0.150
5567 Monte Bella	0.100	0.260	0.260	0.260
Total	1.750	1.750	1.750	1.750

Purpose

Collect, account for, and distribute principal and interest payments to assessment district bondholders and maintain an accurate accounting system for maintenance districts.

Division Operations

1. Assist customers in a timely and professional manner.
2. Provide administrative support for Public Works Department and property management functions.

Major Budget Changes

None

ASSESSMENT AND MAINTENANCE DISTRICTS

2140 Assessment Dist Administration Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	152,481	143,028	141,760	144,520
62 - Supplies & Materials	10			
64 - Other Charges	5,817	5,522	6,100	6,000
66 - Capital Outlays		1,501		
Total	158,309	150,051	147,860	150,520
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1000 General Fund	114,453	108,447	106,390	108,390
2101 Maintenance Dist Administration	43,855	41,604	41,470	42,130
Total	158,309	150,051	147,860	150,520
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
2140 Assessment Dist Administration	1.000	1.000	1.000	1.000
Total	1.000	1.000	1.000	1.000

Purpose

Provide fiscal services to the Salinas United Business Association which is a Business Improvement District (BID) formed to fund the special benefits to keep the E. Market and E. Alisal primary commercial corridors clean, safe, orderly, attractive, and well marketed with special events and programs, in order to increase commerce within the boundaries. The budget is based on surcharge collections from the SUBA Business Improvement Area

Division Operations

1. Administer and collect SUBA district assessments

Major Budget Changes

SUBA's budget was reduced due to the expiration of the City's ten (10) year commitment to provide an annual grant of \$50,000. In addition, the assessment collection rate has been approximately sixty-one percent 61% of projected revenues. To address this budget short fall, SUBA has moved into a smaller, less expensive office space and has salary savings from not hiring an Executive Director. SUBA's budget focuses on core activities such as advertising, clean streets and sidewalks, and business support, while also addressing specific issues facing businesses within the district's boundaries.

ASSESSMENT AND MAINTENANCE DISTRICTS

2141 Assessment District Debt Service Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
63 - Outside Services			92,000	
65 - Debt Service	1,098,650	1,043,290	1,006,800	790,700
Total	1,098,650	1,043,290	1,098,800	790,700
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
4202 Assessment Districts-Debt Svc	1,098,650	893,193	900,900	631,300
4204 Spec Tax Bond Monte Bella		150,098	197,900	159,400
Total	1,098,650	1,043,290	1,098,800	790,700

Purpose

Provide quality maintenance of the greenbelts through the use of contract services.

Division Operations

1. Provide cost effective, quality, landscape maintenance.
2. Provide excellent customer service to the District residents by resolving customer concerns in a timely manner.

Major Budget Changes

None

ASSESSMENT AND MAINTENANCE DISTRICTS

5560 Woodside Park Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	6,505	7,121	7,230	5,677
63 - Outside Services	16,800	49,640	25,000	20,000
64 - Other Charges	3,283	8,723	3,500	8,500
Total	26,588	65,484	35,730	34,177

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
2102 Woodside Park Maint District	26,588	65,484	35,730	34,177
Total	26,588	65,484	35,730	34,177

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
5560 Woodside Park	0.030	0.030	0.030	0.030
Total	0.030	0.030	0.030	0.030

Purpose

The City provides limited maintenance support for this District.

Division Operations

1. Budget provides irrigation for this district.

Major Budget Changes

None

ASSESSMENT AND MAINTENANCE DISTRICTS

5561 Downtown Mall Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
63 - Outside Services	2,934	3,147		
64 - Other Charges	439	200		
Total	3,373	3,347		

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
2103 Downtown Mall Maint District	3,373	3,347		
Total	3,373	3,347		

ASSESSMENT & MAINTENANCE DISTRICTS

Airport Business Park Assessment District

5562

Purpose

The City provides limited maintenance support for this District.

Division Operations

1. Budget provides irrigation for this district.

Major Budget Changes

None

ASSESSMENT AND MAINTENANCE DISTRICTS

5562 Airport Business Park Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	2,168	2,374	2,390	1,969
63 - Outside Services	14,798	20,573	16,788	10,200
64 - Other Charges	2,421	3,346	1,300	1,300
Total	19,387	26,292	20,478	13,469

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
2104 Airport Bus Park Maint District	19,387	26,292	20,478	13,469
Total	19,387	26,292	20,478	13,469

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
5562 Airport Business Park	0.010	0.010	0.010	0.010
Total	0.010	0.010	0.010	0.010

ASSESSMENT & MAINTENANCE DISTRICTS

North East District

5563

Purpose

The purpose of the district is to provide the Airport Business Park Center with limited basic maintenance to include mowing and irrigation. This district is comprised of 64.7 acres, not including acreage owned by governmental agencies. Maintained improvements are all walkways, crosswalks, masonry walls, fences, parkways, embankments, sprinkler systems and landscaping within the right of way of Moffett Street, La Guardia, and Vandenburg Street. Maintenance, servicing and operation is in accordance with NPDES Requirements of the City of Salinas storm water permit.

Division Operations

1. Based on limited resources, to provide mowing services on Moffett Street.

Major Budget Changes

The District's budget reserves are supplementing basic landscape services. In FY 20-21 a Proposition 218 ballot measure will be presented to the property owners in order to adjust the assessment rates to fully fund the district's expenditures and bring service levels to a desirable basic level.

ASSESSMENT AND MAINTENANCE DISTRICTS

5563 North East Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	93,254	69,936	69,560	55,461
62 - Supplies & Materials	329		500	2,500
63 - Outside Services	529,830	439,384	609,815	474,000
64 - Other Charges	88,848	74,376	110,000	95,000
Total	712,260	583,696	789,875	626,961
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
2105 N E Salinas Landscape Dist	712,260	583,696	789,875	626,961
Total	712,260	583,696	789,875	626,961
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
5563 North East	0.430	0.290	0.290	0.290
Total	0.430	0.290	0.290	0.290

ASSESSMENT & MAINTENANCE DISTRICTS

Harden Ranch District

5564

Purpose

This district encompasses street landscape improvements throughout North East Salinas from Boronda Road to East Laurel Drive and from Gabilan Creek to Williams Road. The purpose of the district is to provide a source of funding for the on-going maintenance of the improvements that were installed for the benefit of the parcels within the District. The improvements include any and all public landscaping and irrigation improvements on landscaped medians islands within the district, including the 30-foot wide park strips of land between the curb and right-of-way, cul-de-sac median landscaping, jogging paths, planter walls, public lighting and associated improvements as allowed under the Salinas Municipal Code and the Lighting and Landscape Act of 1982 (the "Act"). In addition, the District also funds the maintenance of the channel improvements within Gabilan Creek and Natividad Channel in accordance with NPDES requirements of the City of Salinas stormwater permit, as allowed under the Salinas Municipal Code.

Division Operations

1. Provide responsive customer service.
2. Administer and supervise the maintenance contract for cost effective landscape maintenance.

Major Budget Changes

A five-year landscape maintenance contract was awarded in FY 18-19 resulting in a 16% decrease in annual landscape maintenance costs.

Beginning FY 20-21 the district's fund balance will not be sufficient to offset the difference between budgeted expenditures and assessment revenues. In order to address this there will continue to be a reduction in maintenance eservices levels and a Proposition 218 ballot measure will be presented to the property owners in order to adjust the assessment rates to fully fund the district's expenditures which would include a provision for the annual escalation of rates to account for inflation.

ASSESSMENT AND MAINTENANCE DISTRICTS

5564 Harden Ranch Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	23,850	2,466	2,480	2,029
62 - Supplies & Materials			500	500
63 - Outside Services	154,212	135,023	108,825	92,000
64 - Other Charges	25,176	21,091	13,000	30,000
Total	203,238	158,580	124,805	124,529
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
2106 Harden Ranch Landscape Dist	203,238	158,580	124,805	124,529
Total	203,238	158,580	124,805	124,529
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
5564 Harden Ranch	0.110	0.010	0.010	0.010
Total	0.110	0.010	0.010	0.010

Purpose

This district encompasses street landscape improvements along North Main Street from Cherokee Drive to San Juan Grade Road, El Dorado Drive, McKinnon Drive, Harden Parkway, and storm water detention basins that are also used as parks. The purpose of the district is to provide on-going maintenance support for the amenities that were installed for the benefit of the parcels within the District.

Division Operations

1. Provide responsive customer service.
2. Administer and supervise the maintenance contract for cost effective landscape maintenance

Major Budget Changes

The district's fund balance is projected to be depleted this year. According to the FY 18-19 district's Engineer's Report, the "level of maintenance services that the District can currently provide from assessment revenue funding only is estimated to be approximately 42% of the level that could be provided in 1999." (p. 11)

In order to address this there will continue to be a reduction in maintenance eservices levels and a Proposition 218 ballot measure will be presented to the property owners in order to adjust the assessment rates to fully fund the district's expenditures which would include a provision for the annual escalation of rates to account for inflation.

ASSESSMENT AND MAINTENANCE DISTRICTS

5565 Vista Nueva Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	3,482	4,321		10
63 - Outside Services	8,058	10,201	18,100	18,100
64 - Other Charges	1,526	2,273	6,700	6,700
66 - Capital Outlays			2,000	2,000
Total	13,067	16,794	26,800	26,810

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
2107 Vista Nueva Maint District	13,067	16,794	26,800	26,810
Total	13,067	16,794	26,800	26,810

Purpose

This district encompasses 49 parcels most of which are residential between Garner Avenue and Gee Street, uphill from Natividad Creek. The purpose of the district is to provide maintenance servicing and operation of the sanitary sewer pump station, services for streets, sewers, subdivision fence, and street lights.

Division Operations

1. Provide responsive customer service.
2. Provide the the highest level of maintenance with available resources.

Major Budget Changes

None

ASSESSMENT AND MAINTENANCE DISTRICTS

5566 Mira Monte Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	15,177	35,534	37,010	29,825
62 - Supplies & Materials	221		2,200	2,200
63 - Outside Services	78,452	71,964	98,000	104,000
64 - Other Charges	13,943	16,298	15,000	15,000
Total	107,793	123,795	152,210	151,025
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
2108 Mira Monte Maint District	107,793	123,795	152,210	151,025
Total	107,793	123,795	152,210	151,025
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
5566 Mira Monte	0.070	0.150	0.150	0.150
Total	0.070	0.150	0.150	0.150

Purpose

This district is within the North/East Maintenance District located northwest of Hemingway Drive, and it encompasses the development known as the Cottages of Mira Monte. This development includes approximately 203 medium density family homes, open space, and tot lots within the development. The purpose of the district is to provide maintenance, servicing, and operation of street and open space landscape improvements, tot lot improvements, routine street maintenance, maintenance of the clustered driveways, maintenance of public lighting fixtures on all streets and clustered driveways, and associated appurtenances located within the public right-of-ways and dedicated landscape easements.

Division Operations

1. Provide cost effective and quality landscape maintenance.
2. Provide excellent customer service to the District residents by being available to resolve maintenance issues in a timely manner.
3. Administer and supervise the maintenance contracts for cost effectiveness

Major Budget Changes

None

ASSESSMENT AND MAINTENANCE DISTRICTS

5567 Monte Bella Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	21,681	62,249	61,670	49,193
62 - Supplies & Materials	7,577		15,000	15,000
63 - Outside Services	128,191	59,740	156,725	150,150
64 - Other Charges	23,141	18,536	73,000	73,000
Total	180,590	140,524	306,395	287,343
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
2109 Monte Bella Maint District	180,590	140,524	306,395	287,343
Total	180,590	140,524	306,395	287,343
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
5567 Monte Bella	0.100	0.260	0.260	0.260
Total	0.100	0.260	0.260	0.260

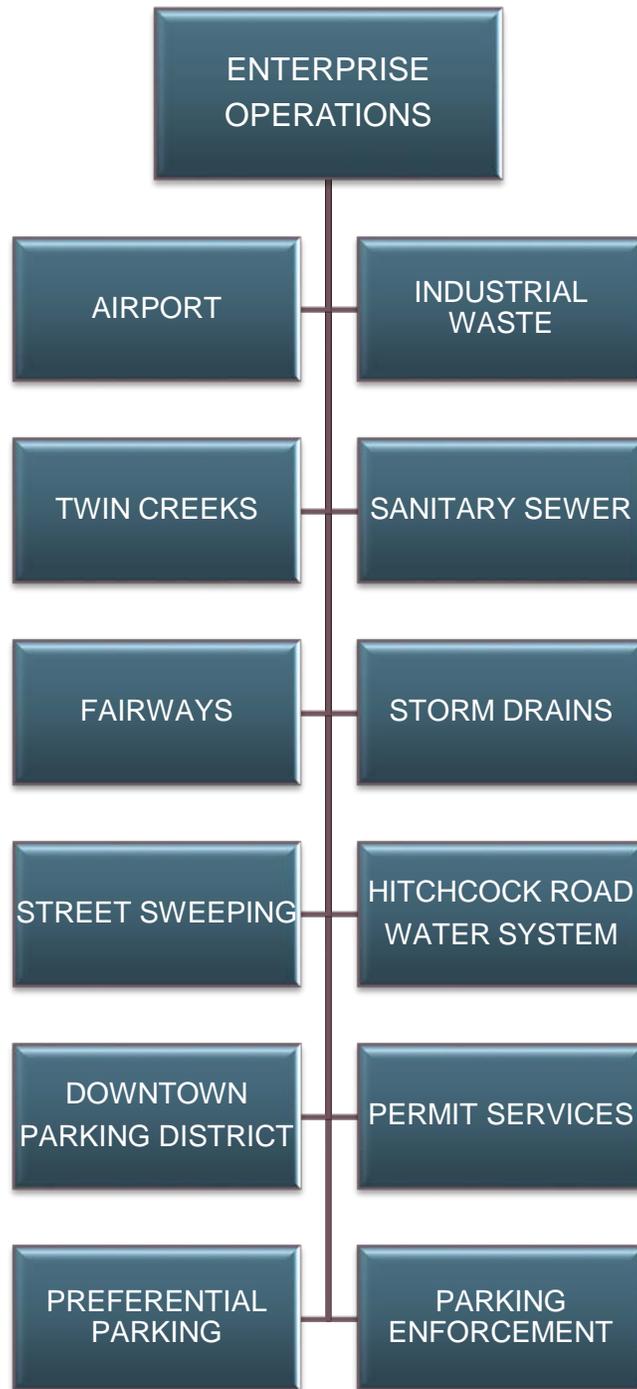
ASSESSMENT AND MAINTENANCE DISTRICTS

Work Force

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 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				
Maintenance Manager	0.030	0.030	0.030	0.030
5560 Woodside Park Total	0.030	0.030	0.030	0.030
5562 Airport Business Park				
Maintenance Manager	0.010	0.010	0.010	0.010
5562 Airport Business Park Total	0.010	0.010	0.010	0.010
5563 North East				
Maintenance Manager	0.430	0.290	0.290	0.290
5563 North East Total	0.430	0.290	0.290	0.290
5564 Harden Ranch				
Maintenance Manager	0.110	0.010	0.010	0.010
5564 Harden Ranch Total	0.110	0.010	0.010	0.010
5566 Mira Monte				
Maintenance Manager	0.070	0.150	0.150	0.150
5566 Mira Monte Total	0.070	0.150	0.150	0.150
5567 Monte Bella				
Maintenance Manager	0.100	0.260	0.260	0.260
5567 Monte Bella Total	0.100	0.260	0.260	0.260
Total	1.750	1.750	1.750	1.750

ENTERPRISE OPERATIONS

Organizational Chart





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ENTERPRISE OPERATIONS

Summary

Purpose

The purpose of the Enterprise Program is to provide self-supporting community services such as the operation of the Airport, Fairways Golf Course, and the various Sewer Waste Collection systems.

Top Accomplishments for FY 2019-20

Economic Diversity and Prosperity

1. Provided economic role and benefit of the airport for the Salinas Economic Development Element.
2. Commenced Economic Benefit Study for the Salinas Municipal Airport.
3. Provide parking services in support of the Downtown Vibrancy Plan.
4. Provide parking support for other commercial areas in Salinas.
5. Develop parking strategies in support of encouraging housing development in downtown.

Safe, Livable Community

1. Hosted 2019 California International Airshow.
2. Added two Rental Car Concessions at the Salinas Municipal Airport.
3. Provide Parking enforcement support for Code enforcement activities.
4. Provide Parking enforcement support for traffic safety at school locations.

Effective, Sustainable Government

1. Secured \$69,000 in Coronavirus Aid, Relief, and Economic Security Act Emergency Funding.
2. Continued support of the Airport Commission.
3. Continued development of sustainable City Parking programs.
4. Creation of the Parking Enterprise.
5. Successful development of sustainable Parking enforcement program that provide city services and covers cost.
6. Adjusted rates of Downtown Parking enterprise for next 2 fiscal years with the goal for enterprise to self-sustaining.

Excellent Infrastructure

1. Completed Rehabilitation of Runway 8/26 and 13/31 at the Salinas Municipal Airport.
2. Completed preventative maintenance inspection on all City owned Aircraft Hangars.

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

Operational Efficiency

1. Optimize Parking Enforcement to support City parking programs and neighborhood safety
2. Continued support of the Airport Commission
3. Complete Airport Runway Rehabilitation.

New Revenue

1. Apply for and secure Federal Funding for large capital expenditures.
2. Continue developing sustainable parking programs.

Investment Strategies

1. Complete Parking Management Plan with recommendations for future downtown parking infrastructure.
2. Host 2019 California International Airshow

Major Budget Changes

1. Parking Rate changes in downtown parking district take effect in FY 2020-21.

ENTERPRISE OPERATIONS

Summary

Expenditures by Program	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
3350 Permit Services	2,021,355	2,462,279	2,715,100	2,694,194
5126 NPDES Storm Water		925,318	1,605,227	1,328,817
5340 Airport	1,275,862	1,347,142	1,493,726	1,442,169
5441 Industrial Waste	1,475,293	1,808,955	2,205,047	1,981,158
5442 Sanitary Sewer	2,679,846	3,057,852	3,274,254	3,264,481
5443 NPDES Storm Drain Sewer	789,347	799,821	666,059	621,146
5444 NPDES Street Sweeping	1,175,305	932,410	1,265,230	1,321,891
5445 Hitchcock Road Water	11,793	13,151	20,000	20,000
5446 Downtown Parking	1,728,702	1,581,985	1,611,341	1,499,008
5447 Preferential Parking	10,794	13,133	24,500	24,500
5448 Parking Enforcement	162,532	1,037,749	1,058,459	1,147,440
8006 Twin Creeks Golf Course	458,151	458,915	459,700	460,000
8007 Fairways Golf Course	195,481	245,832	280,000	280,000
Total	11,984,460	14,684,543	16,678,643	16,084,804

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	4,844,632	5,228,025	5,936,920	5,892,162
62 - Supplies & Materials	448,520	472,574	657,655	674,249
63 - Outside Services	2,035,347	3,786,452	4,909,150	4,665,213
64 - Other Charges	1,312,299	1,804,640	1,499,175	1,453,580
65 - Debt Service	3,298,707	3,307,520	3,356,505	3,361,100
66 - Capital Outlays	44,956	85,332	319,239	38,500
Total	11,984,460	14,684,543	16,678,643	16,084,804

ENTERPRISE OPERATIONS

Summary

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
6100 Municipal Airport	1,275,862	1,347,142	1,493,726	1,442,169
6200 Industrial Waste	1,475,293	1,808,955	2,205,047	1,981,158
6301 Fairways Golf Course	195,481	245,832	280,000	280,000
6302 Twin Creek Golf Course	458,151	458,915	459,700	460,000
6400 Sewer	2,679,846	3,057,852	3,274,254	3,264,481
6500 Storm Sewer (NPDES)	1,964,652	2,657,549	3,536,516	3,271,854
6700 Water Utility	11,793	13,151	20,000	20,000
6801 Downtown Parking District	1,728,702	1,581,985	1,611,341	1,499,008
6802 Preferential Parking	10,794	13,133	24,500	24,500
6803 Parking Enforcement	162,532	1,037,749	1,058,459	1,147,440
6900 Permit Services	2,021,355	2,462,279	2,715,100	2,694,194
Total	11,984,460	14,684,543	16,678,643	16,084,804

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
3350 Permit Services	11.750	11.750	12.483	11.989
5126 NPDES Storm Water			1.000	1.000
5340 Airport	5.100	5.100	5.100	5.600
5441 Industrial Waste	2.500	3.800	3.800	3.800
5442 Sanitary Sewer	11.500	10.850	12.050	12.050
5443 NPDES Storm Drain Sewer	6.500	5.400	2.200	2.200
5444 NPDES Street Sweeping	5.750	5.200	6.200	6.200
5446 Downtown Parking	1.000	1.050	0.270	0.270
5448 Parking Enforcement			0.250	0.500
Total	44.100	43.150	43.353	43.609

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 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Number of Permits Approved OTC	459	1,399	600	1,200	1,500
Percent of On-Time Completeness Reviews (Goal of 72 Hours)	N/A	Process Modified	97%	N/A	N/A
Number of Days from Applied to Approved (Goal of 40 Days)	29	18	30	10	15
Number of Inspections Completed on Requested Day / Not Completed	11,910	13,203	12,000	15,000	15,000

Major Budget Changes

The Permit Services Division is supported by fees generated through permitting. In FY 17/18, an Enterprise Fund was established for Permit Services to ensure that the Division was independently sustainable through fees for service. Budget changes include the addition of fleet maintenance and credit card service fees (bank charges). The Division also plans some modifications to personnel. An Administrative Aide that is shared with Current Planning will be shifted entirely to that division, saving Permit Services nearly \$35,000 in salaries and benefits. As part of continued Permit Center improvements, the Division will work with the Human Resources Department to develop a new Permit Technician position. Those in the Permit Clerk classification would be eligible to apply for the promotional opportunity resulting in a minor increase to salaries and benefits. All increases will be addressed with Permit Fees and will not have an impact on the General Fund. It should be noted that the Shelter in Place Order has negatively affected permitting activity and will likely impact projected revenue in FY 20/21. This may require use of the Enterprise Fund's contingency at mid-year.

ENTERPRISE OPERATIONS

3350 Permit Services Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	1,296,236	1,485,184	1,655,400	1,691,294
62 - Supplies & Materials	16,142	18,807	55,925	69,100
63 - Outside Services	428,400	623,404	645,500	545,500
64 - Other Charges	274,867	334,884	358,275	358,300
66 - Capital Outlays	5,709			30,000
Total	2,021,355	2,462,279	2,715,100	2,694,194
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
6900 Permit Services	2,021,355	2,462,279	2,715,100	2,694,194
Total	2,021,355	2,462,279	2,715,100	2,694,194
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
3350 Permit Services	11.750	11.750	12.483	11.989
Total	11.750	11.750	12.483	11.989

Purpose

This Division's purpose is to provide technical support in the management and implementation of the City's NPDES Stormwater Permit. This has been identified as a focus area for regulatory compliance that affects many City departments and other outside agencies. The Division is currently comprised of an NPDES Permit Program Manager who reports to the Division Manager for Water, Waste, and Energy (5125) and a stormwater intern.

Division Operations

1. Consolidate the City's stormwater Permit compliance efforts:
 - a. Bring the City's stormwater program into compliance with the City's NPDES Stormwater Permit requirements.
 - b. Streamline City Permit compliance efforts to increase efficiency and cut compliance costs through integration of current technologies, especially in data collection/reporting efforts.
 - c. Ensure data collection and reporting capabilities meet Permit information management and reporting requirements.
 - d. Negotiate new Permit requirements for the City's new 5-year stormwater Permit
 - e. Continue technical support and oversight of City programs for compliance with stormwater regulations and provide the internal structure necessary to ensure the new Permit requirements are met while providing for efficient use of City resources.
2. Reduce the number of Permit violations from EPA and Regional Water Board audits of the City's Stormwater Permit compliance efforts to zero.
3. Collaborate with other public agencies to achieve permit program cost savings and compliance
4. Obtain grant funding for water conservation/reuse and green streets projects.
5. Increase the amount of curb miles swept through implementation of city-wide "No Parking During Street Sweeping Hours" signage program
6. Provide support in City-wide efforts to develop regulatory fees to support NPDES-required activities
7. Provide support to successfully obtain a stormwater utility to fund implementation of the City's NPDES permit.

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Compliance with NPDES Stormwater Permit	70%	85%	100%	90%	90%
Achieve program cost savings over previous year	\$50k	\$25k	\$25k	\$25k	\$25k
Offer stormwater training and community workshops to increase stormwater awareness	6 training sessions; 4 workshops	4 workshops	2 workshops or training sessions	4 workshops	2 workshops or training sessions
Develop a stormwater utility/funding source	-	-	Prop 26 fees in place; path to obtaining a utility identified	Prop 26 Fee Study 90% complete; rate structure study in process	Prop 26 fees in fee schedule; stormwater utility adopted
Reduction in litter throughout the City	-	-	10%	30%	10%
Green streets/P3 projects implemented in the City	-	-	Public/Private Partnership (P3) projects identified; mechanism in place	CBP3 RFQ released; path forward being determined	GI implemented via CBP3 program
Pilot projects in place to increase curb miles swept; street sweeping "No Parking" signage program in place	-	-	New street sweeping frequencies identified; signage in 25% of City	High Priority streets being identified; signage not required until FY	High and Medium priority streets identified; new routes under development

Major Budget Changes

- This Division was formed to allow consolidation of NPDES permit program funding to prepare for obtaining a new stormwater funding utility.

ENTERPRISE OPERATIONS

5126 NPDES Storm Water Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits		6,402	215,290	216,370
62 - Supplies & Materials		1,329	3,680	2,100
63 - Outside Services		753,264	1,196,058	955,147
64 - Other Charges		164,323	185,196	155,200
66 - Capital Outlays			5,003	
Total		925,318	1,605,227	1,328,817
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
6500 Storm Sewer (NPDES)		925,318	1,605,227	1,328,817
Total		925,318	1,605,227	1,328,817
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
5126 NPDES Storm Water			1.000	1.000
Total			1.000	1.000

ENTERPRISE OPERATIONS

Airport Division

5340

Purpose

The Airport serves the City as an element of the national transportation system. It is an economic development asset and serves as an employment center with over 20 businesses providing high-skilled high paying jobs. The Airport Division oversees the safe day-to-day operation of the facility and the long-term capital development.

Division Operations

1. Focus on quality customer service.
2. Provide staff support to the Airport Commission.
3. Ensure the continued economic viability of the Airport Enterprise Fund.
4. Support the California International Air show.
5. Acquire funding to complete plans and projects that provide for appropriate airport development.

Performance Measures

Performance Measure / Goal	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Goal	FY 2018-19 Projected	FY 2019-20 Goal
Percentage of Work Order Requests received that are completed within 48 hours	90%	90%	90%	90%	90%
Percentage of Hangar Preventative Maintenance Inspections Completed	100%	100%	100%	100%	100%
Percentage of hangar rental and lease accounts paid in full within 30 days	95%	90%	95%	95%	95%

Major Budget Changes

None

ENTERPRISE OPERATIONS

5340 Airport Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	657,254	686,031	773,570	800,245
62 - Supplies & Materials	57,177	72,853	86,500	83,500
63 - Outside Services	259,801	303,587	305,671	297,724
64 - Other Charges	239,155	253,823	228,700	229,700
65 - Debt Service	30,849	30,849	31,000	31,000
66 - Capital Outlays	31,626		68,285	
Total	1,275,862	1,347,142	1,493,726	1,442,169

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
6100 Municipal Airport	1,275,862	1,347,142	1,493,726	1,442,169
Total	1,275,862	1,347,142	1,493,726	1,442,169

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
5340 Airport	5.100	5.100	5.100	5.600
Total	5.100	5.100	5.100	5.600

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 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Goal	FY 2018-19 Projected	FY 2019-20 Goal
Millions of Gallons of Industrial Process Water Receiving Treatment & Disposal	850	1009	900	1000	1000

Major Budget Changes

None

ENTERPRISE OPERATIONS

5441 Industrial Waste Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	305,561	497,175	584,260	612,358
62 - Supplies & Materials	36,062	39,132	68,200	65,100
63 - Outside Services	528,773	539,951	658,787	621,000
64 - Other Charges	134,481	252,035	182,800	183,100
65 - Debt Service	469,209	480,661	491,000	499,600
66 - Capital Outlays	1,207		220,000	
Total	1,475,293	1,808,955	2,205,047	1,981,158
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
6200 Industrial Waste	1,475,293	1,808,955	2,205,047	1,981,158
Total	1,475,293	1,808,955	2,205,047	1,981,158
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
5441 Industrial Waste	2.500	3.800	3.800	3.800
Total	2.500	3.800	3.800	3.800

ENTERPRISE OPERATIONS

Sanitary Sewer Division

5442

Purpose

Maintain the sanitary sewer collection system in a safe, reliable, and sanitary condition to satisfy all regulatory and environmental requirements implementing best management practices outlined in the City's waste discharge requirements permit issued by the State Water Board.

Division Operations

1. Maintain the Sanitary Sewer Collection System consistent with the Statewide General WDR (Waste Discharge Requirement) permit for Sanitary Sewer Systems, WQO No. 2006-0003, and the City's Sewer System Management Plan.
2. Clean and repair existing sanitary sewer mains for the health and safety of the residents of Salinas.
3. Minimize Sanitary Sewer overflows to protect the local and regional environment through preventive maintenance.
4. Effectively contain and clean up sewer spills.
5. Replace deteriorated sewer trunk mains.
6. Perform Preventive Maintenance and repairs for ten pump stations.

Performance Measures

Performance Measure / Goal	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Goal	FY 2018-19 Projected	FY 2019-20 Goal
Miles of Pipeline Cleaned	98	78	150	93	150
Number of Sanitary Sewer Overflows	3	3	<5	4	<5
Linear Feet of Pipeline Televised (CCTV)	4,000	16,685	10,000	25,000	30,000
(FOG) Fats Oils and Grease Inspections	192	13	50	75	100

Major Budget Changes

None

ENTERPRISE OPERATIONS

5442 Sanitary Sewer Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	1,156,785	1,225,721	1,323,790	1,380,982
62 - Supplies & Materials	114,453	166,848	170,500	183,999
63 - Outside Services	108,866	230,150	514,300	467,700
64 - Other Charges	273,765	330,808	224,300	207,300
65 - Debt Service	1,025,976	1,022,526	1,023,900	1,024,500
66 - Capital Outlays		81,799	17,464	
Total	2,679,846	3,057,852	3,274,254	3,264,481
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
6400 Sewer	2,679,846	3,057,852	3,274,254	3,264,481
Total	2,679,846	3,057,852	3,274,254	3,264,481
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
5442 Sanitary Sewer	11.500	10.850	12.050	12.050
Total	11.500	10.850	12.050	12.050

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 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Goal	FY 2018-19 Projected	FY 2019-20 Goal
Number of Storm Drains Inspected and cleaned as needed	1,349	968	1,500	1,200	1,200
Number of Storm Drain Stencils Installed with "No Dumping Flows to Bay" Logo	68	14	50	25	25
Number of Commercial/Industrial Businesses Inspected.	295	312	250	250	250
Dry Weather Monitoring Inspections	156	156	157	157	157

Major Budget Changes

None

ENTERPRISE OPERATIONS

5443 NPDES Storm Drain Sewer Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	601,683	655,873	301,860	312,947
62 - Supplies & Materials	20,768	9,838	39,900	39,400
63 - Outside Services	44,832	11,374	204,899	149,399
64 - Other Charges	122,064	122,736	119,400	119,400
Total	789,347	799,821	666,059	621,146

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
6500 Storm Sewer (NPDES)	789,347	799,821	666,059	621,146
Total	789,347	799,821	666,059	621,146

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
5443 NPDES Storm Drain Sewer	6.500	5.400	2.200	2.200
Total	6.500	5.400	2.200	2.200

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 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Goal	FY 2018-19 Projected	FY 2019-20 Goal
Number of Curb Miles Swept Monthly	1,645	1,645	1,420	1,515	1,515
Cubic Yard of Debris Removed Annually	6,232	5,467	6,200	5,400	5,400

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	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	675,532	527,380	710,330	770,091
62 - Supplies & Materials	178,337	147,116	205,800	205,800
63 - Outside Services	9,238	14,425	133,300	130,300
64 - Other Charges	144,723	122,187	95,800	95,800
65 - Debt Service	167,476	118,331	118,500	118,400
66 - Capital Outlays		2,971	1,500	1,500
Total	1,175,305	932,410	1,265,230	1,321,891
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
6500 Storm Sewer (NPDES)	1,175,305	932,410	1,265,230	1,321,891
Total	1,175,305	932,410	1,265,230	1,321,891
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
5444 NPDES Street Sweeping	5.750	5.200	6.200	6.200
Total	5.750	5.200	6.200	6.200

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 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Goal	FY 2018-19 Projected
Percentage of Compliance with Health Department Water Quality Objectives	100%	100%	100%	100%

Major Budget Changes

None

ENTERPRISE OPERATIONS

5445 Hitchcock Road Water Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
62 - Supplies & Materials	2,832	2,832		
63 - Outside Services	7,488	8,486	18,000	18,000
64 - Other Charges	1,474	1,833	2,000	2,000
Total	11,793	13,151	20,000	20,000
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
6700 Water Utility	11,793	13,151	20,000	20,000
Total	11,793	13,151	20,000	20,000

ENTERPRISE OPERATIONS

Downtown Parking District

5446

Purpose

The mission of Downtown Parking Enterprise is to provide, operate and maintain an efficient, effective and sustainable downtown parking management to meet the needs of our residents, visitors and the business community. The enterprise needs to cover costs of services and strategically plan to meet the downtown parking demand today and in the near future. The Downtown Parking District enterprise supports the City's downtown economic and revitalization objectives.

Division Operations

1. To develop a sustainable downtown parking program that is able to meet current downtown needs as well as plan for viable parking solutions in the future.
2. To support the vision of the Downtown Vibrancy Plan and help make downtown a destination.
3. To provide effective management of parking services and resources.
4. To provide centralized parking management to maximize economies of scale and efficiency.
5. To develop a parking program that is fiscally able to be a partner with downtown stakeholders.
6. To provide excellent customer service.

Performance Measures

Performance Measure / Goal	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Goal	FY 2018-19 Projected	FY 2019-20 Goal
Downtown Parking Cash Collections	213,333	N/A	380,000	385,000	395,000
Mean Parking Lot Occupancy Rate	65%	67%	75%	80%	85%
Monterey Street Garage Occupancy Rate	66%	68%	75%	80%	85%

Major Budget Changes

For FY20-21, the parking fees for the Parking Garages and parking lots approved by the City Council will take effect and gradually move the enterprise from its deficit position. Staff costs and garage management costs have been adjusted to control costs. Additional revenue generating services are being developed including an improved validation program open to all downtown businesses and evening/residential parking program.

ENTERPRISE OPERATIONS

5446 Downtown Parking Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	151,580	129,720	50,690	41,639
62 - Supplies & Materials	21,660	11,878	25,250	25,250
63 - Outside Services	492,148	406,303	476,306	377,739
64 - Other Charges	105,334	83,117	99,704	99,780
65 - Debt Service	951,566	950,406	952,405	947,600
66 - Capital Outlays	6,414	562	6,986	7,000
Total	1,728,702	1,581,985	1,611,341	1,499,008
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
6801 Downtown Parking District	1,728,702	1,581,985	1,611,341	1,499,008
Total	1,728,702	1,581,985	1,611,341	1,499,008
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
5446 Downtown Parking	1.000	1.050	0.270	0.270
Total	1.000	1.050	0.270	0.270

Purpose

The mission of the Preferential Parking operations is to provide, operate and maintain an efficient and flexible preferential parking system. Currently, there is only one preferential permit parking area, District 3A, for the area surrounding the Salinas Valley Memorial Hospital. This preferential permit parking program is managed by the Public Works Parking Division is to meet the need of the residents, visitors and businesses located within the boundaries of the Preferential Parking Program.

Division Operations

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

Performance Measures

Performance Measure/Goal	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Goal	FY 2018-19 Projected	FY 2019-20 Goal
Permit Sales	\$ 16,000.00		\$ 17,000.00	\$ 17,850.00	\$ 18,000.00
Cost per Home	\$ 16.00		\$ 16.00	\$ 16.00	\$ 16.00
District 3A Citations Issued (Monitoring)	1,150		2,600	3,500	3,800

Major Budget Changes

None.

ENTERPRISE OPERATIONS

5447 Preferential Parking Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits			5,500	5,500
62 - Supplies & Materials	1,089	1,940	1,900	
63 - Outside Services	8,312	9,421	14,100	16,000
64 - Other Charges	1,393	1,771	3,000	3,000
Total	10,794	13,133	24,500	24,500
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
6802 Preferential Parking	10,794	13,133	24,500	24,500
Total	10,794	13,133	24,500	24,500

Purpose

The Citywide Parking Enforcement Program supports other programs of the Parking Enterprise. It is also responsive to Salinas' residents' need for parking enforcement and supports safety enforcement at schools. As an enterprise, the program also has the objective to ensure that costs for desired services are covered.

Division Operations

1. Provide parking management to improve program effectiveness.
2. Provide a sustainable parking enforcement program that supports all parking programs.
3. Respond to residents and business request for parking enforcement.
4. Support traffic safety needs at school locations.
5. Pursue expansion of parking enforcement program expansion to cover evenings and weekends.
6. Provide excellent customer service.

Performance Measures

Performance Measure / Goal	FY 2016-17 Actual*	FY 2017-18 Actual	FY 2018-19 Goal	FY 2018-19 Projected	FY 2019-20 Goal
Citations Written	14,791	22,712	20,000	23,000	20,000
Annual Cost	\$ 170,162		\$ 360,000		
Revenue	\$ 188,216		\$ 360,000		

*Annual Rev includes PD partial year Enforcement

Major Budget Changes

Parking enforcement demand continues to be high. Staff will propose another service expansion that will enhance response time overall increasing enforcement particularly around schools and enhancing enforcement in early evenings and weekends. Total estimated cost to increase annually by \$177,000. In addition, the parking enforcement program will also absorb costs for Citation processing, court costs and DMV costs. These costs increase with increase in citation activity. These total increase in costs (\$358,835) will be covered by revenues developed with the increase in parking enforcement activity.

ENTERPRISE OPERATIONS

5448 Parking Enforcement Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits		14,540	316,230	60,736
63 - Outside Services	147,489	886,086	742,229	1,086,704
64 - Other Charges	15,043	137,122		
Total	162,532	1,037,749	1,058,459	1,147,440
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
6803 Parking Enforcement	162,532	1,037,749	1,058,459	1,147,440
Total	162,532	1,037,749	1,058,459	1,147,440
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
5448 Parking Enforcement			0.250	0.500
Total			0.250	0.500

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	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
65 - Debt Service	458,151	458,915	459,700	460,000
Total	458,151	458,915	459,700	460,000
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
6302 Twin Creek Golf Course	458,151	458,915	459,700	460,000
Total	458,151	458,915	459,700	460,000

Purpose

The Golf Course Division of the Recreation Park Department no longer provides golf course maintenance operations and professional golf services for the 18-hole golf course and 13-station practice range. The Fairways Golf Course and its day-to-day operation was transferred to the corporation "Sierra Golf" as of August 1, 2008.

Division Operations

1. Work with "Sierra Golf" to provide a well maintained, affordable golf course and practice facility for the community.

Major Budget Changes

None

ENTERPRISE OPERATIONS

8007 Fairways Golf Course Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
65 - Debt Service	195,481	245,832	280,000	280,000
Total	195,481	245,832	280,000	280,000
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
6301 Fairways Golf Course	195,481	245,832	280,000	280,000
Total	195,481	245,832	280,000	280,000

ENTERPRISE OPERATIONS

Work Force

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
3350 Permit Services				
Administrative Aide			0.400	0.400
Bldg Permit Spec	1.000	1.000	2.000	1.000
Com Dev Admin Supervisor	1.000			
Comb Bldg Insp I	2.000	2.000	2.000	2.000
Junior Engineer	1.000	1.000	1.000	1.000
Permit Center Clerk	3.000	3.000	2.000	3.000
Permit Ctr Mgr/Bldg Off	1.000	1.000	1.000	1.000
Revenue Officer	0.750	0.750	0.750	0.589
Senior Plan Check Engineer	1.000	1.000	1.000	1.000
Sr Combo Bldg Insp	1.000	1.000	1.000	1.000
Permit Center Coordinator		1.000	1.000	1.000
Information Technologies Tech I			0.333	
3350 Permit Services Total	11.750	11.750	12.483	11.989
5126 NPDES Storm Water				
NPDES Permit Manager			1.000	1.000
5126 NPDES Storm Water Total			1.000	1.000
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	2.000	2.000	2.000	2.000
Office Technician				0.500
Public Works Director	0.100	0.100	0.100	0.100
5340 Airport Total	5.100	5.100	5.100	5.600
5441 Industrial Waste				
Assistant PW Dir/City Engr		0.150	0.150	
Environ Resource Planner	0.250			
Office Technician		0.200	0.200	0.200
P.S. Maint Crew Supervisor		0.500	0.500	0.500
Public Works Admin Supervisor		0.100	0.100	0.100
Public Works Director		0.100	0.100	0.100
Senior Civil Engineer		0.500	0.500	0.500

ENTERPRISE OPERATIONS

Work Force

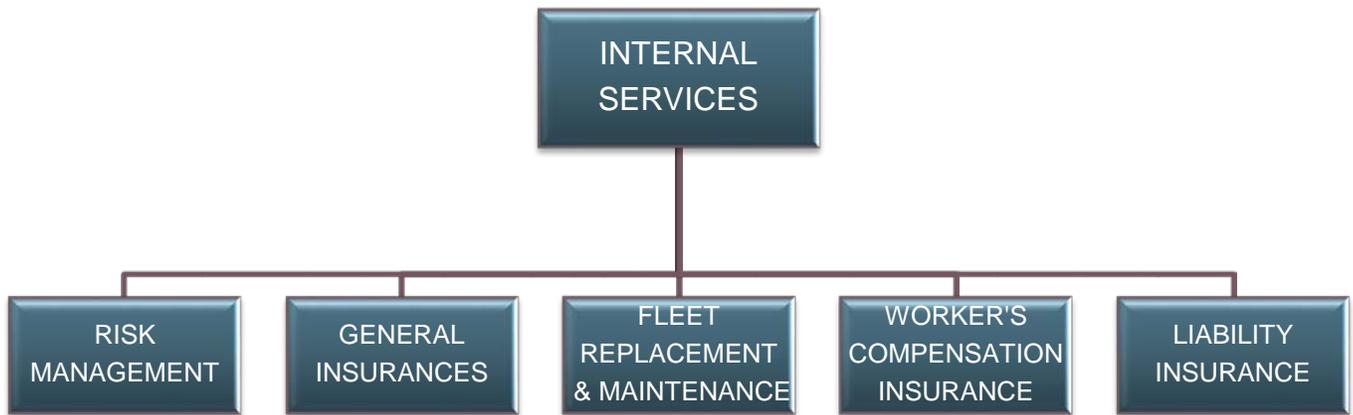
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
Wastewater Manager	0.250	0.250	0.250	0.250
Wastewater Operator	2.000	2.000	2.000	2.000
City Engineer				0.150
5441 Industrial Waste Total	2.500	3.800	3.800	3.800
5442 Sanitary Sewer				
Assistant PW Dir/City Engr		0.100	0.100	
Environ Resource Planner	0.500			
Office Technician		0.200	0.200	0.200
P.S. Maint Crew Supervisor	1.000	1.000	1.000	1.000
Public Service Maint Wkr I	3.750	0.750		
Public Svc Maint Wkr II	2.000	4.000	5.950	5.950
Public Svc Maint Wkr III	1.750	1.750	1.750	1.750
Public Svc Maint Wkr IV	0.500	0.500	0.500	0.500
Public Works Admin Supervisor		0.100	0.100	0.100
Public Works Director		0.100	0.100	0.100
Pump Maint Mechanic	0.500	1.000	1.000	1.000
Senior Civil Engineer	1.000	0.850	0.850	0.850
Wastewater Manager	0.500	0.500	0.500	0.500
City Engineer				0.100
5442 Sanitary Sewer Total	11.500	10.850	12.050	12.050
5443 NPDES Storm Drain Sewer				
Assistant PW Dir/City Engr		0.050	0.050	
NPDES Permit Manager	1.000	1.000		
P.S. Maint Crew Supervisor		0.250	0.250	0.250
Public Service Maint Wkr I	1.250	0.250		
Public Svc Maint Wkr II	3.000	3.000	1.050	1.050
Public Svc Maint Wkr III	0.250	0.250	0.250	0.250
Public Svc Maint Wkr IV	0.250	0.250	0.250	0.250
Public Works Admin Supervisor		0.050	0.050	0.050
Public Works Director		0.050	0.050	0.050
Pump Maint Mechanic	0.500			
Wastewater Manager	0.250	0.250	0.250	0.250
City Engineer				0.050
5443 NPDES Storm Drain Sewer Total	6.500	5.400	2.200	2.200

ENTERPRISE OPERATIONS

Work Force

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
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
Office Technician		0.200	0.200	0.200
P.S. Maint Crew Supervisor	1.000	0.250	0.250	0.250
Public Svc Maint Wkr II			1.000	1.000
Public Svc Maint Wkr IV	0.250	0.250	0.250	0.250
5444 NPDES Street Sweeping Total	5.750	5.200	6.200	6.200
5446 Downtown Parking				
Public Works Admin Supervisor	1.000	1.000	0.250	0.250
Public Works Director		0.050	0.020	0.020
5446 Downtown Parking Total	1.000	1.050	0.270	0.270
5448 Parking Enforcement				
Office Technician				0.250
Public Works Admin Supervisor			0.250	0.250
5448 Parking Enforcement Total			0.250	0.500
Total	44.100	43.150	43.353	43.609

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 2019-2020

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 2020-2021

Salinas Plan Initiative WF04

Investment Strategies/Risk Management

Continue to Address Workers' Compensation Costs, Moving Toward Sound Actuarial Funding

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. Follow up with individual departments on employee status reports and coordinate with departments regarding employees on or eligible for return-to-work.
5. Identify cases which are candidates for early resolution.
6. Maintain financial stability of the state property/casualty insurance fund.
7. Evaluate efficacy of claims management software to reduce reliance upon outside services and promote internal management of claims administration.
8. Continue implementing the cost-recovery and board-up protocols.
9. Develop and implement a City-wide Safety Training Program; participate in Safety Committee meetings.

Major Budget Changes

None

INTERNAL SERVICES

Summary

Expenditures by Program	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
1245 Risk Management	637	732	47,210	47,100
1246 General Insurances	536,963	598,429	589,100	586,100
1247 Workers' Compensation Insurance	4,441,435	5,468,607	5,457,550	5,465,273
1248 Liability Insurance	1,260,177	2,124,699	2,435,370	2,457,722
5233 Vehicle/Equipment Maintenance	1,463,338	1,837,731	1,852,160	1,827,092
Total	7,702,549	10,030,198	10,381,390	10,383,287

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	1,156,239	1,389,023	1,428,490	1,439,987
62 - Supplies & Materials	431,590	568,230	653,100	677,200
63 - Outside Services	243,665	374,756	352,100	369,600
64 - Other Charges	5,853,512	7,659,601	7,912,500	7,896,300
66 - Capital Outlays	17,543	38,589	35,200	200
Total	7,702,549	10,030,198	10,381,390	10,383,287

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
7101 Internal Services Administration	637	732	47,210	47,100
7102 Internal Services Insurances	536,963	598,429	589,100	586,100
7103 Worker's Comp Self-Insurance	4,441,435	5,468,607	5,457,550	5,465,273
7104 General Liability Self-Insurance	1,260,177	2,124,699	2,435,370	2,457,722
7120 Fleet Maintenance	1,463,338	1,837,731	1,852,160	1,827,092
Total	7,702,549	10,030,198	10,381,390	10,383,287

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
1247 Workers' Compensation Insurance	1.000	1.000	1.000	1.000
1248 Liability Insurance	2.000	2.000	2.000	2.000
5233 Fleet/Equipment Maintenance	10.000	10.200	10.450	10.450
Total	13.000	13.200	13.450	13.450

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	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits			44,210	44,100
62 - Supplies & Materials	466	732	1,100	1,600
63 - Outside Services			1,000	1,000
64 - Other Charges	171		700	200
66 - Capital Outlays			200	200
Total	637	732	47,210	47,100

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
7101 Internal Services Administration	637	732	47,210	47,100
Total	637	732	47,210	47,100

Purpose

Provide funding for City-wide safety programs, employee assistance program, unemployment claims, biennial physical exams, insurance for property, fine arts, and reimbursable damages.

Division Operations

1. Review/negotiate renewal of insurance and excess insurance contracts annually of property, fine arts, fidelity bonds, liability and tenant user liability insurance programs.
2. Oversee employee insurance programs.
3. Process employee and DMV physical exams.
4. Monitor unemployment claims.
5. Pre-employment process and physical exams.

Major Budget Changes

None

INTERNAL SERVICES

1246 General Insurances Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
63 - Outside Services	8,000	29,074	27,500	20,000
64 - Other Charges	528,963	569,355	561,600	566,100
Total	536,963	598,429	589,100	586,100

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
7102 Internal Services Insurances	536,963	598,429	589,100	586,100
Total	536,963	598,429	589,100	586,100

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	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	99,553	106,370	157,550	165,273
63 - Outside Services	6,250	10,500	15,000	15,000
64 - Other Charges	4,335,632	5,351,737	5,285,000	5,285,000
Total	4,441,435	5,468,607	5,457,550	5,465,273

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
7103 Worker's Comp Self-Insurance	4,441,435	5,468,607	5,457,550	5,465,273
Total	4,441,435	5,468,607	5,457,550	5,465,273

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
1247 Workers' Compensation Insurance	1.000	1.000	1.000	1.000
Total	1.000	1.000	1.000	1.000

Purpose

Provide comprehensive protection of the City's assets through a liability program of risk avoidance, risk reduction, and risk transfer, while focusing on customer service for the residents of the community.

Division Operations

1. Physically inspect major City facilities on an annual basis.
2. Reduce General Fund costs in the administration of claims.
3. Work with Departments to reduce the City's liability exposure.
4. Improve risk transfer to 3rd party contractors.

Major Budget Changes

None

INTERNAL SERVICES

1248 Liability Insurance Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	283,860	401,215	395,370	417,722
64 - Other Charges	976,318	1,723,484	2,040,000	2,040,000
Total	1,260,177	2,124,699	2,435,370	2,457,722
Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
7104 General Liability Self-Insurance	1,260,177	2,124,699	2,435,370	2,457,722
Total	1,260,177	2,124,699	2,435,370	2,457,722
Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
1248 Liability Insurance	2.000	2.000	2.000	2.000
Total	2.000	2.000	2.000	2.000

INTERNAL SERVICES

Vehicle/Equipment Maintenance Division

5233

Purpose

Fleet Maintenance is the internal service division responsible for the inspection, maintenance and repair of the City's vehicle and equipment fleet of over 700 units.

The mission of Fleet Maintenance is to provide safe, dependable, and environmentally sound transportation, related support services, and tools for necessary City purposes. The Division's primary responsibility is to conserve vehicle and equipment value and utility through the inspection, periodic preventive maintenance, and repair of this asset. .

Division Operations

1. Develop and staff an effective preventive maintenance program to reduce the incidence of unscheduled repairs.
2. Establish market-driven, competitive fleet services by making periodic assessments of the cost competitiveness of fleet service delivery.
3. Provide for a central fleet management function to maximize economies of scale and efficiency of operation.
4. Establish a fleet policy that identifies all fleet costs, allocates these costs equitable and supports fleet operations as an enterprise activity.

Performance Measures

Performance Measure / Goal	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Goal	FY 2019-20 Projected	FY 2020-21 Goal
Number of vehicles to maintain per employee	134	125	110	100	250
Preventive Maintenance Inspections on Police Vehicles	200	50	250	250	300
Preventive Maintenance Inspections on Fleet Vehicles	1,200	1,250	1,250	850	1,500

Major Budget Changes

A fleet management study to investigate the feasibility of centralizing and consolidating the Public Works, Fire, and Police fleets and developing an internal service fund to replace vehicles and equipment was initiated and completed in FY 2015-16. Implementation will continue in FY 2020-2021

INTERNAL SERVICES

5233 Vehicle/Equipment Maintenance Division

Expenditures by Character	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
61 - Salaries & Benefits	772,827	881,438	831,360	812,892
62 - Supplies & Materials	431,124	567,497	652,000	675,600
63 - Outside Services	229,416	335,182	308,600	333,600
64 - Other Charges	12,429	15,025	25,200	5,000
66 - Capital Outlays	17,543	38,589	35,000	
Total	1,463,338	1,837,731	1,852,160	1,827,092

Expenditures by Fund	17-18 Actual	18-19 Actual	19-20 Amended	20-21 Proposed
7120 Fleet Maintenance	1,463,338	1,837,731	1,852,160	1,827,092
Total	1,463,338	1,837,731	1,852,160	1,827,092

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
5233 Fleet/Equipment Maintenance	10.000	10.200	10.450	10.450
Total	10.000	10.200	10.450	10.450

INTERNAL SERVICES

Work Force

Workforce by Program	17-18 Authorized	18-19 Authorized	19-20 Authorized	20-21 Proposed
1247 Workers' Compensation Insurance				
Assistant City Attorney			0.500	0.500
Legal Secretary	1.000	1.000	0.500	0.500
1247 Workers' Compensation Insurance Total	1.000	1.000	1.000	1.000
1248 Liability Insurance				
Assistant City Attorney	1.000	2.000	1.500	1.500
Legal Secretary			0.500	0.500
Sr Deputy City Attorney	1.000			
1248 Liability Insurance Total	2.000	2.000	2.000	2.000
5233 Fleet/Equipment Maintenance				
Equipment Inventory Tech	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	1.000	1.000	1.000
Fleet Maintenance Manager	1.000	1.000	1.000	1.000
Inventory Technician	1.000	1.000	1.000	1.000
Office Technician		0.200	0.200	0.200
Public Works Admin Supervisor			0.250	0.250
Sr Vehicle Maint Asst	1.000	1.000	1.000	1.000
Sr Mechanic				1.000
5233 Fleet/Equipment Maintenance Total	10.000	10.200	10.450	10.450
Total	13.000	13.200	13.450	13.450

CHART OF ACCOUNTS

FUND

<u>Fund</u>	<u>Description</u>
	General Fund
1000	General Fund
1100	Measure E
1200	Measure G
	Lighting Landscape & Maint Dist
2101	Maintenance Dist Administration
2102	Woodside Park Maint District
2103	Downtown Mall Maint District
2104	Airport Bus Park Maint District
2105	N E Salinas Landscape Dist
2106	Harden Ranch Landscape Dist
2107	Vista Nueva Maint District
2108	Mira Monte Maint District
2109	Monte Bella Maint District
	Local Public Safety
2201	Sales Tax-SB172
2202	Supplemental Law Enf - AB3229
	Development Impact Fees
2301	Development Fees-Sewer & Storm
2302	Development Fees-Parks & Playgr
2303	Development Fees-Library
2304	Development Fees-Street Trees
2305	Development Fees-Annexations
2306	Development Fees-Arterial
2307	Development Fees-Fire
2308	Dev Fees Fund-Police
	Gas Tax
2401	Gas Tax - 2107
2402	Gas Tax - 2106
2403	Gas Tax - 2105
2404	Gas Tax - Motor Vehicle Fuel Tax
	Other Special Revenue
2501	Emergency Medical Service Fund
2502	Asset Seizure
2503	Traffic Safety
2504	Vehicle Abatement
2505	Recreation Parks
2506	PEG Cable Franchise
2507	Municipal Art Fund
2508	Contributions & Donations
2509	KDF Los Padres Dev Social Svcs
2510	MX-Transport Safety & Inv Plan
2511	SB1 Road Maintenance & Rehab
2512	SB1 Traffic Congestion Relief
2601	SRA Public Improvements
2602	HSA - Affordable Housing
	Housing & Urban Development

CHART OF ACCOUNTS FUND

<u>Fund</u>	<u>Description</u>
2910	Community Development
2920	Rental Rehab
2930	Home Investment Partnership
2935	ADDI American Dream Downpayment
2940	Emergency Solutions Grant-HUD
2941	Emergency Solutions Grant-COC
2942	CA Emergency Solutions & Housing
2945	Housing - Other Agency Match
2950	Begin State Home Funds
2951	SB2
2955	Neighborhood Stabilization Prog
2957	Inclusionary Housing Trust Fund
	Grants
3103	Bureau of Justice Assist - JAG11
3104	COPS Hiring 2011
3106	Homeland Security
3107	Bureau of Justice Assist - JAG12
3108	Local JAG 2013
3109	Police Reimbursable Costs
3111	SAFER
3112	BJA-Nat'l Forum on Youth
3113	Project Safety Neighborhood
3114	Community Interlink (OVW)
3115	Assistance to Firefighters
3116	NGEN Public Safety Radio System
3157	Selective Traffic Enforcement
3158	DUI Avoid Campaign 2015
3159	Selective Traffic Enforcement
3160	Avoid DUI Campaign
3161	Local JAG
3163	2014 COPS Hiring SRO
3181	STRYVE Grant
3182	DOJ Office of Justice Program
3183	Cal OES
3205	CalGRIP 6
3216	Public Works Awards & Contrib-St
3251	CA Beverage Container Recycling
3252	CLLS -Adult Literacy
3254	State of California Library
3255	California Endowment
3256	First Five Monterey County
3281	CalGrip 821-14 & 15
3282	BSCC-Board of St&Comm Correction
3283	BSCC-Board of St&Comm Correction
3302	Cal ID / RAN Grant
3310	Animal Shelter Grants
3315	Public Works Awards & Contrib

CHART OF ACCOUNTS

FUND

<u>Fund</u>	<u>Description</u>
3401	Community Foundation Grant
3453	Comm Foundation - D & L Packard
3454	Library Awards and Contributions
3455	Claire Giannini Grant
3462	Police Body Cameras
3480	Library - Other Contributions
3681	Community Safety Grants
	Debt Service
4101	1997 COPs
4102	1999 COPs
4103	Steinbeck COP
4104	2014 COP Consolidation
4105	Long Term Debt (Moved to 9899)
4106	2018 Lease-PS Building-Police
4107	COP 2018B T.R.I.P. Total Rd Impv
4108	Energy Improvement
4109	2015 Refunding COP 2005 A & B
4110	2018 Lease-EI Gabilan Library
	Special Assessments
4201	Assessment District Admin
4202	Assessment Districts-Debt Svc
4203	Assessment District Reserve
4204	2019 Spec Tax Bond Monte Bella
5300	Assessment District - Projects
5301	2019 Spec Tax Bond Monte Bella
	Special Aviation
5101	Special Aviation Fund - State
5102	Special Aviation Fund - Federal
	Special Construction Assistance
5201	Special Const Assist - Fed & St
5202	Special Const Assist-MX Bonds
5203	Special Const Assist - Others
5204	Special Const Assist - TDA
	Capital Projects
5800	Capital Projects
	Enterprise
6100	Municipal Airport
6200	Industrial Waste
6300	Municipal Golf Courses
6301	Fairways Golf Course
6302	Twin Creek Golf Course
6400	Sewer
6500	Storm Sewer (NPDES)
6600	Crazy Horse Landfill
6700	Water Utility
6800	Parking District
6801	Downtown Parking District

CHART OF ACCOUNTS FUND

<u>Fund</u>	<u>Description</u>
6802	Preferential Parking
6803	Parking Enforcement
6900	Permit Services
	Internal Service
7101	Internal Services Administration
7102	Internal Services Insurances
7103	Worker's Comp Self-Insurance
7104	General Liability Self-Insurance
7120	Internal Services-Fleet Maint
	Agency
8102	SUBA Business Improvement Dist
8104	Economic Development
8106	Flexible Spending
8107	Cafeteria Benefit
8108	Downtown Comm Benefit District
	Pension Trust
8701	Deferred Compensation-Trust Deed
8702	Deferred Comp - Separations
8703	Deferred Compensation Admin
8704	Deferred Compensation-CCFCU
	Trust
8801	Trust Deposits
8802	Community Center Deposits
8803	Sherwood Hall Deposits
8804	Other Agency Fees
8805	MAS Municipal Auditing Services
8806	Sales Tax
8807	Payroll Deposits Fund
8808	KDF Los Padres
8809	Regional Dev Traffic Impact Fees
8810	Evidence Room Safe Trust
8811	DSA/ADA State Fee fr Business Li
8812	Mtry Co. Conv & Visitors Bureau
8813	SVTVB TID - Welcoming Center
	RORF-RedevObligationRetirement
8914	RORF-Redev Obligation Retirement
8915	Successor Agency Administration
	Transaction
9999	Pooled Cash and Investment Fund

CHART OF ACCOUNTS DEPARTMENT

<u>Department</u>	<u>Description</u>
00	Non Dept/Transfers
10	City Council
12	Administration
14	Legal
16	Human Resources
20	Finance
30	Community Development
40	Police
45	Fire
50	Public Works
55	Recreation
60	Library
70	Grant
80	Non Departmental
81	Trust Accounts

CHART OF ACCOUNTS DIVISION

<u>Division</u>	<u>Description</u>
0000	Non-Departmental
1000	City Council
1111	City Manager's Office
1113	Community Safety
1120	City Clerk
1140	Human Resources
1245	Risk Management
1246	General Insurances
1247	Workers' Compensation Insurance
1248	Liability Insurance
1355	Economic Development
1356	Salinas Valley Enterprise Zone
1400	City Attorney's Office
2030	Finance Administration
2031	Accounting
2032	Purchasing
2033	Information Technology
2034	Revenue & Licensing
2140	Assessment Dist Administration
2141	Assessment District Debt Service
2502	RORF
2505	Successor Agency Admin
3111	Plan & Project Implementation
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
3310	County of Monterey
3350	Permit Services
3353	Code Enforcement
3461	Advanced Planning
3462	Current Planning
4110	Police Administration
4111	Community Relations
4112	Personnel & Training
4116	Special Operations
4130	Support Services
4131	Technical Services
4132	Word Processing
4133	Evidence & Property
4134	Records
4137	Maintenance Services
4170	Animal Control Services

CHART OF ACCOUNTS DIVISION

<u>Division</u>	<u>Description</u>
4171	Animal Control Svc -Agencies
4220	Field Operations
4221	Traffic
4250	Retired Annuitants
4340	Investigations
4341	Narcotics
4342	School Resource Officers
4343	Violence Suppression
4380	Asset Seizure
4390	Joint Gang Task Force
4505	Fire Administration
4510	Suppression
4511	Youth Explorer Program
4520	Emergency Medical Services
4530	Prevention
4540	Training
4560	Vehicle Maintenance
4570	Hazardous Material Control
4571	Hazardous Material-County
5110	Engineering Administration
5115	Development Engineering
5120	Engineering Services
5122	Dev, Traffic & Transportation
5125	Eng Water & Solid Waste Division
5126	NPDES Storm Water
5128	GIS Division
5230	Maintenance Administration
5231	Graffiti Abatement
5232	Facilities Maintenance
5233	Fleet/Equipment Maintenance
5234	Street Maintenance
5235	Street Lights
5236	Traffic Signals
5237	Environmental Compliance
5238	Parks and Community Services
5239	Urban Forestry
5340	Airport
5441	Industrial Waste
5442	Sanitary Sewer
5443	NPDES Storm Drain Sewer
5444	NPDES Street Sweeping
5445	Hitchcock Road Water
5446	Downtown Parking
5447	Preferential Parking
5448	Parking Enforcement
5560	Woodside Park
5561	Downtown Mall

CHART OF ACCOUNTS DIVISION

<u>Division</u>	<u>Description</u>
5562	Airport Business Park
5563	North East
5564	Harden Ranch
5565	Vista Nueva
5566	Mira Monte
5567	Monte Bella
6005	Library Administration
6009	Technical Services
6010	Support Services
6011	Steinbeck Library
6012	Cesar Chavez Library
6013	El Gabilan Library
6015	Community Education
6231	Recreation Admin
6232	Neighborhood Services
6233	Closter Park
6234	El Dorado Park
6235	Central Park
6236	Facility Services
6237	Reimbursable Rec Activities
6238	Youth Sports
6239	Recreation Center
6240	Firehouse Rec Center
6241	Hebbron Heights Rec Center
6242	Afterschool Programs
6243	Community Center
6244	Breadbox Rec Center
6245	Firehouse After School
6246	Hebbron Family Center
6247	Sherwood Rec Center
6248	Youth Services & Comm Engagement
6249	Aquatic Center
7101	Police Grants and Reimbursements
7102	Community Safety
7103	Project Safe Neighborhoods
7104	Federal Reimbursements
7105	ASPCA-Community Cat
7106	Other Reimbursements
7107	Monterey County Reimbursement
7109	Monterey County Reimbursement
7110	Selective Traffic Enf Program
7120	Avoid DUI Campaign 2016
7221	Homeland Security-Planning
7222	Homeland Security-Equipment
7223	Office for Victims of Crime
7330	Learning Center
7331	Summer Reading Program

CHART OF ACCOUNTS DIVISION

<u>Division</u>	<u>Description</u>
7332	Tanimura Family Foundation
7333	Raising A Reader Program
7334	Innovation & Technology
7335	CA Endowment-Youth Leadership
7336	F5MC-Packard Playgroup Expansion
7337	Nat'l Center For Family Literacy
7338	Listos Para Empezar? Digital Lit
7339	Women's Fund of Monterey County
7340	Library Literacy
7341	Cesar Chavez Park: Planning
7342	Pacific Library Partnership
7343	Library Donations
7344	Library Literacy- Contributions
7345	F5MC-Read, Grow, Play Program
7346	Student Success Initiative
7347	Paletero Program
7348	Integrated Service Collaborative
7349	Kinder Boot Camp
7350	Family Literacy
7351	ZIP Books
7399	Library Awards and Contributions
7401	Electric Vehicle Replacement
7402	BJA-SSP 2015 (Smart Supervision)
7406	STRYVE
7407	PW Awards & Contributions
7408	Law Enforcement Grant
7409	Violence Prevention Effort
7410	CalVIP
8001	Community Programs
8002	Elections
8003	65 West Alisal
8004	Debt Service
8005	Other Services
8006	Twin Creeks Golf Course
8007	Fairways Golf Course
8008	Oldtown Salinas Association
8009	Salinas United Business Assoc
8010	Intermodal Transp Center
8011	Downtown Comm Benefit District
8101	Sunrise House-Administration
8102	Counseling
8103	Crisis Intervent
8104	Prevention
8105	SUHSD Grant
8106	CDBG
8107	Harden Grant
8108	MPF Grant

CHART OF ACCOUNTS DIVISION

<u>Division</u>	<u>Description</u>
8109	Monterey Co Friday Night Live
8110	MCOE Youth Center
8111	Behavioral Health - Prevention
8112	Community Foundation
8113	Nancy Buck Ransom
8114	Receivership Case
8120	Building-Seismic Fees
8121	Building Standards Admin Fund
8122	Love's Stores Planning
8123	Weed Abatement
8124	Prepaid Building Fees
8125	Deposits-Permit Center
8126	Deposits-Planning
8127	Payroll Tax
8128	Icma/HL/Taxes W/H
8129	COBRA-Insurance Premium
8130	EDD Childcare Building Maint
8131	Misc Trust Deposits
8132	Sales Tax
8133	Beverage Container Recycling
8134	MAS Municipal Auditing Services
8135	KDF Pointe Apartments
8136	Deferred Compensation
8137	AFLAC Section 125
8138	Cafeteria Benefit Insurances
8139	ADA State Fee Business License
8140	MO. CO. Tourism Impvt Dist
8141	TID - Welcome Center
8142	Community Center Deposits
8143	Friends of the Library
8144	Sherwood Hall Deposits
8145	Adult Literacy Donations
8146	Library Donations
8147	Library Misc Oper
8148	Fire Training
8149	Animal Shelter Donations
8150	Spay/Neuter Voucher Program
8151	PD-Fingerprint Fees
8152	Spayed/Neutered Fees
8153	SPD-Asset Forfeiture
8154	Evidence Room Safe Trust
8155	Day Care Center - MAOF
8156	Graffiti Removal Reimbursement
8157	TAMC Regional Dev Impact Fee
8158	MRWPCA Fees
8159	Mobilehome Rent Mediation
8160	Deposits-Public Works

CHART OF ACCOUNTS DIVISION

<u>Division</u>	<u>Description</u>
9001	Permanent Homeless Shelter
9002	Striping Improvements at City St
9003	Street Safety Education
9004	E Alisal Street Parking
9005	Soccer Field Cesar Chavez Park
9006	Lincoln Ave. Storm Drain Improve
9007	Lincoln Ave. Sanitary Sewer Imp
9008	Sanitary Sewer Master Plan Updat
9009	Industrial Waste Liftstation
9010	CCTV Inspections
9011	LaGuardia Lift Station Upgrade
9012	Airport/John Street
9014	City Yard Gates Upgrade
9015	Tree Inventory (GIS) Data Col Sy
9017	Motorola Radios
9018	Permit Center Workspace Reorg
9021	Housing Production Fund
9022	Tennis Court Improvements
9023	Airport Security & Access Cntrl
9024	Airport Vehicle Replacement
9025	Tatum`s Garden ADA Sidewalk
9026	Steaming Ahead Historic Railroad
9027	Natividad Creek Detention
9028	Urban Greening Plan
9029	GIS Tree Inventory
9030	Street Maint Equip Replacement
9031	45 Soledad St Demolition
9032	Tasers and Body Worn Cameras
9033	E Salinas Street Lights
9034	Alisal Airport Multi-Use Trail
9035	Bread Box Building Improvements
9036	Airport Compatibility Land Use
9037	Rehabilitate Taxiways A and C
9038	Airport Terminal Fencing
9039	Main Gate Back Up Generator
9040	City Infill Housing
9041	Inclusionary Housing Ord Update
9042	Farmworker Housing Study
9043	Tree Planting - Forest Mgmt Plan
9044	Fencing Repairs at Various Parks
9045	CDD Vehicle Replacement
9046	Gabilan Play Lot
9047	TRAKIT Business License
9048	Restroom Replacement
9049	E Salinas Street Lights (Ph12)
9050	Core Area Development
9051	E Salinas Street Lights (Ph13)

CHART OF ACCOUNTS DIVISION

<u>Division</u>	<u>Description</u>
9052	Women's Club Upgrade
9053	NE Maint Improvement District
9054	Downtown Parking Lighting
9055	NE Maintenance District Dog Park
9056	Vista Nueva Subdivision Impvts
9057	Corporate Hangar Develop - South
9058	NPDES Permit Prof Services
9059	Natividad Creek Dog Park
9060	Playground Improvements at Parks
9061	La Paz Park Stage Area Recon
9062	4 Bridge St Env Remediation
9063	Downtown Parking Mgmt Plan
9064	Monterey St Garage Improvements
9065	10 Soledad Street
9066	Salinas St Security Camera
9067	Sanborn/John Intersec Impvts
9068	City Cleanup Program
9069	Contamination Mitigation
9070	2010 Chinatown Rebound Update
9071	Williams Rd Street/Streetscape
9072	100 Block Main St Lights Repl
9073	Downtown Public Restrooms
9074	N Davis Rd Guard Rail Impvt
9075	S Salinas Dry Weather Storm
9076	Bardin/Alisal Street Island
9077	Reg Groundwater Sustainability
9078	FGA West Area - EIR
9079	FGA Central Area - EIR
9080	San Juan Grade Road Improvements
9081	Striping and Signing Improvement
9083	Airport Electrical Impvt & Devel
9084	Traffic Impvts Skyway/Airport
9085	Utility Underground Districts
9086	Natividad Creek Silt Removal
9088	Mortensen, Mercer & Skyway Blvd
9089	N Sanborn Rd Impvts
9090	Downtown Complete Streets
9091	Main Street Railroad Crossing
9092	Park Nexus Study
9093	Permit Center Technology Upgrade
9094	Priority Traffic Signals
9095	Alisal Market Place
9096	Weapons & Safety Equipment
9098	Neighborhood Services
9100	El Gabilan Lib Open Day Collect
9101	Airport ALP Update & Report
9102	PCs & Networking

CHART OF ACCOUNTS

DIVISION

<u>Division</u>	<u>Description</u>
9103	Geographic Information Systems
9104	Police Technology Upgrades
9105	Street Trees
9106	Parking Lot Resurfacing
9107	Open Space Improvements
9108	Fiber Conn,Virtual Desktop & ERP
9109	Permit Center Impl Citygate
9110	Street Maint Vehicle Replacement
9111	Tech & Business Process Innovat
9112	Natividad/Laurel Intersection
9113	EI Gabilan Library Sorter
9114	Salinas River Outfall Channel
9117	Sanborn/US 101 Impvts - Ag Ind
9118	John & Abbott Intersection Impvt
9119	PD Parking Lot Iron Fencing
9120	Monte Bella Subdivision Imprvts
9121	Mira Monte Subdivision Imprvts
9122	LEOC Police Building
9124	Lift Stations Backup Generator
9126	Sanitary Sewer Pipes Repair
9127	Silt Removal Gabilan Creek
9128	Williams Rd Median Island Impvts
9130	Salinas River Maintenance Prog
9131	City Web Page
9132	Emergency Operations Center
9133	Sun/Market Intersection
9135	Fremont/EI Sausal Safe Routes
9136	ED Element Analysis
9137	City Park Sign Improvements
9138	Corp Yard Storm Drain NPDES
9139	Storm Sewer Drainage Repairs
9140	Kern/101 Ramps - Mobray
9141	Front St/East Alisal St Int
9142	Safety Tree Trimming City Parks
9144	Email Server Upgrade
9145	W Laurel Dr Improvements
9146	Financial & HR Mgmt ERP System
9147	Generator Replacement
9149	West Alvin Dr Crossing
9150	ADA Curb & Ramps
9151	Facility Upgrades-Airport T-52
9152	Permit Center Fee Study
9153	Downtown Traffic & Parking Study
9156	Land Purchase Contingency Fund
9157	RWY 8/26 Helipad Design
9158	TRAKIT Update
9159	Network Equipment Upgrades

CHART OF ACCOUNTS

DIVISION

<u>Division</u>	<u>Description</u>
9160	Wireless Network Coverage
9161	Geographic Information Systems
9162	City Street Sign Reflectivity
9163	Traffic Calming Improvements
9164	Salinas Train Station Impvts
9165	Hebbron Family Center Imprvts
9166	New El Gabilan Library
9167	Lincoln Rec Center Bldg Impvts
9168	New John Steinbeck Library
9169	Rossi Rico Community Park
9170	Boronda & N Main Intersec Impvt
9171	E Bernal Drive Improvements
9172	Reconstruct Parking Lot #16
9173	Davis Rd Impvt E Laurel-Rossi
9174	Steinbeck Library Fire
9175	Santa Rita Storm Channel
9176	ITC Bicycle-Pedestrian Bridge
9177	Gabilan Creek Fish Ladder
9178	FGA W Area-Specific Plan Applic
9179	FGA Central-Specific Plan Appl
9181	Downtown Streets Team
9182	Public Outreach/Ballot Polling
9183	Tree Replacement - Storm Damage
9184	Energy-Related Impvts City Facilities
9185	T/S Alvin & Linwood
9186	SVG Partners/Thrive Accelerator
9187	Shelter Operations
9188	Pedestrian Crossing Enhancements
9189	Cesar Chavez Park Playground
9190	Capital One-Eco Dev Incentive
9191	Rec Center Repairs/Improvements
9192	Enrichment Trips for Youth
9193	Computer Room Cooling Equipment
9194	Library Books and Materials
9195	Computers Upgrade LCSD
9196	Safe Routes to School Plan
9197	E-Fleet Replacement
9198	Airport Lighting Cntrl & Monitor
9199	Rec & Park MV Carryover FY 12-13
9200	Vision Zero Action Plan
9201	Library MV Carryover FY 12-13
9202	Police MV Carryover FY12-13
9203	Telephone System City-Wide
9204	Info System MV Carryover 13-14
9205	Chinatown Homeless Center Imprvt
9206	Homeless Warming Shelter
9207	Fire MV Carryover 13-14

CHART OF ACCOUNTS DIVISION

<u>Division</u>	<u>Description</u>
9208	Forbes Ag Tech Summit
9209	IT Strategic Plan and Assessment
9210	Fire Command/Staff Vehicles
9211	Social Media Communication
9212	CIP Charter Review
9213	Fire Radio Comm/Mobile Data
9214	PD Records Management System
9215	HUD Consolidated Plan
9216	ADA Pedestrian Ramp Inst
9217	Facilities ADA Transition Plan
9218	Bardin Rd Safe Route to School
9219	E Alvin/Linwood/Maryal Routes
9220	E Laurel Dr Sidewalk & Lights
9221	Sanitary Sewer Lines Evaluation
9222	E Lake St Pump Station Upgrade
9223	T/S Boronda & Sanborn Rd
9224	Chinatown Renewal Street
9225	Airport Electr Upgrades-Design
9226	Fleet Consolidation Replacement
9227	T/S Constitution & Las Casitas
9228	Sherwood Hall Upgrade
9229	Vibrancy Plan General Plan
9230	Vibrancy Plan Infrastructure
9231	Vibrancy Plan State Highways
9232	Vibrancy Plan Parking
9233	Land Acquisition-PD Station
9234	Chinatown Pedestrian Crossing
9235	Fire Station Renovations
9236	Division Street Plan
9237	Street Tree Trimming
9238	T/S Alisal & Murphy
9239	Rotunda & CM Conf Room Upgrade
9240	342 Front Street
9241	Carpet & Remodeling 2nd Floor CH
9242	Harden Ranch Playground
9243	Sewer Maintenance Equipment
9244	New Police Facility Debt Service
9245	ED Element GPA/EIR
9246	EDE Alisal Vibrancy Plan
9247	ED Element - Proj Mgmt EDE Imp
9248	Soledad St Brownfield Clean Up
9249	Parking Enforcement
9250	Police Body Worn Cameras
9251	Ag-Industrial Park EIFD
9252	Digital NEST
9253	ADA Traffic Signal Upgrades
9254	Culvert Rehab Gavilan/Natividad

CHART OF ACCOUNTS DIVISION

<u>Division</u>	<u>Description</u>
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
9264	Salinas Valley Sector-Based Int
9265	Freight Building Renovation
9266	Bridge Maintenance Program
9267	Streetlight Installation
9268	T/S E Laurel and St Edwards
9269	Facilities Vehicle Replacement
9270	Parks Vehicle Replacement
9271	Urban Forestry Equip Replacement
9273	Fleet Vehicle Replacement
9274	Wastewater Equipment
9275	Runway 13/31 Rehab & Const
9276	Runway 8/26, 13/31 & Heliport Re
9277	Bardin Road & Sanitary Sewer Imp
9278	N Main St/Boronda Rd Impvts
9279	Homelessness Service Coordinate
9280	T/S Buckhorn and Sanborn
9281	T/S Boronda and Falcon
9283	Sanitary Sewer Mgmt System
9284	Underground Storage Tank
9287	Williams Road Widening
9290	Safe Streets Pilot Program
9304	Abbott St Safety Building
9337	E Market St Recon & Slurry Seal
9344	Safety Radio Sys- (NGEN)
9346	Natividad Creek Community Park
9347	Natividad Creek Pk Maint Bldg
9348	WDR-Grease Traps Inspection
9356	Asbestos/Mold Remediation
9357	Building Permit TechnologySystem
9358	T/S Williams Rd & Garner Av
9365	Street Sweepers Acquisition
9370	Development Impact Fee Study
9377	Fire EMS & Safety Equipment
9379	Sherwood Tennis Center Impvt
9380	Park & Open Space Master Plan
9382	Fire Mobile Data Up-grades
9383	City Facilities Doors & Exits
9384	Fire Hose & Nozzle Replacement
9385	Police Vehicles and Equipment-MV
9386	Library Planning & Impvt(MV)

CHART OF ACCOUNTS DIVISION

<u>Division</u>	<u>Description</u>
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 Rd Traffic Congestion
9511	E Boronda Rd T/S Coordination
9512	NPDES Public Education
9513	NPDES Storm System Mapping
9525	Fleet Replacement
9526	City Hall Fire Alarms
9527	Fire Safety Gear & Equipment
9533	Electric Locking System
9534	Electric Locking Sys Permit Ctr
9535	Sherwood Recreation Center
9540	Fire Apparatus Replacement
9541	Fire Stations Repairs
9579	Police Vehicle Replacement
9588	Fire Vehicles
9598	Street Maint Equipment
9607	Bicycle Lane Installations
9612	City Hall Improvements
9618	ADA Transition Plan - City-Wide
9626	Fire Station 7

CHART OF ACCOUNTS DIVISION

<u>Division</u>	<u>Description</u>
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
9873	Skating Activity Centers
9875	City Facilities Repainting
9878	Davis Rd Widen (Market-Blanco)
9881	Maryal Drive Reconstruction
9893	US 101 Imppt thru Salinas
9899	Harris Rd & 101 Overpass
9902	Carr Lake Development
9904	New Police Facility-Construction
9922	Transit Improvements

CHART OF ACCOUNTS DIVISION

<u>Division</u>	<u>Description</u>
9923	Davis (Blanco-Reservation)
9924	E Laurel Dr Improvements
9926	Sidewalk Repair (MV)
9927	Park Surveillance Cameras
9928	Playground Surfacing
9931	Peach, Cherry & Sun St Impvts
9933	Del Mar Drive Improvements
9934	Vale, Happ, Palmetto & New St
9935	Misc. Storm Drain Improvements
9940	IW Shunt Connection
9941	IW Conveyance/Facility Impvt
9942	IW Conveyance System Improvement
9943	Aquatic Center Expansion
9944	Aquatic Center Solar Panels
9951	T/S Main St & John St
9952	Development Mitigation - Tynan V
9953	T/S Front St & John St
9954	T/S Front St & Alisal St
9955	T/S US 101 SB Ramp at Market
9956	T/S US 101 NB Ramp at Kern St
9957	T/S US 101 SB Ramp at John St
9958	T/S US 101 NB Ramp@John & Wood
9959	NPDES Compliance Inspections
9960	Streetlight Energy Retrofit
9961	Energy Miser Appliances/Lights
9962	Sanitary Sewer GIS Mapping
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	EI Gabilan Expansion
9976	Circle Drive
9977	Employee Parking Lot Gates
9981	Slurry Seal Improvements
9983	Fit Testing
9984	Fire Training Tower
9985	Mobile Command Veh Recur Cost
9987	Fire Station Alerting Sys Update
9988	Staff Mgmt Software/Subcrip
9989	Fire Breathing Apparatus
9992	Commercial Washer & Dryer
9993	Sherwood Park Tennis Court Imp
9995	Laurel Heights Park
9996	Natividad Creek Nature Center

CHART OF ACCOUNTS

REVENUE BY OBJECT

<u>Account Number</u>	<u>Description</u>
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-Residual Prop Tax
50.1140	Taxes - Property Taxes-Assessment Dist
50.2010	Taxes - Sales Tax
50.2020	Taxes - Sales Tax In-Lieu
50.2030	Taxes - Transactions and Use Tax-MV
50.2040	Taxes - Transactions and Use Tax-MG
50.2045	Taxes - Excise Tax - Cannabis
50.2050	Taxes - City of Salinas-SB 172
50.2060	Taxes - Utility Users
50.2070	Taxes - Transient Occupancy
50.2080	Taxes - Business License
50.2081	Taxes - Cannabis Business License
50.2090	Taxes - Business Lic Surcharge
51	Franchise Fees
51.2160	Franchise Fees - AT&T
51.2170	Franchise Fees - Cable TV
51.2180	Franchise Fees - Electric
51.2190	Franchise Fees - Garbage
51.2200	Franchise Fees - Gas
51.2210	Franchise Fees - Recycling Shares
51.2220	Franchise Fees - Towing
52	Licenses & Permits
52.1205	Licenses & Permits - Cannabis Permit-New Application
52.1206	Licenses & Permits - Cannabis Permit-Amendment Major
52.1207	Licenses & Permits - Cannabis Permit-Amendment Minor
52.1208	Licenses & Permits - Cannabis Permit-Amendment Admin
52.1209	Licenses & Permits - Cannabis Permit-Renewal
52.1210	Licenses & Permits - Cannabis Permit-Appeal
52.3010	Licenses & Permits - Mechanical Permits
52.3020	Licenses & Permits - Building Permits
52.3030	Licenses & Permits - Plumbing Permits
52.3040	Licenses & Permits - Electrical Permits
52.3050	Licenses & Permits - Encroachment Permits
52.3060	Licenses & Permits - Re-Roofing Permits
52.3070	Licenses & Permits - Building Demolition Permit

CHART OF ACCOUNTS

REVENUE BY OBJECT

<u>Account Number</u>	<u>Description</u>
52.3080	Licenses & Permits - Building Permit Surcharge
52.4010	Licenses & Permits - Animal Licenses
52.4020	Licenses & Permits - Bicycle Licenses
52.4030	Licenses & Permits - Pawn Broker/False Alarm Renewal
52.5010	Licenses & Permits - Parking Lot Permits
52.5020	Licenses & Permits - Salinas St Garage Permits
52.5030	Licenses & Permits - Garage Sale Permits
52.5040	Licenses & Permits - Monterey St Garage Permits
52.5050	Licenses & Permits - Transportation Permits
52.5060	Licenses & Permits - Preferential Permits
52.5070	Licenses & Permits - Monterey St Garage - Hourly
52.5075	Licenses & Permits - Parking Validation
52.8010	Licenses & Permits - Other Licenses & Permits
52.8015	Licenses & Permits - Cannabis Business Admin Permit
53	Fines and Forfeits
53.3010	Fines and Forfeits - Code Enforcement Violations
53.3011	Fines and Forfeits - Building Enforcement
53.3012	Fines and Forfeits - NPDES Citations
53.3405	Fines and Forfeits - C & D Penalty
53.4010	Fines and Forfeits - Vehicle Code Fines
53.4020	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
54.5080	Use of money and property - Refuse Fees
54.8010	Use of money and property - Investment Earnings
54.8020	Use of money and property - Gain on Sale of Invest
54.8030	Use of money and property - Possessory Interest
54.8050	Use of money and property - Rental Income
54.8051	Use of money and property - ITC Lease
54.8060	Use of money and property - Building Lease
54.8070	Use of money and property - First Tee Lease
54.8080	Use of money and property - Sierra Lease
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

CHART OF ACCOUNTS

REVENUE BY OBJECT

Account Number	Description
55.4043	Intergovernmental - Monterey Co. Animal Shelter
55.4053	Intergovernmental - City Animal Shelter
55.4063	Intergovernmental - City of Marina(Animal Shelter)
55.4073	Intergovernmental - Measure X - TAMC
55.4083	Intergovernmental - Emergency Radio Mitigation Fee
55.4202	Intergovernmental - State Fire Reimbursement
55.4212	Intergovernmental - State Office of Emergency Svs
55.4222	Intergovernmental - Post Training Reimbursement
55.4232	Intergovernmental - State Seizure Reimbursement
55.4242	Intergovernmental - Abandoned Vehicle Abatement
55.4252	Intergovernmental - Supp Law Enforcement (AB 3229)
55.4292	Intergovernmental - SB1 Loan Repayment
55.4501	Intergovernmental - Federal Reimbursements
55.5013	Intergovernmental - Air District
55.5023	Intergovernmental - MRWPCA
55.5033	Intergovernmental - City Industrial Waste Facility
55.5043	Intergovernmental - Alisal Steinbeck Park Maint.
55.5053	Intergovernmental - Developers Contributions
55.5063	Intergovernmental - Construction Assistance Others
55.5073	Intergovernmental - Monterey County
55.5074	Intergovernmental - Other Agencies
55.5083	Intergovernmental - Developers-FGA West
55.5093	Intergovernmental - Developers-FGA Central
55.5103	Intergovernmental - Developers-FGA East
55.5104	Intergovernmental - Developers-Cloverfield
55.5202	Intergovernmental - State Gas Tax - 2106
55.5212	Intergovernmental - State Gas Tax - 2107
55.5222	Intergovernmental - State Gas Tax - 2107.5
55.5232	Intergovernmental - Other State Grant & Reimb
55.5242	Intergovernmental - Rebates/Refunds & Reimb
55.5252	Intergovernmental - State Gas Tax - 2105 (P-111)
55.5262	Intergovernmental - State Gas Tax - 2103 (TCR)
55.5272	Intergovernmental - Regional Surface Transp Program
55.5274	Intergovernmental - State Air Resources Board
55.5282	Intergovernmental - State Highway Maintenance
55.5292	Intergovernmental - SB1 Road Maintenance & Rehab
55.5501	Intergovernmental - Federal Aid - Airport
55.5511	Intergovernmental - Other Federal Grant
55.5521	Intergovernmental - Federal TEA
55.6202	Intergovernmental - CLSB Direct Loan Fund
55.6212	Intergovernmental - Public Library Fund
55.6222	Intergovernmental - State CLSA Literacy Grant
55.7013	Intergovernmental - Packard Foundation
55.7202	Intergovernmental - State Aid - Airport
55.7212	Intergovernmental - State Traffic Grant (Federal)
55.7222	Intergovernmental - BSCC Grant
55.7232	Intergovernmental - Cal EMA

CHART OF ACCOUNTS

REVENUE BY OBJECT

<u>Account Number</u>	<u>Description</u>
55.7501	Intergovernmental - Block Grant
55.7511	Intergovernmental - SAFER-FEMA Grant Reimb
55.7521	Intergovernmental - HOME Inv Partnership (HUD)
55.7531	Intergovernmental - Emergency Solutions Grant
55.7532	Intergovernmental - Emergency Solutions & Housing
55.7541	Intergovernmental - Federal BJA
55.7542	Intergovernmental - SB2
55.7545	Intergovernmental - Federal Homeland Security
55.7551	Intergovernmental - Economic Development Grant
55.7561	Intergovernmental - COPS Grant Reimbursement
55.8013	Intergovernmental - County Housing In-Lieu
55.8014	Intergovernmental - Local Agency Reimbursement
55.8023	Intergovernmental - Library Contributions
55.8033	Intergovernmental - Mo Co Superintendent of School
55.8202	Intergovernmental - Motor Vehicle In-Lieu
55.8212	Intergovernmental - State Mandated Costs
55.8222	Intergovernmental - CA Endowment
55.8223	Intergovernmental - Disaster Reimbursements
56	Charges for Services
56.1010	Charges for Services - Minute/Agenda Sales Fee
56.1020	Charges for Services - Candidate Filing Fees
56.1140	Charges for Services - Legal Services
56.1141	Charges for Services - Cannabis Work Permit Fee
56.2010	Charges for Services - Bus License Applic Review Fees
56.2020	Charges for Services - Returned Check Charges
56.2030	Charges for Services - Credit Card Convenience Fee
56.3010	Charges for Services - Tentative Map Review Fees
56.3020	Charges for Services - Minor Subdivision Review Fees
56.3030	Charges for Services - Development Agreement
56.3040	Charges for Services - General Plan Amendment Fees
56.3050	Charges for Services - General Plan/Zoning Fees
56.3060	Charges for Services - Rezoning/Prezoning Fees
56.3070	Charges for Services - Planning Decision Appeal
56.3080	Charges for Services - Conditional Use Permit Fee
56.3090	Charges for Services - Prelim Project Review Fee
56.3100	Charges for Services - Planned Unit Development Fee
56.3110	Charges for Services - Freeway Sign Plan Amend Fees
56.3120	Charges for Services - Architectural Review Charges
56.3130	Charges for Services - Environment Assessment Fee
56.3140	Charges for Services - Environment Impact Report Fee
56.3150	Charges for Services - Annexation Review Fee
56.3160	Charges for Services - Temporary Use of Land Review
56.3170	Charges for Services - Sign Review & Permits
56.3180	Charges for Services - Technical Assistance Fees
56.3190	Charges for Services - Variance Fees
56.3200	Charges for Services - Advance Planning Fees
56.3210	Charges for Services - Site Plan Review

CHART OF ACCOUNTS

REVENUE BY OBJECT

Account Number	Description
56.3220	Charges for Services - Planning Inspection Fee
56.3230	Charges for Services - EIR Review Fee
56.3240	Charges for Services - Building Permit Review
56.3250	Charges for Services - Time Extension of Permits
56.3260	Charges for Services - Precise & Specific Plan Review
56.3270	Charges for Services - Home Occupation Permits
56.3280	Charges for Services - Fire Plan Check Fee-Permit Ctr
56.3290	Charges for Services - Other Planning Fees
56.3400	Charges for Services - Building Plan Check Fees
56.3410	Charges for Services - Special Building Inspection
56.3420	Charges for Services - Reinspection Service
56.3430	Charges for Services - Residential Report
56.3440	Charges for Services - Microfilm Fee
56.3450	Charges for Services - Special Code Inspection
56.3460	Charges for Services - Other Building Fees
56.4010	Charges for Services - Bingo License Application Fee
56.4020	Charges for Services - Special Police Service Fees
56.4030	Charges for Services - Police Report Fees
56.4040	Charges for Services - Police False Alarm Fees
56.4050	Charges for Services - Vehicle Fix-it-ticket Sign Off
56.4060	Charges for Services - Fingerprint Fees
56.4070	Charges for Services - Card Room Fees
56.4080	Charges for Services - Police Photo Charges
56.4090	Charges for Services - Animal Shelter Fees
56.4100	Charges for Services - Noise Regulation Fees
56.4110	Charges for Services - Special Event - Police
56.4120	Charges for Services - Police Record Review Charges
56.4130	Charges for Services - Vehicle ID Number Check
56.4140	Charges for Services - Abandon Vehicle Abatement Fee
56.4150	Charges for Services - Firearm Dealers
56.4160	Charges for Services - Booking Fees Charges
56.4161	Charges for Services - Tobacco Retailer Lic Fee Mo. Co.
56.4170	Charges for Services - Vehicle Release Fees (Towing)
56.4180	Charges for Services - Vehicle Impound Fee (Towing)
56.4190	Charges for Services - Animal Shelter Citation Fees
56.4410	Charges for Services - Rural Fire Service
56.4420	Charges for Services - Emergency Medical Service
56.4430	Charges for Services - Fire Code Mandated Insp Fee
56.4440	Charges for Services - State Mandated Inspection Fees
56.4450	Charges for Services - Fire Plan Check Fee-Fire Dept
56.4460	Charges for Services - Special Fire Permits
56.4470	Charges for Services - Structural Fire Report Fees
56.4480	Charges for Services - Fireworks Fees
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

CHART OF ACCOUNTS

REVENUE BY OBJECT

<u>Account Number</u>	<u>Description</u>
56.4515	Charges for Services - Fire Emergency Stand By Time
56.4520	Charges for Services - Special Event - Fire
56.4530	Charges for Services - Admin Fire Citations
56.4540	Charges for Services - Fire Dept Service Charge
56.4550	Charges for Services - Outside Fire Plan Review
56.4560	Charges for Services - Fire Apparatus Fee
56.4570	Charges for Services - Other Fire Fees & Training
56.4580	Charges for Services - ALS Cost Recovery Fee
56.4590	Charges for Services - VAC Cost Recovery Fee
56.5010	Charges for Services - Subdivision Map Check Fees
56.5020	Charges for Services - Subdivision Imp Plan Check Fee
56.5030	Charges for Services - Subdivision Imp Inspection Fee
56.5040	Charges for Services - Industrial Waste Fees
56.5050	Charges for Services - Sanitary Sewer Surcharge Fees
56.5060	Charges for Services - Special Traffic Marking Reques
56.5065	Charges for Services - USA Service Fee
56.5070	Charges for Services - Routing/Escorting/Overload
56.5080	Charges for Services - Review and Inspection Fees
56.5090	Charges for Services - Street Tree Pruning
56.5100	Charges for Services - Special Public Works Fees
56.5110	Charges for Services - Street Tree Fee
56.5120	Charges for Services - Sanitary Sewer Impact Fee
56.5130	Charges for Services - Storm Sewer Impact Fee
56.5140	Charges for Services - Neighborhood Park Impact Fee
56.5150	Charges for Services - Street/Traffic Impact Fees
56.5160	Charges for Services - Facilities Impact Fees
56.5170	Charges for Services - Annexation Impact Fees
56.5180	Charges for Services - Library Impact Fee
56.5190	Charges for Services - Fire Protection Service Fee
56.5200	Charges for Services - AutoCAD
56.6010	Charges for Services - Concessions
56.6020	Charges for Services - Sherwood Tennis Use Fees
56.6030	Charges for Services - Reserved Picnic Area Use Fee
56.6040	Charges for Services - Ball Field Use Fee
56.6050	Charges for Services - Youth Sports League Fees
56.6060	Charges for Services - Reimbursable Fee Activities
56.6070	Charges for Services - Community Center Rental Fees
56.6071	Charges for Services - Community Center Service Fees
56.6080	Charges for Services - Other Rec Bldg Rental Fee
56.6081	Charges for Services - Box Office Charges
56.6090	Charges for Services - Neighborhood Center Rental Fee
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

CHART OF ACCOUNTS

REVENUE BY OBJECT

<u>Account Number</u>	<u>Description</u>
56.8010	Charges for Services - Financial Assessment
56.8013	Charges for Services - Public Art Charge
56.8020	Charges for Services - Administrative Service Revenue
56.8030	Charges for Services - Sale of Printed Material
56.8035	Charges for Services - Cannabis Monitoring Fee
56.8037	Charges for Services - Monitoring Fees
56.8040	Charges for Services - Cost of Issuance/Monitoring Fees
56.8050	Charges for Services - Research Fees
56.8060	Charges for Services - Copying Fees
56.8070	Charges for Services - Holiday Parade of Lights
56.8080	Charges for Services - Airshow Charges
56.8090	Charges for Services - Parade Permit Fees
56.8100	Charges for Services - Map Sales
56.8110	Charges for Services - Rental Income
56.8120	Charges for Services - Special Events Fee
56.8130	Charges for Services - Other General Government Fees
57	Other Revenue
57.1010	Other Revenue - Workers Comp Premiums
57.1020	Other Revenue - Workers Comp Reimb
57.1030	Other Revenue - CalPERS Ind Disability Reimb
57.1040	Other Revenue - Liability Insurance
57.1050	Other Revenue - Unreimbursed Medical Contrib
57.1060	Other Revenue - Miscellaneous Insurances
57.1410	Other Revenue - Legal Code Enforcement Recovery
57.2010	Other Revenue - Deferred Compensation
57.2011	Other Revenue - Deferred Compensation - PY
57.2020	Other Revenue - Separations - Trust Deeds
57.2030	Other Revenue - Trust Deed Fee
57.2040	Other Revenue - Bond Calls
57.2041	Other Revenue - Bond Reserves
57.3010	Other Revenue - Other Loans
57.3020	Other Revenue - Housing Revolving Loans
57.3030	Other Revenue - Micro Loan Program
57.4010	Other Revenue - Donated Assets
57.5010	Other Revenue - Woodside Park Maint Assessment
57.5020	Other Revenue - Downtown Mall Maint Assessment
57.5030	Other Revenue - Airport Bus Park Maint Assess
57.5040	Other Revenue - N/E Landscape Maint Assessment
57.5050	Other Revenue - Harden Ranch Maint Assessment
57.5060	Other Revenue - Vista Nueva
57.5070	Other Revenue - Mira Monte
57.5080	Other Revenue - Monte Bella
57.5090	Other Revenue - Graffiti Removal Reimbursement
57.6010	Other Revenue - Literacy Other Contributions
57.8010	Other Revenue - Unclaimed Property Sales
57.8020	Other Revenue - Surplus Property
57.8030	Other Revenue - Land & Building Sale

CHART OF ACCOUNTS

REVENUE BY OBJECT

Account Number	Description
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
57.8285	Other Revenue - Contributions & Donations
57.8290	Other Revenue - Library Donations
57.8300	Other Revenue - Literacy Donations
57.8310	Other Revenue - Library Misc Oper
57.8320	Other Revenue - California Endowment
57.8330	Other Revenue - Youth Alternative to Violence
57.8340	Other Revenue - Assistance to Firefighter AFG
57.8350	Other Revenue - SRA Contribution
57.8360	Other Revenue - Monterey One Water (MRWPCA) Fees
57.8370	Other Revenue - Prepaid Buidling Fees
57.8380	Other Revenue - Monterey County Friday Night
57.8390	Other Revenue - CLSA Families for Literacy
57.8400	Other Revenue - Mo Co Behavioral Health - Prev
57.8410	Other Revenue - City Contribution
57.8415	Other Revenue - Other Agency Contribution
57.8420	Other Revenue - Airport Contribution
57.8430	Other Revenue - Harden Foundation Grant
57.8440	Other Revenue - Icma/MM/Taxes W/H
57.8450	Other Revenue - NGEN Receipts
57.8460	Other Revenue - Inclusionary Housing
57.8470	Other Revenue - Building Standards Admin Fees

CHART OF ACCOUNTS

REVENUE BY OBJECT

<u>Account Number</u>	<u>Description</u>
57.8480	Other Revenue - Cal Ema PSN
57.8490	Other Revenue - Animal Shelter Donations
57.8500	Other Revenue - Spay/Neuter Voucher Prog
57.8510	Other Revenue - KDF Tenant Services
57.8520	Other Revenue - Fire Training
57.8530	Other Revenue - Body Worn Cameras (MPF)
57.8540	Other Revenue - Public Agency Dues
57.8550	Other Revenue - EZ Voucher Fees
57.8560	Other Revenue - Airport Cardlock Deposits
57.8570	Other Revenue - Deposits-Permit Center
57.8575	Other Revenue - Deposits-Public Works
57.8580	Other Revenue - Deposits-Planning
57.8590	Other Revenue - Dependent Care Contributions
57.8600	Other Revenue - Health Ins
57.8605	Other Revenue - PERS Retirement Cost Share
57.8610	Other Revenue - Dental Ins
57.8620	Other Revenue - Vision Ins
57.8630	Other Revenue - TID - Welcome Center
57.8640	Other Revenue - Regional Dev Impact Fee
57.8650	Other Revenue - Mo.Co.Tourism Hotel Impvt Dist
57.8660	Other Revenue - County Drug Grant
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
58.8020	Other Financing Sources - Bond Premium
90	Transfers In
90.1000	Transfers In - General Fund
90.1100	Transfers In - Measure E
90.1200	Transfers In - Measure G
90.1300	Transfers In - Measure X
90.2032	Transfers In - Dev Fees - Park & Playgrounds
90.2104	Transfers In - Airport Bus Park Maint Dist
90.2105	Transfers In - N.E. Landscape MD
90.2106	Transfers In - Harden ranch M.D.
90.2107	Transfers In - Vista Nueva M.D.
90.2108	Transfers In - Miramonte Landscape M.D.
90.2109	Transfers In - Monte Bella Maint District
90.2202	Transfers In - Supp Law Enforcement
90.2301	Transfers In - Dev Fees - Storm & Sewer
90.2302	Transfers In - Dev Fees - Park & Playgrounds
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

CHART OF ACCOUNTS

REVENUE BY OBJECT

<u>Account Number</u>	<u>Description</u>
90.2403	Transfers In - Gas Tax - 2105
90.2404	Transfers In - Gas Tax - Motor Vehicle Fuel Tax
90.2501	Transfers In - Emergency Medical Services
90.2502	Transfers In - Asset Seizure
90.2503	Transfers In - Traffic Safety
90.2505	Transfers In - Rec Park Fund
90.2506	Transfers In - PEG
90.2510	Transfers In - Measure X - TAMC
90.2511	Transfers In - SB1 Road Maintenance & Rehab
90.2910	Transfers In - CDBG
90.2940	Transfers In - Emergency Solutions Grant HUD
90.2941	Transfers In - Emergency Solutions Grant-COC
90.2942	Transfers In - CA Emergency Solutions & Housing
90.3106	Transfers In - Homeland Security
90.3113	Transfers In - Relocation and Contingencies
90.3115	Transfers In - Asst to Firefighters Grant
90.3116	Transfers In - COPS NGEN Grant
90.3256	Transfers In - First Five Monterey Co
90.4101	Transfers In - 1997 COPs
90.4103	Transfers In - Steinbeck COP
90.4104	Transfers In - 2014 COP Consolidated
90.4108	Transfers In - Energy Improvement
90.4109	Transfers In - 2015 Refunding COP 2005 A & B
90.4203	Transfers In - Assessment District Reserve
90.5102	Transfers In - Federal Aid - Airport
90.5201	Transfers In - Spec Const Assist - Fed, State
90.5202	Transfers In - from Special Const Assist-Bond
90.5203	Transfers In - Spec Const Assist - Other
90.5301	Transfers In - 2019 Spec Tax Bond Monte Bella
90.6100	Transfers In - Airport Fund
90.6200	Transfers In - Industrial Waste
90.6301	Transfers In - Fairways Golf Course
90.6302	Transfers In - Twin Creek Golf Course
90.6400	Transfers In - Sewer Fund
90.6500	Transfers In - Storm Sewer (NPDES)
90.6600	Transfers In - Crazy Horse Landfill
90.6801	Transfers In - Downtown Parking
90.6900	Transfers In - Permit Services
90.8104	Transfers In - Economic Development
90.8106	Transfers In - Flexible Spending
90.8701	Transfers In - Deferred Comp - Trust Deeds
90.8702	Transfers In - Deferred Comp - Separations
90.8801	Transfers In - Trust Deposits
90.8802	Transfers In - Community Center Deposits
90.8803	Transfers In - Sherwood Hall Deposits

CHART OF ACCOUNTS REVENUE BY OBJECT

<u>Account Number</u>	<u>Description</u>
90.8806	Transfers In - Sales Tax
90.8807	Transfers In - Payroll Deposits Fund
90.8808	Transfers In - KDF Los Padres
90.8914	Transfers In - RORF-Redev Obligation Retirement
90.8915	Transfers In - Successor Agency

CHART OF ACCOUNTS EXPENDITURE BY OBJECT

<u>Account Number</u>	<u>Description</u>
61	Salaries & Benefits
61.1100	Salaries & Benefits - Regular Pay
61.1104	Salaries & Benefits - Regular Pay - Cost Recovery
61.1140	Salaries & Benefits - Regular Pay-Special Events
61.1200	Salaries & Benefits - Annual Leave
61.1210	Salaries & Benefits - Annual Leave Accrued
61.1220	Salaries & Benefits - Annual Leave Buy Back
61.1300	Salaries & Benefits - Sick
61.1310	Salaries & Benefits - Workers Compensation
61.1400	Salaries & Benefits - Holiday
61.1410	Salaries & Benefits - Holiday-Floating
61.2000	Salaries & Benefits - Temporary Pay
61.2140	Salaries & Benefits - Temporary Pay - Special Events
61.3000	Salaries & Benefits - Overtime - Regular
61.3010	Salaries & Benefits - Overtime - Court
61.3020	Salaries & Benefits - Overtime -Call Back
61.3030	Salaries & Benefits - Overtime Payroll-Temp
61.3040	Salaries & Benefits - Overtime - Holiday
61.3050	Salaries & Benefits - Overtime - Mtg/Trng
61.3060	Salaries & Benefits - Overtime - Explorers
61.3070	Salaries & Benefits - Overtime-FLSA
61.3080	Salaries & Benefits - Overtime Payroll
61.3090	Salaries & Benefits - Overtime Payroll
61.3091	Salaries & Benefits - OT Motorcycle Safety - Sat
61.3092	Salaries & Benefits - OT Motorcycle Safety - Operating
61.3100	Salaries & Benefits - Overtime Payroll
61.3110	Salaries & Benefits - Overtime Payroll
61.3120	Salaries & Benefits - OT Spec Events - Other
61.3130	Salaries & Benefits - OT - Violence/Crime Response
61.3140	Salaries & Benefits - OT - Spec Events
61.3144	Salaries & Benefits - O/T - Cost Recovery
61.3150	Salaries & Benefits - Background Investigations
61.3160	Salaries & Benefits - Rangemaster
61.3190	Salaries & Benefits - Overtime Call Back CSI
61.3200	Salaries & Benefits - Overtime Call Back Lab
61.3220	Salaries & Benefits - Overtime-Hold Over
61.3230	Salaries & Benefits - Overtime - Traffic Enforcement
61.3240	Salaries & Benefits - Overtime - Distracted Driving
61.3250	Salaries & Benefits - Overtime - Other
61.3260	Salaries & Benefits - Overtime Tac/Med
61.3270	Salaries & Benefits - Overtime Tac/Med Training
61.3290	Salaries & Benefits - Fire Incident Ext Past 0800
61.3300	Salaries & Benefits - OES Training
61.3320	Salaries & Benefits - OT - Out of County
61.3330	Salaries & Benefits - OT - Minimum Staffing
61.3350	Salaries & Benefits - OT - Emergency Callback
61.3360	Salaries & Benefits - OT - HazMat

CHART OF ACCOUNTS

EXPENDITURE BY OBJECT

<u>Account Number</u>	<u>Description</u>
61.3370	Salaries & Benefits - OT - Fire
61.4000	Salaries & Benefits - Reimburseable Payroll Costs
61.4010	Salaries & Benefits - Health Club/Fitness Bonus
61.4020	Salaries & Benefits - Termination Payroll Costs
61.4030	Salaries & Benefits - Merit Bonus
61.4040	Salaries & Benefits - Termination-Vacation
61.4050	Salaries & Benefits - Termination-Other
61.4060	Salaries & Benefits - Other Payroll Costs
61.4061	Salaries & Benefits - Grant Match Payroll & Benefits
61.4062	Salaries & Benefits - Police Recruiting Incentive
61.4063	Salaries & Benefits - MOU Bonus
61.7000	Salaries & Benefits - Flexible Leave
61.7010	Salaries & Benefits - Administrative Leave
61.7020	Salaries & Benefits - Cafeteria Plan
61.7030	Salaries & Benefits - Management Leave
61.7040	Salaries & Benefits - Deferred Comp - Directors
61.7050	Salaries & Benefits - Residential/Conf Stipends
61.7060	Salaries & Benefits - Other Compensation
61.7070	Salaries & Benefits - Health Savings Acct-RHS
61.8010	Salaries & Benefits - Uniform Allowance
61.8020	Salaries & Benefits - Auto Allowance
61.8210	Salaries & Benefits - OASDI
61.8220	Salaries & Benefits - PERS-Normal Cost
61.8221	Salaries & Benefits - PERS-UAL
61.8230	Salaries & Benefits - New York Life
61.8240	Salaries & Benefits - ICMA
61.8250	Salaries & Benefits - Medicare
61.8300	Salaries & Benefits - Health Insurance-City
61.8310	Salaries & Benefits - Health,Dental,Vis - Firefighters
61.8320	Salaries & Benefits - Health Ins - PS Retirees
61.8330	Salaries & Benefits - Health Ins-PERS
61.8340	Salaries & Benefits - Health Insurance - Cobra
61.8341	Salaries & Benefits - EAP Concern
61.8350	Salaries & Benefits - Dental Insurance
61.8360	Salaries & Benefits - Vision Insurance
61.8400	Salaries & Benefits - Health Insurance - Admin Fee
61.8410	Salaries & Benefits - Health Ins - Severance Benefit
61.8420	Salaries & Benefits - Post Employment Health Benefit
61.8430	Salaries & Benefits - PERS Retirees PEMHCA MinER Contr
61.8431	Salaries & Benefits - NonPERS Retirees PEMHCA Min Cont
61.8440	Salaries & Benefits - Health Ins- IAFF Concession
61.8500	Salaries & Benefits - Life Insurance
61.8510	Salaries & Benefits - Life Insurance-Firefighters
61.8600	Salaries & Benefits - Long-Term Disability
61.8610	Salaries & Benefits - Long Term Dis - Firefighters
61.8620	Salaries & Benefits - Long Term Dis - Police Officers
61.8630	Salaries & Benefits - Workers Compensation Premiums

CHART OF ACCOUNTS

EXPENDITURE BY OBJECT

<u>Account Number</u>	<u>Description</u>
61.8635	Salaries & Benefits - Refund PERS Member Contribution
61.8700	Salaries & Benefits - Overtime Meals
61.8710	Salaries & Benefits - Unemployment
61.8720	Salaries & Benefits - Employee Concessions
61.8800	Salaries & Benefits - Deferred Comp - Withdrawals
61.9960	Salaries & Benefits - Vacancy Factor
61.9970	Salaries & Benefits - Frozen - Vacant
61.9980	Salaries & Benefits - Furlough Pay
61.9990	Salaries & Benefits - CIP/Program Reg Salary Deduct
61.9991	Salaries & Benefits - Deduct Recruiting Incentive
61.9992	Salaries & Benefits - Regular Pay-CIP Budget Only
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
62.5130	Supplies & Materials - Other clothing & equip-SWAT
62.5200	Supplies & Materials - Safety Equipment
62.5210	Supplies & Materials - Fire Hose & Nozzle Replacement
62.6000	Supplies & Materials - Street Materials
62.6100	Supplies & Materials - Asphalt & Paving
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

CHART OF ACCOUNTS

EXPENDITURE BY OBJECT

<u>Account Number</u>	<u>Description</u>
62.7000	Supplies & Materials - Books and Publications
62.7100	Supplies & Materials - Books
62.7120	Supplies & Materials - Bilingual Books
62.7130	Supplies & Materials - Leased Books
62.7190	Supplies & Materials - Friends of the Library-Misc
62.7200	Supplies & Materials - Periodicals
62.7210	Supplies & Materials - Publications & Trade Journals
62.7220	Supplies & Materials - A - V Materials
62.8000	Supplies & Materials - Special Dept Supplies
62.8004	Supplies & Materials - Library Programming Supplies
62.8005	Supplies & Materials - Fireworks Surcharge
62.8010	Supplies & Materials - E-Resources
62.8350	Supplies & Materials - Crime Lab Spec Dept Supplies
62.8510	Supplies & Materials - IT Communications Hardware
62.8520	Supplies & Materials - Computer Supplies & Hardware
62.8530	Supplies & Materials - Computer Aided Design
62.8540	Supplies & Materials - Mobile Data
62.8550	Supplies & Materials - Mobile Data Software
62.8990	Supplies & Materials - Special Dept Supplies-Deduct
63	Outside Services
63.1000	Outside Services - Communications
63.1020	Outside Services - NGEN Operation & Maintenance
63.1030	Outside Services - 911 System
63.1040	Outside Services - ACJIS
63.1050	Outside Services - Internet/Cable
63.1060	Outside Services - False Alarm Outsource Charges
63.1070	Outside Services - Tel/Siemens ABN-AMRO
63.1080	Outside Services - 911/MDT Maintenance & Support
63.1081	Outside Services - MRWPCA Wash Water
63.1100	Outside Services - Telephone-Basic Rental
63.1110	Outside Services - City Wide Technology Maint
63.1120	Outside Services - IT Communications
63.1150	Outside Services - Leased Lines
63.1160	Outside Services - Cell Phones
63.1180	Outside Services - Pagers
63.1200	Outside Services - Telephone
63.1210	Outside Services - Mobile Data Connections
63.1300	Outside Services - Telegram-Telex-Teletype
63.1350	Outside Services - Communications
63.1400	Outside Services - Postage
63.2010	Outside Services - Water
63.2020	Outside Services - Gas
63.2030	Outside Services - Electricity
63.2060	Outside Services - Electricity -Street Lights
63.2070	Outside Services - Electricity - Traffic Signal
63.2100	Outside Services - Sewerage - MRWPCA
63.2110	Outside Services - Refuse

CHART OF ACCOUNTS

EXPENDITURE BY OBJECT

<u>Account Number</u>	<u>Description</u>
63.2200	Outside Services - Other Utilities
63.3010	Outside Services - Rents
63.3012	Outside Services - Facility Expense
63.3040	Outside Services - Capital Leases
63.3050	Outside Services - Leases
63.3100	Outside Services - Rent - Land
63.3200	Outside Services - Rent - Building
63.3220	Outside Services - Rent-Expo Site
63.3300	Outside Services - Rent - Equipment
63.3310	Outside Services - Rent - Copier
63.4010	Outside Services - Maint & Repairs Aquatic Center
63.4100	Outside Services - Maint & Repairs - Bldg & Grounds
63.4200	Outside Services - Maint & Repairs- Furn & Fixtures
63.4300	Outside Services - Maint & Repairs - Equipment
63.4400	Outside Services - Maint & Repairs - Auto & Truck
63.4500	Outside Services - Maintenance - Janitorial
63.4600	Outside Services - Maintenance - Radios
63.4700	Outside Services - Maint & Repairs - Traffic Signal
63.4900	Outside Services - Maintenance & Repairs- Others
63.4980	Outside Services - Maintenance - Software
63.5010	Outside Services - Professional Services
63.5030	Outside Services - Grant Writing/Service Fees
63.5040	Outside Services - Events
63.5050	Outside Services - PD/Q Prog-Business Attraction
63.5060	Outside Services - Custodian Fees on Investments
63.5100	Outside Services - Legal Services
63.5105	Outside Services - Legal Svcs Code Enforcement
63.5200	Outside Services - Audit Services
63.5210	Outside Services - Muni Services B/L & UUT Audits
63.5220	Outside Services - Cannabis Monitoring
63.5260	Outside Services - DCI
63.5270	Outside Services - Contract Out Senior Planner
63.5280	Outside Services - P-Bid Study and Formation
63.5300	Outside Services - Architectural Services
63.5380	Outside Services - Interpreting Services
63.5390	Outside Services - Labor Relations
63.5400	Outside Services - Engineering Services
63.5460	Outside Services - Inspection Services
63.5500	Outside Services - Appraisal Services
63.5540	Outside Services - Storm Water Monitoring Service
63.5600	Outside Services - Medical Exams
63.5650	Outside Services - Recruitment
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

CHART OF ACCOUNTS

EXPENDITURE BY OBJECT

<u>Account Number</u>	<u>Description</u>
63.5820	Outside Services - Rec Centers & Playgrounds
63.5830	Outside Services - Sports & Aquatics Programs
63.5831	Outside Services - Aquatic Center Security
63.5840	Outside Services - Prevention Programs
63.5900	Outside Services - Other Professional Services
63.5901	Outside Services - GASB Actuarial
63.5905	Outside Services - Boots Road
63.5906	Outside Services - Granicus
63.5910	Outside Services - E-Resources Services
63.6010	Outside Services - Other Outside Services
63.6020	Outside Services - Sponsorships
63.6060	Outside Services - Polygraph Services
63.6070	Outside Services - Consulting Services
63.6080	Outside Services - Bank Charges
63.6100	Outside Services - Outside Printing
63.6200	Outside Services - Fundraising Events
64	Other Charges
64.1000	Other Charges - Administrative Overhead
64.1005	Other Charges - Public Art Charge
64.1010	Other Charges - Advertising
64.1020	Other Charges - Marketing
64.1030	Other Charges - Due to Monterey County
64.1100	Other Charges - Legal Publications
64.1200	Other Charges - Advertising - Recruitment
64.1900	Other Charges - Advertising - Other
64.2000	Other Charges - Travel, Conferences, Meetings
64.2010	Other Charges - Travel
64.2100	Other Charges - Travel-Mayor
64.2110	Other Charges - Travel-Council District 1
64.2120	Other Charges - Travel-Council District 2
64.2130	Other Charges - Travel-Council District 3
64.2140	Other Charges - Travel-Council District 4
64.2150	Other Charges - Travel-Council District 5
64.2160	Other Charges - Travel-Council District 6
64.2500	Other Charges - Training
64.2550	Other Charges - Tuition Reimbursement
64.2560	Other Charges - Kauffman Training Assistance
64.4040	Other Charges - New York Life Pension ER Contrib
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

CHART OF ACCOUNTS

EXPENDITURE BY OBJECT

<u>Account Number</u>	<u>Description</u>
64.4560	Other Charges - DMV & Immunizations
64.4570	Other Charges - DOT Testing
64.4580	Other Charges - Employee Assistance Program
64.4600	Other Charges - Workers Comp Claims
64.4610	Other Charges - Workers Comp Admin
64.4620	Other Charges - Excess Workers Comp Insurance
64.4630	Other Charges - Relocation-Moving Expenses
64.4640	Other Charges - CalPERS Ind Disability Advance
64.4650	Other Charges - Health Insurance Excess
64.4700	Other Charges - Unreimbursed Medical Expenses
64.4710	Other Charges - Dependent Care Expenses
64.5120	Other Charges - Tax Administration
64.5300	Other Charges - Contribution to SUBA
64.5310	Other Charges - Contribution to Oldtown
64.5320	Other Charges - Contributions to Other Agencies
64.5325	Other Charges - Deferred City Fees
64.5330	Other Charges - TOT Tax Sharing
64.5360	Other Charges - Sales Tax Incentive Program
64.5370	Other Charges - Contribution to Acosta Plaza
64.5400	Other Charges - Refunds & Reimbursements
64.5405	Other Charges - Employee Cost Reimbursements
64.5410	Other Charges - Agency Reimbursement
64.5415	Other Charges - Miscellaneous Expenditures
64.5500	Other Charges - Membership & Dues
64.5510	Other Charges - Waste Discharge Fee
64.5520	Other Charges - Permit Fees
64.5530	Other Charges - Licenses
64.5540	Other Charges - Taxes
64.5550	Other Charges - Sales Tax
64.5560	Other Charges - Field Trips/Other Activities
64.5800	Other Charges - Rounding
64.5810	Other Charges - Relocation & Contingency
64.5820	Other Charges - Contingencies
64.5830	Other Charges - Cost Recovery
64.6000	Other Charges - El Grito Festival
64.6010	Other Charges - Rodeo
64.6020	Other Charges - Carnival
64.6021	Other Charges - Fourth of July Fireworks
64.6030	Other Charges - Kiddie Kapers
64.6040	Other Charges - California Air Show
64.6050	Other Charges - Ciclovía
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

CHART OF ACCOUNTS

EXPENDITURE BY OBJECT

<u>Account Number</u>	<u>Description</u>
64.7030	Other Charges - League Of Calif Cities
64.7040	Other Charges - Chamber of Commerce
64.7045	Other Charges - Sister City Association
64.7050	Other Charges - Economic Development Corp.
64.7051	Other Charges - Other Econ Development Incentive
64.7060	Other Charges - Legislative Advocacy
64.7070	Other Charges - AMBAG
64.7080	Other Charges - LAFCO
64.7090	Other Charges - PERS Coalition
64.7100	Other Charges - Air District
64.7110	Other Charges - Cable TV Taping (MCOE)
64.7120	Other Charges - Convention & Visitors Bureau
64.7130	Other Charges - California Welcome Center
64.7140	Other Charges - Girls Inc of the Central Coast
64.7150	Other Charges - Mo. Co. Cities Association
64.7160	Other Charges - Special Comm Events-City Sponsor
64.7161	Other Charges - Food & Wine Festival
64.7162	Other Charges - Veterans Day Parade
64.7163	Other Charges - Founder's Day Event
64.7170	Other Charges - Neighborhoods
64.7180	Other Charges - Recognition
64.7190	Other Charges - Youth Commision
64.7200	Other Charges - Mayor's Recognitions
64.7210	Other Charges - Community Circles
64.7220	Other Charges - Sun Street Center
65	Debt Service
65.1000	Debt Service - Bond-Principal
65.1030	Debt Service - Principal on Loans/Leases
65.2000	Debt Service - Bond-Interest
65.2030	Debt Service - Interest on Loans/Leases
65.3000	Debt Service - Paying Agent Fees
65.3010	Debt Service - Cost of Issuance
65.3030	Debt Service - Refunding Debt
66	Capital Outlays
66.1000	Capital Outlays - Land
66.2000	Capital Outlays - Buildings
66.3000	Capital Outlays - Building Improvements
66.3010	Capital Outlays - Remodeling & Alteration
66.3500	Capital Outlays - Acquisition/Predevelopment
66.3600	Capital Outlays - Contribution - Bldg Construction
66.3601	Capital Outlays - Contribution - Fixed Assets
66.4000	Capital Outlays - Improvements
66.5000	Capital Outlays - Other Equipment
66.5010	Capital Outlays - Mach, Furniture & Equip
66.5100	Capital Outlays - Machinery
66.5200	Capital Outlays - Furniture
66.5300	Capital Outlays - Office Equipment

CHART OF ACCOUNTS

EXPENDITURE BY OBJECT

Account Number	Description
66.5400	Capital Outlays - Equipment
66.5410	Capital Outlays - Audio/Digital/Video Equipment
66.5420	Capital Outlays - Digital Equipment
66.5430	Capital Outlays - Telephone Equipment
66.5440	Capital Outlays - Radio Equipment
66.5500	Capital Outlays - Vehicles
66.5540	Capital Outlays - Police Vehicles (Insurance)
66.5550	Capital Outlays - Police Equipment
66.5560	Capital Outlays - Body Worn Cameras
66.5570	Capital Outlays - SCBA's
66.5580	Capital Outlays - EMS PPE
66.5600	Capital Outlays - Radio Equipment-Other Agencies
66.5610	Capital Outlays - Radio Equipment-City
66.5720	Capital Outlays - Infrastructure-City
66.5730	Capital Outlays - Infrastructure-County
66.5800	Capital Outlays - Computer Software
66.5810	Capital Outlays - Computer Equipment
67	Stores Sales
67.0000	Stores Sales - Stores Sales
67.1000	Stores Sales - Stores Purchases
68	Deferred Comp
68.1010	Deferred Comp - Def Comp TD Costs/Losses On Inv
68.1020	Deferred Comp - Def Comp - Trust Deed Mgmt Fee
68.1030	Deferred Comp - Deferred Comp Refunds
68.1040	Deferred Comp - Def Comp Interagency Transfer
68.1050	Deferred Comp - T/D Separation
69	Financial Assistance
69.1010	Financial Assistance - Housing Rehab-Direct Loans
69.1020	Financial Assistance - Housing Rehab-Deferred Loans
69.1030	Financial Assistance - Housing Rehab-HAA Grants
69.1040	Financial Assistance - FTHB-Down Pymt Assist
69.1100	Financial Assistance - Housing Rehab-Lead Base
69.1110	Financial Assistance - Contrib/Reimb to Other Agencies
69.1120	Financial Assistance - Legal Services for Seniors
69.1130	Financial Assistance - City Grant Cost Share
69.1200	Financial Assistance - Alliance on Aging
69.1210	Financial Assistance - AmeriCorps Vista
69.1220	Financial Assistance - Boys and Girls Clubs
69.1221	Financial Assistance - Girls Inc of the Central Coast
69.1230	Financial Assistance - CA Partnership for Safe Comm
69.1240	Financial Assistance - CASP
69.1250	Financial Assistance - Central Coast Ctr. Independent
69.1260	Financial Assistance - Central Coast HIV/(John XXIII)
69.1262	Financial Assistance - Community Homeless Solutions
69.1270	Financial Assistance - Comm Human Services Project
69.1280	Financial Assistance - CSUMB
69.1290	Financial Assistance - First Mayor's House

CHART OF ACCOUNTS

EXPENDITURE BY OBJECT

<u>Account Number</u>	<u>Description</u>
69.1300	Financial Assistance - Food Bank
69.1310	Financial Assistance - Franciscan Workers
69.1320	Financial Assistance - Gateway Apartments
69.1330	Financial Assistance - Girl Scouts of Monterey Bay
69.1340	Financial Assistance - Green Vehicles
69.1350	Financial Assistance - Grid Alternatives
69.1351	Financial Assistance - Multi Family Housing
69.1360	Financial Assistance - Grow Salinas
69.1361	Financial Assistance - Eden Council Hope & Opportunity
69.1370	Financial Assistance - Housing Resource Center
69.1380	Financial Assistance - Housing Resource Ctr of MoCo
69.1390	Financial Assistance - Interim-Mental Health Wellness
69.1400	Financial Assistance - Lagunas Haciendas
69.1402	Financial Assistance - Lagunas Haciendas Phase 3
69.1410	Financial Assistance - Legal Services for Seniors
69.1420	Financial Assistance - Meals on Wheels
69.1421	Financial Assistance - Methodist Church
69.1430	Financial Assistance - Monterey Co-Sheriff's Office
69.1440	Financial Assistance - Monterey County
69.1450	Financial Assistance - Monterey County Dist Atty
69.1460	Financial Assistance - Monterey County Probation Dept
69.1461	Financial Assistance - Monterey Co Office of Education
69.1470	Financial Assistance - NCCD
69.1480	Financial Assistance - Ombudsman (Alliance on Aging)
69.1490	Financial Assistance - Partners for Peace
69.1500	Financial Assistance - Peacock Acres Inc.
69.1510	Financial Assistance - Project Sentinel
69.1511	Financial Assistance - Rancho Cielo
69.1520	Financial Assistance - Rebuilding Together
69.1530	Financial Assistance - Salinas Police Activity League
69.1532	Financial Assistance - Salinas Regional Board Authority
69.1533	Financial Assistance - San Benito County
69.1535	Financial Assistance - Natividad Medical Foundation
69.1540	Financial Assistance - Second Chance Youth Program
69.1550	Financial Assistance - Shelter Outreach Plus (ESG)
69.1560	Financial Assistance - Steinbeck Cluster
69.1570	Financial Assistance - Suicide Prev. & Crisis Center
69.1580	Financial Assistance - Sunrise House JPA
69.1582	Financial Assistance - Sun Street Center
69.1590	Financial Assistance - United Farm Workers Foundation
69.1600	Financial Assistance - Vista De La Terraza
69.1610	Financial Assistance - Vista de la Terraza (Carr Ave)
69.1620	Financial Assistance - Wesley Oaks Subdivision
69.1630	Financial Assistance - YWCA of Monterey County
69.1640	Financial Assistance - Monterey College of Law
69.7140	Financial Assistance - Girls Inc of Central Coast
95	Transfers Out

CHART OF ACCOUNTS

EXPENDITURE BY OBJECT

<u>Account Number</u>	<u>Description</u>
95.1000	Transfers Out - General Fund
95.1100	Transfers Out - Measure E
95.2306	Transfers Out - Dev Fees - Arterial
95.2404	Transfers Out - Gas Tax - Motor Vehicle Fuel Tax
95.2501	Transfers Out - Emergency Medical Service Fund
95.2503	Transfers Out - Traffic Safety
95.2504	Transfers Out - Vehicle Abatement
95.2508	Transfers Out - Contributions & Donations
95.2509	Transfers Out - KDF Los Padres Dev Social Svcs
95.2602	Transfers Out - HSA - Affordable Housing
95.2910	Transfers Out - Community Development
95.2930	Transfers Out - Home Investment Partnership
95.3256	Transfers Out - First Five Monterey County
95.3281	Transfers Out - CalGRIP 821-14 &15
95.4101	Transfers Out - 1997 COPs
95.4102	Transfers Out - 1999 COPs
95.4103	Transfers Out - Steinbeck Ctr Debt Service
95.4104	Transfers Out - 2014 COP Consolidation
95.4106	Transfers Out - 2018 Lease - Public Safety Bldg
95.4107	Transfers Out - Measure X Bonds
95.4108	Transfers Out - Energy Efficient Debt Svc
95.4109	Transfers Out - 2015 Refunding COP 2005 A & B
95.4110	Transfers Out - 2018 Lease-EI Gabilan Library
95.4202	Transfers Out - Assessment District Debt Svc
95.4204	Transfers Out - 2019 Spec Tax Bond Monte Bella
95.5201	Transfers Out - Special Const Assist - Fed,State
95.5202	Transfers Out - Special Const Assist - Bonds
95.5203	Transfers Out - Special Const Assist - Others
95.5800	Transfers Out - to Capital Projects
95.6100	Transfers Out - Municipal Airport
95.6200	Transfers Out - Industrial Waste
95.6302	Transfers Out - Twin Creek Golf Course
95.6500	Transfers Out - Storm Sewer (NPDES)
95.6801	Transfers Out - Downtown Parking District
95.6803	Transfers Out - Parking Enforcement
95.6900	Transfers Out - Permit Services
95.7101	Transfers Out - Int Serv - Administration
95.7102	Transfers Out - Int Serv - Insurances
95.7103	Transfers Out - Int Serv - Workers Comp
95.7104	Transfers Out - Int Serv - General Liability
95.7120	Transfers Out - Int Serv - Fleet Maint
95.8702	Transfers Out - Deferred Comp Separations
95.8704	Transfers Out - Deferred Comp - CCFCU
95.8801	Transfers Out - Trust Deposits
95.8802	Transfers Out - Community Center Deposits
95.8914	Transfers Out - RORF-Redev Obligation Retirement
95.8915	Transfers Out - Successor Agency



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SALARY SCHEDULE

City of Salinas
Classification - Salary Schedule
As of July 1, 2020

Benefit Group

14	Executive Group
15	AMPS
16	Confidential Management
17	Confidential Management 2
18	Fire Supervisors
19	IAFF
20	Police Management
21	POA
22	POA-Recruit
23	Crew Sups
24	Crew Sups 2
25	SEIU
26	SMEA
27	Confidential Miscellaneous
29	Temporary

11.1000	City Mayor	369.2300	Bi-weekly Pay
11.1001	City Council	276.9200	Bi-weekly Pay
12.1005	City Manager	119.5086	Hourly
13.1010	City Attorney	98.2890	Hourly

Grade	Position	Step 1	Step 2	Step 3	Step 4	Step 5
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Executive Group

14.1014	Assistant Chief of Police	81.5118	85.5899	89.8725	94.3596	99.0824
14.1034	Assistant Development Dir	57.3596	60.2290	63.2411	66.4019	69.7240
14.1013	Chief of Police	83.4516	87.6264	92.0055	96.6077	101.4391
14.1022	Community Development Dir	69.0720	72.5281	76.1488	79.9604	83.9564
14.1031	Deputy PW Dir/City Engr	60.8178	63.8609	67.0589	70.4119	73.9320
14.1025	Finance Director	67.7315	71.1175	74.6687	78.4041	82.3236
14.1016	Fire Chief	82.7303	86.8722	91.2173	95.7786	100.5684
14.1027	Human Resources Director	66.4166	69.7391	73.2265	76.8922	80.7354
14.1028	Lib/Community Svc Dir	66.4166	69.7391	73.2265	76.8922	80.7354
14.1019	Public Works Director	69.0720	72.5281	76.1488	79.9604	83.9564

SALARY SCHEDULE

City of Salinas
Classification - Salary Schedule
As of July 1, 2020

Grade	Position	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
AMPS								
15.1121	Airport Manager	45.2811	47.5426	49.9204	52.4144	55.0378	57.7968	
15.4032	Animal Services Administrator	50.1465	52.6553	55.2902	58.0514	60.9573	64.0083	
15.5021	Associate Engineer	41.4689	43.5431	45.7204	48.0078	50.4050	52.9250	
15.3021	Associate Planner	36.1642	37.9734	39.8730	41.8695	43.9631	46.1599	
15.5001	Asst Public Works Director	51.4002	53.9717	56.6725	59.5027	62.4812	65.6085	
15.5002	Asst PW Director/City Engineer	57.2140	60.0781	63.0851	66.2411	69.5526	73.0256	
15.5003	City Engineer	57.2140	60.0781	63.0851	66.2411	69.5526	73.0256	
15.3104	Code Enforcement Manager	42.0764	44.1826	46.3924	48.7122	51.1416	53.7003	
15.3031	Community Dev Analyst	34.9559	36.7070	38.5419	40.4739	42.4964	44.6220	
15.6007	Community Education Mgr	35.2983	37.0688	38.9232	40.8681	42.9163	45.0615	
15.1146	Community Safety Admin	38.7358	40.6677	42.7095	44.8417	47.0839	49.4358	
15.6101	Community Services Manager	36.7070	38.5419	40.4739	42.4964	44.6220	46.8513	
15.2108	Computer Systems Administrator	47.7753	50.1659	52.6729	55.3029	58.0747	60.9758	
15.5026	Const Inspector Supv	36.5261	38.3545	40.2736	42.2896	44.4023	46.6186	
15.4028	Crime Analyst	37.4304	39.3045	41.2687	43.3364	45.5008	47.7753	
15.5441	Deputy Dir of Envir/Maint	50.1465	52.6553	55.2902	58.0514	60.9573	64.0083	
15.6001	Deputy Librarian	38.7358	40.6677	42.7095	44.8417	47.0839	49.4358	
15.1126	Economic Development Mgr	43.5431	45.7204	48.0078	50.4050	52.9250	55.5739	
15.5421	Environ Resource Planner	41.6692	43.7563	45.9403	48.2339	50.6505	53.1769	
15.5382	Facilities Maintenance Manager	42.0764	44.1826	46.3924	48.7122	51.1416	53.7003	
15.5016	GIS Administrator	41.6692	43.7563	45.9403	48.2339	50.6505	53.1769	
15.3026	Housing Services Supv	36.1642	37.9734	39.8730	41.8695	43.9631	46.1599	
15.2101	Information Systems Mgr	48.9512	51.4002	53.9717	56.6725	59.5027	62.4812	
15.2111	Integration/Appl Admin	47.7753	50.1659	52.6729	55.3029	58.0747	60.9758	
15.6016	Literacy Program Mgr	34.2735	35.9882	37.7910	39.6758	41.6678	43.7480	
15.5384	Maintenance Manager	42.0764	44.1826	46.3924	48.7122	51.1416	53.7003	
15.4030	Management Analyst	37.7925	39.6792	41.6692	43.7563	45.9403	48.2339	
15.6017	Marketing & Development Coord	35.1303	36.8879	38.7358	40.6677	42.7095	44.8417	
15.2106	Network/Sys Administrator	47.7753	50.1659	52.6729	55.3029	58.0747	60.9758	
15.5423	NPDES Permit Manager	41.6692	43.7563	45.9403	48.2339	50.6505	53.1769	
15.5301	Park Grnds Frstry Ops Mgr	42.0764	44.1826	46.3924	48.7122	51.1416	53.7003	
15.3105	Permit Center Coordinator	34.2710	35.9897	37.7926	39.6793	41.6692	43.7563	
15.3101	Permit Ctr Mgr/Bldg Off	51.4002	53.9717	56.6725	59.5027	62.4812	65.6085	
15.3001	Planning Manager	48.2339	50.6505	53.1769	55.8390	58.6368	61.5638	
15.1171	Police Records Coord	34.2710	35.9897	37.7926	39.6793	41.6692	43.7563	
15.1111	Police Services Admin	51.4002	53.9717	56.6725	59.5027	62.4812	65.6085	
15.6021	Princ Library Technician	27.5096	28.8838	30.3274	31.8464	33.4351	35.1119	
15.3006	Principal Planner	44.8198	47.0575	49.4151	51.8799	54.4771	57.2066	
15.1136	Pub Works Admin Mgr	42.0764	44.1826	46.3924	48.7122	51.1416	53.7003	
15.1151	Pub Works Admin Supv	37.7926	39.6793	41.6692	43.7563	45.9403	48.2339	
15.1127	Public Information Officer	44.8198	47.0575	49.4151	51.8799	54.4771	57.2066	
15.6100	Rec/Com Svcs Superintendent	46.3788	48.7024	51.1316	53.6913	56.3815	59.1959	
15.6105	Recreation-Parks Superintendent	46.1599	48.4666	50.8895	53.4353	56.1103	58.9146	
15.2011	Revenue Officer	33.7799	35.4728	37.2497	39.1103	41.0684	43.1231	
15.2016	Senior Accountant	33.7799	35.4728	37.2497	39.1103	41.0684	43.1231	
15.2021	Senior Buyer	33.7799	35.4728	37.2497	39.1103	41.0684	43.1231	
15.5011	Senior Civil Engineer	48.0078	50.4050	52.9250	55.5739	58.3524	61.2730	
15.6011	Senior Librarian	35.1303	36.8879	38.7358	40.6677	42.7095	44.8417	
15.3103	Senior Plan Check Engineer	48.0078	50.4050	52.9250	55.5739	58.3524	61.2730	
15.3011	Senior Planner	41.6692	43.7563	45.9403	48.2339	50.6505	53.1769	
15.3111	Sr Code Enforcement Officer	36.5261	38.3545	40.2736	42.2896	44.4023	46.6186	
15.3106	Sr Combo Bldg Insp	36.5261	38.3545	40.2736	42.2896	44.4023	46.6186	
15.3013	Sr Community Development Analyst	37.7926	39.6793	41.6692	43.7563	45.9403	48.2339	

SALARY SCHEDULE

City of Salinas
Classification - Salary Schedule
As of July 1, 2020

Grade	Position	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
15.2116	Sr Programmer/Analyst	41.4599	43.5337	45.7086	47.9968	50.3923	52.9137	
15.5451	Street Maintenance Mgr	42.0764	44.1826	46.3924	48.7122	51.1416	53.7003	
15.5446	Supt of Maintenance Serv	46.1599	48.4666	50.8895	53.4353	56.1103	58.9146	
15.1156	Technical Serv Coord	37.4304	39.3045	41.2687	43.3364	45.5008	47.7753	
15.6006	Technical Services Mgr	35.2983	37.0688	38.9232	40.8681	42.9163	45.0615	
15.5008	Traffic Engineer	48.0078	50.4050	52.9250	55.5739	58.3524	61.2730	
15.5006	Transportation Manager	48.2339	50.6505	53.1769	55.8390	58.6368	61.5638	
15.5416	Wastewater Manager	42.0764	44.1826	46.3924	48.7122	51.1416	53.7003	
Confidential Management								
17.2006	Accounting Manager	41.5827	43.6705	45.8506	48.1433	50.5481	53.0784	
16.1101	Assistant City Attorney	60.8415	63.8870	67.0847	70.4409	73.9623	77.6556	
16.1037	Assistant City Manager	84.7710	89.0126	93.4654	98.1362	103.0452		
17.2001	Asst Finance Director	48.1433	50.5481	53.0784	55.7278	58.5225	61.4426	
16.1131	City Clerk	44.5228	46.7491	49.0880	51.5391	54.1158	56.8243	
16.1150	Community Relations Manager	39.2109	41.1694	43.2282	45.3872	47.6584	50.0357	
16.1146	Deputy City Attorney	39.3749	41.3461	43.4140	45.5848	47.8582	50.2526	
16.1141	Deputy City Attorney II	41.3678	43.4369	45.6089	47.8907	50.2821	52.7959	
16.1166	Human Resource Analyst I	35.5640	37.3479	39.2175	41.1798	43.2411	45.4015	
16.1161	Human Resource Analyst II	37.3479	39.2175	41.1798	43.2411	45.4014	47.6675	
17.1106	Human Resources Officer	55.4568	58.2317	61.1454	64.2041	67.4152	70.7845	
16.1116	Sr Deputy City Attorney	49.0880	51.5391	54.1158	56.8243	59.6653	62.6516	
16.1160	Sr Human Resource Analyst	42.9863	45.1336	47.3929	49.7584	52.2537	54.8611	
FSA								
18.4521	Battalion Chief EMS/Trng-40 Hour	58.9197	61.8596	64.9526	68.2055	71.6175	75.2027	
18.4526	Battalion Chief EMS/Trng-56 Hour	42.0855	44.1855	46.3947	48.7181	51.1542	53.7161	
18.4506	Battalion Chief-40 Hours	58.9197	61.8596	64.9526	68.2055	71.6175	75.2027	
18.4511	Battalion Chief-56 Hours	42.0855	44.1855	46.3947	48.7181	51.1542	53.7161	
18.4516	BC/Fire Marshal	58.9197	61.8596	64.9526	68.2055	71.6175	75.2027	
18.4517	BC/Fire Marshal-56 Hours	42.0855	44.1855	46.3947	48.7181	51.1542	53.7161	
18.4501	Deputy Fire Chief	66.5489	69.8749	73.3735	77.0452	80.8965	84.9407	
18.4531	Emergency Med Svcs Offcr	50.1463	52.6473	55.2812	58.0483	60.9552	64.0014	
IAFF								
19.4576	FF Hired Post 9/2013-40 Hours	36.1388	37.9478	39.8462	41.8410	43.9320	46.1331	
19.4586	FF/Prmdc Hire Post 9/2013-40Hour	36.1388	37.9478	39.8462	41.8410	43.9320	46.1331	
19.4591	FF/Prmdc Hire Post 9/2013-56Hour	25.8134	27.1056	28.4615	29.8864	31.3801	32.9522	
19.4566	FF/Prmdc Hire Pre 9/2013-40 Hour	37.9478	39.8462	41.8410	43.9320	46.1331	48.4372	
19.4571	FF/Prmdc Hired Pre 9/2013-56Hour	27.1056	28.4615	29.8864	31.3801	32.9522	34.5980	
19.4581	FF-Hired Post 9/2013-56 Hours	25.8134	27.1056	28.4615	29.8864	31.3801	32.9522	
19.4556	FF-Hired Pre 9/2013-40 Hours	37.9478	39.8462	41.8410	43.9320	46.1331	48.4372	
19.4561	FF-Hired Pre 9/2013-56 Hours	27.1056	28.4615	29.8864	31.3801	32.9522	34.5980	
19.4536	Fire Captain-40 Hours	47.5018	49.8750	52.3716	54.9855	57.7368	60.6257	
19.4541	Fire Captain-56 Hours	33.9298	35.6249	37.4083	39.2753	41.2405	43.3041	
19.4546	Fire Engineer-40 Hours	41.8410	43.9320	46.1331	48.4372	50.8585	53.4034	
19.4551	Fire Engineer-56 Hours	29.8864	31.3801	32.9522	34.5980	36.3275	38.1453	
19.4601	Fire Fighter Recruit-56 Hours	24.6982	25.9362	27.2334	28.5992	30.0288	31.5323	
19.4596	Firefighter Recruit-40 Hours	34.5774	36.3108	38.1267	40.0389	42.0404	44.1451	
PMA								
20.4001	Deputy Chief of Police	74.6291	78.3597	82.2828	86.3984	90.7188	95.2556	
20.4006	Police Commander	69.3334	72.8020	76.4453	80.2634	84.2757	88.4949	
20.4011	Police Sergeant	58.7269	61.6585	64.7453	67.9808	71.3847	74.9568	
POA/POA Recruit								
21.4016	Criminalist	47.9790	50.3829	52.8959	55.5440	58.3268	61.2384	
21.4021	Police Officer	41.6483	43.7308	45.9160	48.2104	50.6206	53.1529	
21.4026	Police Officer-New Hire	39.6622	41.6483	43.7308	45.9160	48.2104	50.6206	53.1529

SALARY SCHEDULE

City of Salinas
Classification - Salary Schedule
As of July 1, 2020

Grade	Position	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
22.4036	Police Recruit	29.5909	30.1642	31.6742	33.2592	34.9253	36.6725	
CREW Sups								
23.5341	Equipment Mech Crew Sup	34.6120	36.3415	38.1643	40.0735	42.0759	44.1847	
23.5381	Facility Maint Mech Crew Sup	34.6120	36.3415	38.1643	40.0735	42.0759	44.1847	
24.5381	Facility Maint Mech Crew Sup	34.6120	36.3415	38.1643	40.0735	42.0759	44.1847	
23.5456	P.S. Maint Crew Supv	34.6120	36.3415	38.1643	40.0735	42.0759	44.1847	
24.5311	Park Maint Crew Supv	34.6120	36.3415	38.1643	40.0735	42.0759	44.1847	
24.5461	SL/Traffic Sig Crew Sup	34.6120	36.3415	38.1643	40.0735	42.0759	44.1847	
23.5306	Urban Forestry Crew Supv	34.6120	36.3415	38.1643	40.0735	42.0759	44.1847	
SEIU								
25.5376	Airport Operations Supv	33.6185	35.2983	37.0688	38.9232	40.8681	42.9163	
25.5411	Comm Facilities Svr Wkr	19.0868	20.0430	21.0381	22.0914	23.2027	24.3592	
25.5361	Equipment Inventory Tech	23.8941	25.0894	26.3365	27.6546	29.0439	30.4911	
25.5366	Equipment Mechanic I	22.5372	23.6614	24.8441	26.0845	27.3896	28.7596	
25.5356	Equipment Mechanic II	24.8441	26.0845	27.3896	28.7596	30.1939	31.7059	
25.5396	Facility Maint Mechanic	22.0914	23.2027	24.3592	25.5740	26.8534	28.1973	
25.5401	Facility Maint Worker	20.7345	21.7747	22.8667	24.0103	25.2121	26.4657	
25.5398	Graffiti Abatement Worker	20.4373	21.4582	22.5372	23.6614	24.8441	26.0845	
25.5466	Inmate Crew Coordinator	25.9553	27.2539	28.6174	30.0452	31.5443	33.1275	
25.5481	Motor Sweeper Operator	23.5452	24.7211	25.9553	27.2539	28.6174	30.0452	
25.5499	Neighborhood Svcs Worker	19.1772	20.1336	21.1415	22.2012	23.3125	24.4757	
25.5331	Park Maint Worker	20.7345	21.7747	22.8667	24.0103	25.2121	26.4657	
25.4081	Pub Safety Facilities Wkr	19.0868	20.0430	21.0381	22.0914	23.2027	24.3592	
25.5486	Public Serv Maint Wkr III	23.5452	24.7211	25.9553	27.2539	28.6174	30.0452	
25.5496	Public Svc Maint Wkr I	19.1772	20.1336	21.1415	22.2012	23.3125	24.4757	
25.5491	Public Svc Maint Wkr II	21.1415	22.2012	23.3125	24.4757	25.6970	26.9826	
25.5471	Public Svc Maint Wkr IV	25.9553	27.2539	28.6174	30.0452	31.5443	33.1275	
25.5351	Pump Maint Mechanic	24.8441	26.0845	27.3896	28.7596	30.1939	31.7059	
25.5391	Senior Airport Technician	24.8441	26.0845	27.3896	28.7596	30.1939	31.7059	
25.5476	SL/Traffic Signal Tech	23.5452	24.7211	25.9553	27.2539	28.6174	30.0452	
25.5406	Sr Comm Facilities Svc Wk	20.4373	21.4582	22.5372	23.6614	24.8441	26.0845	
25.5386	Sr Facility Maint Mech	24.8441	26.0845	27.3896	28.7596	30.1939	31.7059	
25.5316	Sr Urban Forestry Worker	25.0894	26.3365	27.6546	29.0439	30.4911	32.0160	
25.4076	Sr Vehicle Maint Asst	20.6376	21.6714	22.7569	23.8941	25.0894	26.3365	
25.5326	Urban Forestry Worker I	21.4582	22.5372	23.6614	24.8441	26.0845	27.3896	
25.5321	Urban Forestry Worker II	22.7569	23.8941	25.0894	26.3365	27.6546	29.0439	
25.5436	Wastewater Operator	24.2429	25.4577	26.7241	28.0616	29.4638	30.9370	
SMEA								
26.7046	Administrative Aide	24.5984	25.8260	27.1183	28.4752	29.8968	31.3892	
26.7001	Administrative Analyst I	29.6059	31.0856	32.6426	34.2710	35.9897	37.7926	
26.7091	Administrative Clerk I	15.4039	16.1728	16.9805	17.8269	18.7251	19.6554	
26.7086	Administrative Clerk II	16.1728	16.9805	17.8269	18.7251	19.6554	20.6376	
26.7041	Administrative Secretary	24.5984	25.8260	27.1183	28.4752	29.8968	31.3892	
26.4071	Animal Care Tech	21.2450	22.3109	23.4289	24.5984	25.8260	27.1183	
26.4056	Animal Control Officer	22.5372	23.6614	24.8441	26.0845	27.3896	28.7596	
26.4046	Animal Services Supv	26.0845	27.3896	28.7596	30.1939	31.7059	33.2888	
26.4086	Animal Servs Office Asst	18.9963	19.9462	20.9413	21.9881	23.0865	24.2429	
26.5031	Assistant Engineer	34.6134	36.3451	38.1606	40.0733	42.0764	44.1826	
26.3041	Assistant Planner	32.3261	33.9479	35.6473	37.4304	39.3045	41.2687	
26.3036	Asst Redev Project Mgr	34.6134	36.3451	38.1606	40.0733	42.0764	44.1826	
26.3126	Bldg Permit Spec	31.8609	33.4568	35.1303	36.8879	38.7358	40.6677	
26.2131	Central Services Tech	22.4210	23.5452	24.7211	25.9553	27.2539	28.6174	
26.3151	Code Enforcement Officer I	28.9016	30.3425	31.8609	33.4568	35.1303	36.8879	
26.3136	Code Enforcement Officer II	31.7059	33.2888	34.9559	36.7070	38.5419	40.4739	

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26.3131	Comb Bldg Inspector II	31.7059	33.2888	34.9559	36.7070	38.5419	40.4739	
26.3141	Combo Bldg Insp I	28.9016	30.3425	31.8609	33.4568	35.1303	36.8879	
26.3051	Comm Improve Asst	25.3348	26.5948	27.9259	29.3216	30.7883	32.3261	
26.7003	Community Safety Program Coord	29.6059	31.0856	32.6426	34.2710	35.9897	37.7926	
26.4066	Community Service Officer	22.5372	23.6614	24.8441	26.0845	27.3896	28.7596	
26.2126	Computer Operator	28.1973	29.6059	31.0856	32.6426	34.2710	35.9897	
26.5051	Construction Inspector	28.9016	30.3425	31.8609	33.4568	35.1303	36.8879	
26.5071	Engineering Aide I	22.4210	23.5452	24.7211	25.9553	27.2539	28.6174	
26.5066	Engineering Aide II	24.7211	25.9553	27.2539	28.6174	30.0452	31.5443	
26.5056	EngineeringTech	27.2539	28.6174	30.0452	31.5443	33.1275	34.7814	
26.5431	Env Compliance Insp I	28.9016	30.3425	31.8609	33.4568	35.1303	36.8879	
26.5426	Env Compliance Insp II	31.7059	33.2888	34.9559	36.7070	38.5419	40.4739	
26.4061	Evidence Technician	22.5372	23.6614	24.8441	26.0845	27.3896	28.7596	
26.4606	Fire Inspector	30.1939	31.7059	33.2888	34.9559	36.7070	38.5419	
26.4030	Forensic Specialist II	31.7059	33.2888	34.9559	36.7070	38.5419	40.4739	
26.5058	GIS Analyst I	29.6059	31.0856	32.6426	34.2710	35.9897	37.7926	
26.5057	GIS Analyst II	32.5673	34.1942	35.9019	37.6961	39.5884	41.5731	
26.5064	GIS Technician I	22.2520	23.3597	24.5423	25.7539	27.0404	28.3904	
26.5063	GIS Technician II	24.7211	25.9553	27.2539	28.6174	30.0452	31.5443	
26.3046	Housing Rehab Specialist	30.1939	31.7059	33.2888	34.9559	36.7070	38.5419	
26.2130	Information Technologies Tech I	25.3776	26.6453	27.9770	29.3782	30.8438	32.3907	
26.2128	Information Technologies Tech II	28.1973	29.6059	31.0856	32.6426	34.2710	35.9897	
26.5036	Junior Engineer	31.3892	32.9595	34.6134	36.3451	38.1606	40.0733	
26.5059	Labor Compliance Officer I	25.5740	26.8534	28.1973	29.6059	31.0856	32.6426	
26.6024	Lib Automation Svc Coord	29.0325	30.4868	32.0086	33.6222	35.2952	37.0595	
26.6031	Librarian I	24.2429	25.4577	26.7241	28.0616	29.4638	30.9370	
26.6026	Librarian II	26.0845	27.3896	28.7596	30.1939	31.7059	33.2888	
26.6066	Library Aide	14.3898	15.1092	15.8646	16.6579	17.4908	18.3654	
26.6056	Library Clerk	16.9805	17.8269	18.7251	19.6554	20.6376	21.6714	
26.6071	Library Page	13.6341	14.3159	15.0316	15.7833	16.5725	17.4012	
26.6051	Library Technician	19.2742	20.2370	21.2450	22.3109	23.4289	24.5984	
26.6046	Literacy Asst	19.2742	20.2370	21.2450	22.3109	23.4289	24.5984	
26.6061	Literacy Clerk	16.9805	17.8269	18.7251	19.6554	20.6376	21.6714	
26.6041	Literacy Specialist	21.2450	22.3109	23.4289	24.5984	25.8260	27.1183	
26.6106	Neighborhood Svcs Coord	29.6059	31.0856	32.6426	34.2710	35.9897	37.7926	
26.2124	Network/System Specialist	29.8899	31.3872	32.9528	34.6055	36.3389	38.1531	
26.7081	Office Assistant	18.9963	19.9462	20.9413	21.9881	23.0865	24.2429	
26.7061	Office Technician	22.5372	23.6614	24.8441	26.0845	27.3896	28.7596	
26.5346	Parking Operation Officer	28.9016	30.3425	31.8609	33.4568	35.1303	36.8879	
26.3156	Permit Center Clerk	20.0430	21.0381	22.0914	23.2027	24.3592	25.5740	
26.3121	Plan Checker I	32.9595	34.6134	36.3451	38.1606	40.0733	42.0764	
26.3116	Plan Checker II	35.2983	37.0688	38.9232	40.8681	42.9163	45.0615	
26.3056	Planning Technician	25.3348	26.5948	27.9259	29.3216	30.7883	32.3261	
26.3146	Plumbing Inspector I	28.9016	30.3425	31.8609	33.4568	35.1303	36.8879	
26.7076	Police Services Tech	18.9963	19.9462	20.9413	21.9881	23.0865	24.2429	
26.3037	Project Coordinator	34.6134	36.3451	38.1606	40.0733	42.0764	44.1826	
26.7026	Public Works Assistant	25.3348	26.5948	27.9259	29.3216	30.7883	32.3261	
26.2051	Purchasing Technician	22.5372	23.6614	24.8441	26.0845	27.3896	28.7596	
26.5061	PW Compliance Officer I	25.5740	26.8534	28.1973	29.6059	31.0856	32.6426	
26.5046	PW Compliance Officer II	28.9016	30.3425	31.8609	33.4568	35.1303	36.8879	
26.6121	Recreation Asst	16.9805	17.8269	18.7251	19.6554	20.6376	21.6714	
26.6111	Recreation Coordinator	29.6059	31.0856	32.6426	34.2710	35.9897	37.7926	
26.2048	Revenue Technician	23.7422	24.9240	26.1666	27.4699	28.8397	30.2823	
26.7071	Secretary	18.9963	19.9462	20.9413	21.9881	23.0865	24.2429	

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26.7056	Senior Police Svc Tech	22.5372	23.6614	24.8441	26.0845	27.3896	28.7596	
26.6114	Senior Recreation Assistant	18.9963	19.9462	20.9413	21.9881	23.0865	24.2429	
26.6116	Sports ProgramAsst	18.9963	19.9462	20.9413	21.9881	23.0865	24.2429	
26.2056	Sr Accounting Clerk	21.5616	22.6469	23.7777	24.9666	26.2138	27.5254	
26.2041	Sr Accounting Technician	25.9553	27.2539	28.6174	30.0452	31.5443	33.1275	
26.5041	Sr Construction Inspector	30.9370	32.4812	34.1094	35.8153	37.6117	39.4917	
26.4051	Sr Evidence Technician	24.5984	25.8260	27.1183	28.4752	29.8968	31.3892	
26.6036	Sr Librarian Technician	21.2450	22.3109	23.4289	24.5984	25.8260	27.1183	
26.2046	Sr Purchasing Technician	25.9553	27.2539	28.6174	30.0452	31.5443	33.1275	
26.7005	Street Outreach Specialist	18.9963	19.9462	20.9413	21.9881	23.0865	24.2429	
26.7036	Supvsg Police Serv Tech	24.5984	25.8260	27.1183	28.4752	29.8968	31.3892	
26.7031	Supvsg Wrld Proc Operator	24.5984	25.8260	27.1183	28.4752	29.8968	31.3892	
26.2121	Telecom Svc Tech	31.7059	33.2888	34.9559	36.7070	38.5419	40.4739	
26.4021	Victim Advocate	22.7569	23.8941	25.0894	26.3365	27.6546	29.0439	
26.7066	Word Processing Operator	18.9963	19.9462	20.9413	21.9881	23.0865	24.2429	
Confidential Miscellaneous								
27.7016	Community Safety Assist	25.8260	27.1183	28.4752	29.8968	31.3892	32.9595	
27.7061	Confidential Office Technician	22.5372	23.6614	24.8441	26.0845	27.3896	28.7596	
27.2036	Deferred Comp Technician	26.9826	28.3331	29.7481	31.2341	32.7977	34.4390	
27.7021	Deputy City Clerk	25.8260	27.1183	28.4752	29.8968	31.3892	32.9595	
27.7006	Executive Assistant	27.6546	29.0439	30.4911	32.0160	33.6185	35.2983	
27.7051	Human Resource Technician	23.2027	24.3592	25.5740	26.8534	28.1973	29.6059	
27.7011	Legal Secretary	25.8260	27.1183	28.4752	29.8968	31.3892	32.9595	
27.2026	Payroll Supervisor	32.7977	34.4390	36.1642	37.9734	39.8730	41.8695	
27.2031	Payroll Technician	26.9826	28.3331	29.7481	31.2341	32.7977	34.4390	
Temporary								
29.9003	Accountant	26.6943	28.0269	29.4289	30.9058	32.4519		
29.9006	Administrative Aide	21.1269	22.1828	23.2904	24.4558	25.6789		
29.9008	Administrative Analyst I	25.4177	26.6881	28.0248	29.4228	30.8984		
29.9011	Administrative Clerk I	13.8865	14.5789	15.3115	16.0731	16.8808		
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	13.2937	13.9584	14.6563	15.3321	16.0134		
29.9036	Animal Control Officer	19.3500	20.3193	21.3346	22.4019	23.5154		
29.9041	Animal Serv Aide	13.2937	13.9584	14.6563	15.3321	16.0134		
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		
29.9066	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	13.3572	14.0251	14.7264	15.4627	16.2467		
29.9071	Comm Improve Asst	21.7500	22.8346	23.9769	25.1769	26.4346		
29.9078	Community Outreach Assistant	21.7500	22.8346	23.9769	25.1769	26.4346		
29.9081	Community Service Officer	19.3500	20.3193	21.3346	22.4019	23.5154		
29.9091	Community Services Asst	18.1558	19.0673	20.0193	21.0231	22.0731		
29.9096	Community Services Mgr	31.5173	33.0981	34.7539	36.4904	38.3193		
29.9106	Confidential Secretary	17.1231	17.9769	18.8769	19.8231	20.8154		
29.9111	Crime Analyst	32.1346	33.7443	35.4289	37.2058	39.0693		
29.9126	Deputy Fire Chief	60.6058	63.6404	66.8250	70.1654	73.6731		
29.9131	Deputy Fire Marshall	43.4943	45.6635	47.9481	50.3481	52.8693		
29.9141	Engineering Aide I	19.2519	20.2211	21.2308	22.2923	23.4058		
29.9146	Engineering Aide II	21.2308	22.2923	23.4058	24.5769	25.8058		

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29.9151	Engineering Tech	23.4058	24.5769	25.8058	27.0923	28.4481		
29.9152	Environmental Resource Planner	35.7808	37.5693	39.4500	41.4231	43.4943		
29.4061	Evidence Technician	19.3500	20.3193	21.3346	22.4019	23.5154		
29.9155	Evidence Technician	19.3500	20.3193	21.3346	22.4019	23.5154		
29.9156	Executive Assistant	23.7461	24.9346	26.1808	27.4904	28.8635		
29.9161	Facility Maintenance Wkr	17.8096	18.6981	19.6328	20.6135	21.6461		
29.9166	Finance Director	61.5115	64.5865	67.8115	71.2039	74.7635		
29.9171	Fire Inspector	25.9328	27.2250	28.5865	30.0173	31.5173		
29.9176	Fire Plan Checker	27.7558	29.1461	30.6000	32.1346	33.7443		
29.9178	Fire Prevention Aide	21.1269	22.1828	23.2904	24.4558	25.6789		
29.9181	Firearms Examiner	29.8731	31.3673	32.9365	34.5865	36.3115		
29.9186	GIS Administrator	35.7808	37.5693	39.4500	41.4231	43.4943		
29.9191	GIS Technician	21.2308	22.2923	23.4058	24.5769	25.8058		
29.9196	Homework Center Assistant	13.0961	13.7509	14.4384	15.1603	15.9183		
29.9201	Human Resource Analyst II	31.3673	32.9365	34.5865	36.3115	38.1346		
29.9206	Human Resources Analyst I	29.8731	31.3673	32.9365	34.5865	36.3115		
29.9211	Human Resources Technician	19.9212	20.9193	21.9635	23.0596	24.2135		
29.9216	Industrial Waster Crew Suprv	23.7461	24.9346	26.1808	27.4904	28.8635		
29.9217	Information Technologies Tech I	21.7922	22.8825	24.0249	25.2243	26.4861		
29.9101	Information Technologies Tech II	24.2135	25.4250	26.6943	28.0269	29.4289		
29.9218	Interim Assist Chief of Police	75.8769	79.6731	83.6596	87.8365	92.2328		
29.9221	Junior Engineer	26.9596	28.3096	29.7231	31.2115	32.7750		
29.9226	Latent Fingerprint Tech	15.0115	15.7615	16.5519	17.3828	18.2481		
29.9231	Legal Secretary	22.1828	23.2904	24.4558	25.6789	26.9596		
29.9236	Librarian I	20.8154	21.8539	22.9443	24.0923	25.2981		
29.9241	Librarian II	22.4019	23.5154	24.6923	25.9328	27.2250		
29.9246	Library Clerk	14.5789	15.3115	16.0731	16.8808	17.7231		
29.9251	Library Page	13.4209	14.0919	14.7965	15.4787	16.1665		
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		
29.9276	Management Analyst	34.0132	35.7112	37.5022	39.3806	41.3462		
29.9281	Neighborhood Svcs Worker	16.4711	17.2961	18.1558	19.0673	20.0193		
29.9286	Network/Sys Administrator	41.0193	43.0673	45.2250	47.4808	49.8578		
29.9291	Office Assistant	16.3096	17.1231	17.9769	18.8769	19.8231		
29.9296	Office Technician	19.3500	20.3193	21.3346	22.4019	23.5154		
29.9301	Park Maintenance Aide	14.0251	14.7264	15.4627	16.1757	16.8945		
29.9306	PC Services Coordinator	30.3115	31.8289	33.4211	35.0943	36.8481		
29.9311	PD Personnel/Trng Spec	24.6923	25.9328	27.2250	28.5865	30.0173		
29.9316	Planning Manager	41.4231	43.4943	45.6635	47.9481	50.3481		
29.9326	Police Commander	58.8693	61.8115	64.9039	68.1519	71.5558		
29.9331	Police Officer	35.6019	37.3846	39.2539	41.2154	43.2750		
29.9333	Police Records Coord	30.6000	32.1346	33.7443	35.4289	37.2058		
29.9336	Police Reserve	26.8269	28.1654	29.5789	31.0558	32.6135		
29.9341	Police Sergeant	49.8578	52.3558	54.9693	57.7211	60.6058		
29.9346	Police Services Tech	16.3096	17.1231	17.9769	18.8769	19.8231		
29.9354	Public Serv Maint Aide	14.5789	15.3115	16.0731	16.8808	17.7231		
29.9356	Public Serv Maint Wkr I	16.4711	17.2961	18.1558	19.0673	20.0193		
29.9351	Public Serv Maint Wkr II	18.1558	19.0673	20.0193	21.0231	22.0731		
29.9366	Recreation Aide	13.4209	14.0919	14.7965	15.4787	16.1665		
29.9371	Recreation Assistant	16.0731	16.8768	17.7206	18.6066	19.5369		
29.9376	Recreation Coordinator	25.4250	26.6943	28.0269	29.4289	30.9058		
29.9381	Recreation Leader I	13.8215	14.5126	15.2382	15.9129	16.6212		

SALARY SCHEDULE

City of Salinas
Classification - Salary Schedule
As of July 1, 2020

Grade	Position	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
29.9386	Recreation Leader II	13.8915	14.5861	15.3154	15.9935	16.7054		
29.9391	Recreation Program Spec	13.8903	14.5848	15.3140	16.0797	16.7916		
29.9396	Redev Project Manager	37.3846	39.2539	41.2154	43.2750	45.4385		
29.9660	Ret Annuit Pub Works Admin Supv	37.7926	39.6793	41.6692	43.7563	45.9403		
29.9643	Ret Annuitant Integr/Appl Admi	47.7753	50.1659	52.6729	55.3029	58.0747		
29.9620	Retired Annuit Comb Bldg Ins II	30.9326	32.4769	34.1033	35.8117	37.6019		
29.9625	Retired Annuit Comb Bldg Insp I	28.1967	29.6024	31.0838	32.6408	34.2735		
29.9610	Retired Annuitant Accounting Mgr	38.7081	40.6515	42.6810	44.8151	47.0537		
29.9615	Retired Annuitant Animal Srv Mgr	34.2555	35.9715	37.7673	39.6614	41.6479		
29.9630	Retired Annuitant Computer Oper	27.5096	28.8838	30.3274	31.8464	33.4351		
29.9635	Retired Annuitant Evidence Tech	21.9875	23.0843	24.2381	25.4483	26.7216		
29.9640	Retired Annuitant Fire Inspector	29.4575	30.9326	32.4769	34.1033	35.8117		
29.9645	Retired Annuitant Literacy Clerk	16.5663	17.3921	18.2684	19.1760	20.1342		
29.9650	Retired Annuitant Office Tech	21.9875	23.0843	24.2381	25.4483	26.7216		
29.9655	Retired Annuitant Police Officer	41.6483	43.7308	45.9160	48.2104	50.6206		
29.9401	Revenue Technician	20.4173	21.4385	22.5115	23.6308	24.8135		
29.9421	Scorekeeper I	13.1633	13.8215	14.5126	15.2382	15.9129		
29.9416	Scorekeeper II	13.2300	13.8915	14.5861	15.3154	15.9935		
29.9411	Scorekeeper III	14.6536	15.3863	16.1556	16.9634	17.7144		
29.9406	Scorekeeper-Adult Basketball	13.2300	13.8915	14.5861	15.3154	15.9935		
29.9423	Senior Fire Inspector	29.8731	31.3673	32.9365	34.5865	36.3115		
29.9426	Senior Librarian	30.1615	31.6731	33.2596	34.9211	36.6693		
29.9431	Senior Planner	35.7808	37.5693	39.4500	41.4231	43.4943		
29.9436	Senior Police Services Tech	19.3500	20.3193	21.3346	22.4019	23.5154		
29.9506	Sp Official-Youth Basketball	13.1633	13.8215	14.5126	15.2382	15.9129		
29.9511	Sp Official-Youth Soccer	13.1633	13.8215	14.5126	15.2382	15.9129		
29.9521	Sp Official-Yth Flg Football	13.1633	13.8215	14.5126	15.2382	15.9129		
29.9516	Sports Official I	13.1633	13.8215	14.5126	15.2382	15.9129		
29.9461	Sports Official II	13.9569	14.6547	15.3874	16.1568	16.8721		
29.9466	Sports Official III	15.4558	16.2286	17.0400	17.8920	18.7866		
29.9526	Sports Program Asst	17.1231	17.9793	18.8783	19.8222	20.8133		
29.9531	Sr Accounting Clerk	19.2519	20.2211	21.2308	22.2923	23.4058		
29.9536	Sr Accounting Technician	22.2923	23.4058	24.5769	25.8058	27.0923		
29.9538	Sr Facilities Maint Mechanic	21.8628	22.9544	24.1028	25.3084	26.5706		
29.9541	Sr Library Technician	18.2481	19.1596	20.1231	21.1269	22.1828		
29.9543	Sr Programmer.Anakyst	37.9443	38.8423	41.8328	43.9269	46.1193		
29.9546	Sr Recreation Asst	17.1231	17.9793	18.8783	19.8222	20.8133		
29.9548	Street Outreach Specialist	16.9615	17.8096	18.6981	19.6328	20.6135		
29.9551	Student Intern	13.1633	13.8215	14.5126	15.2382	15.9129		
29.9556	Student Worker	13.4907	14.1652	14.8735	15.5593	16.2507		
29.9561	Technical Serv Coord	32.1346	33.7443	35.4289	37.2058	39.0693		
29.9566	Vehicle Maint Assistant	15.4558	16.2289	17.0423	17.8961	18.7846		
29.9571	Vouchering Technician	20.0193	21.0231	22.0731	23.1750	24.3346		
29.9576	Wastewater Operator	20.8154	21.8539	22.9443	24.0923	25.2981		
29.9581	Webmaster/Sys Analyst	31.3673	32.9365	34.5865	36.3115	38.1346		
29.9583	Word Processing Operator	16.3096	17.1231	17.9769	18.8769	19.8231		
29.9596	Youth Program Assistant	13.6245	14.3057	15.0210	15.7136	16.4118		
29.9601	Youth Program Leader	14.5789	15.3115	16.0731	16.8808	17.7231		