

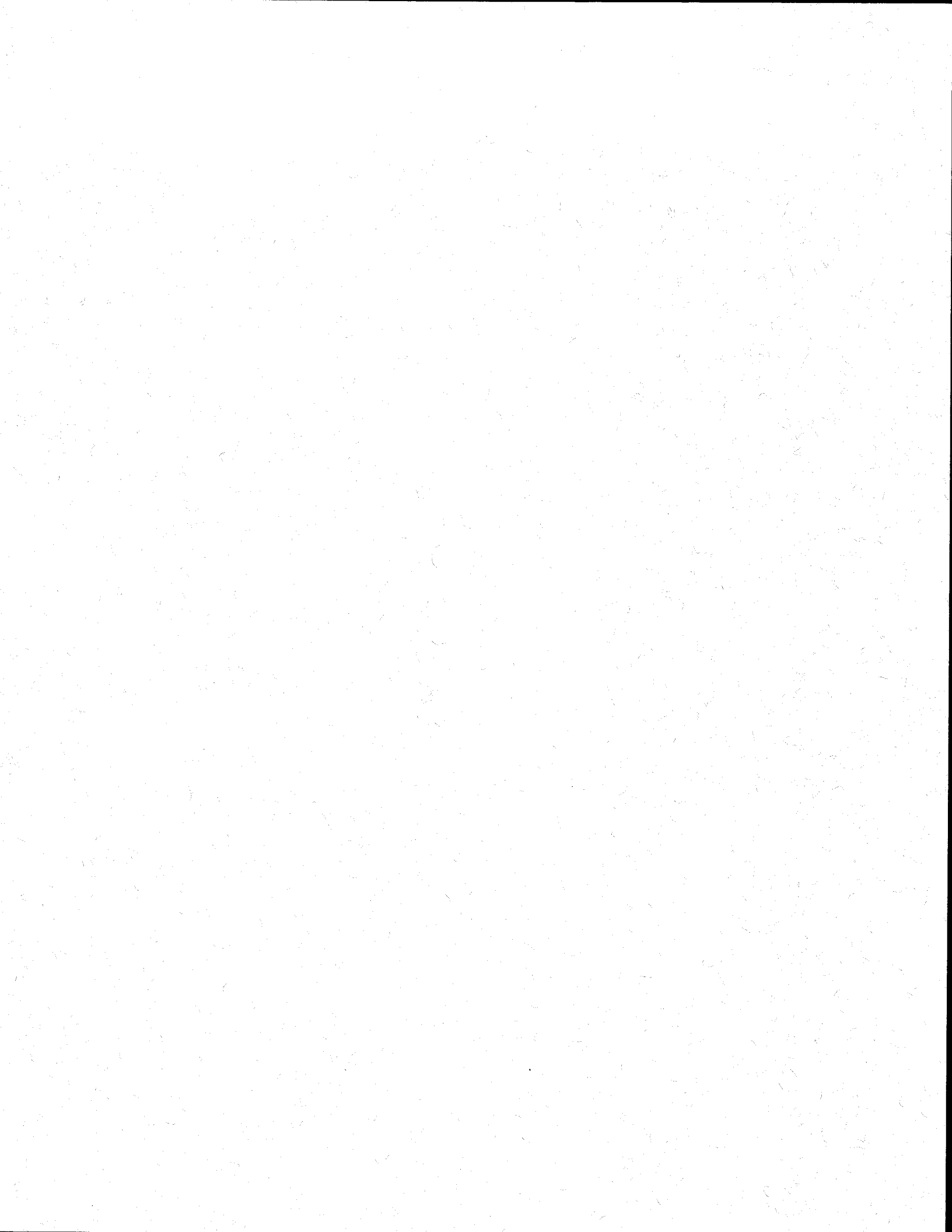
# **CITY OF SALINAS**



## **ADOPTED BUDGETS**

**OPERATING  
and  
CAPITAL IMPROVEMENT**

**FY 2005 - 2007**



# CITY OF SALINAS

## Adopted Budgets

### Operating and CIP

#### 2005 - 2007



**Anna Caballero**  
Mayor

**Sergio Sanchez**  
Councilmember  
District 1

**Gloria De La Rosa**  
Councilmember  
District 4

**Roberto Ocampo**  
Councilmember  
District 2

**Maria Giuriato**  
Councilmember  
District 5

**Janet Barnes**  
Councilmember  
District 3

**Jyl Lutes**  
Councilmember  
District 6

**Dave Mora**  
City Manager

**Vanessa W. Vallarta**  
City Attorney

**Daniel Ortega**  
Police Chief

**Allan Stumpf**  
Director of Redevelopment

**Rob Russell**  
Deputy City Manager

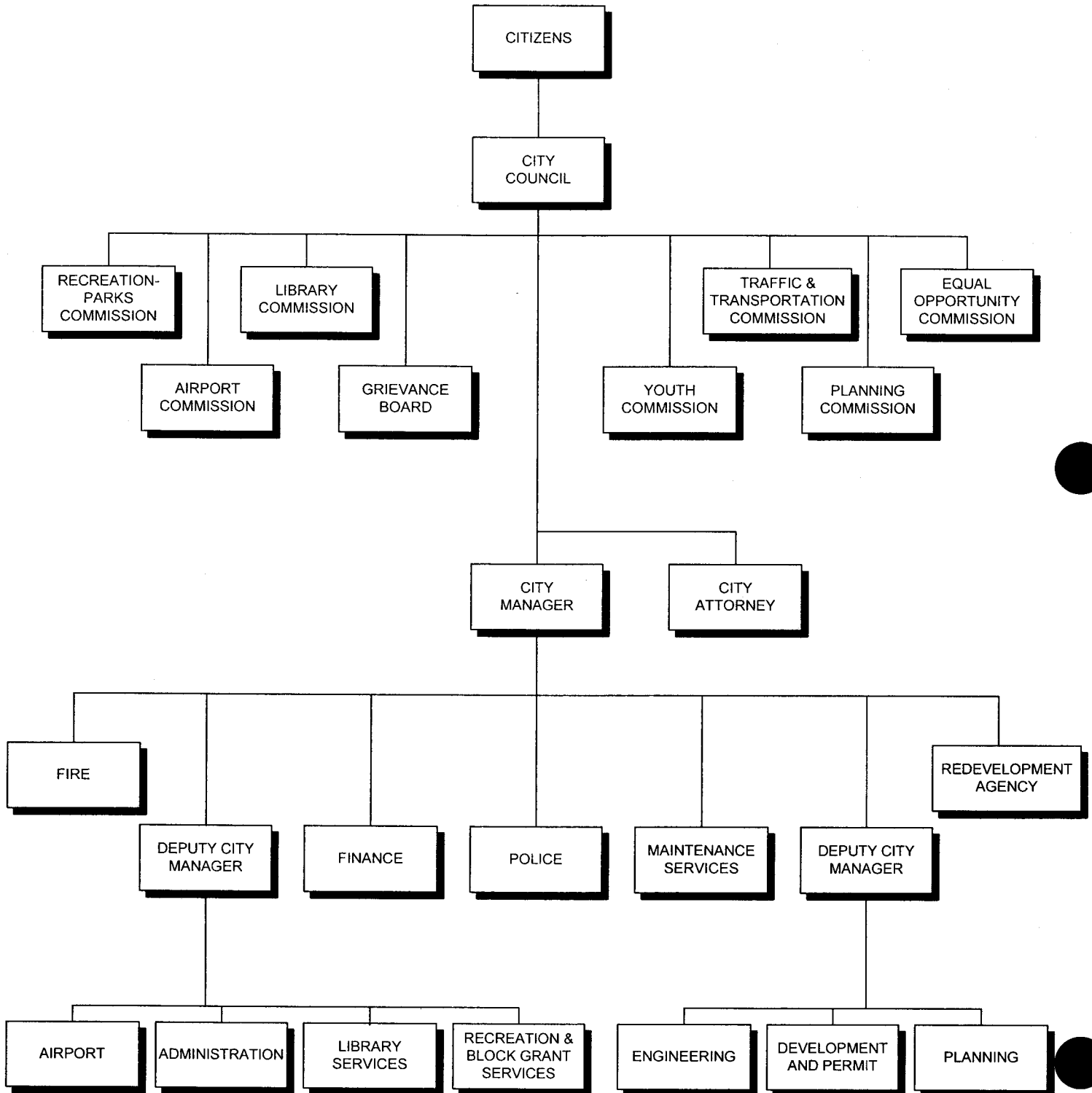
**Ed Montez**  
Fire Chief

**Tom Kever**  
Director of Finance

**Jorge Rifa**  
Deputy City Manager

# CITY OF SALINAS

## Organization Chart



# TABLE OF CONTENTS

## LETTER OF TRANSMITTAL

## FINANCIAL SUMMARIES

Revenues – Transfers – Appropriations FY 2005-06 (Budget Resolution) .....	1
Appropriation Limit FY 2005-06 .....	3
Fund Balances FY 2005-06 .....	4
Fund Transfers FY 2005-06 .....	10
Administrative Overhead Rates FY 2005-06 .....	12
Revenues – Transfers – Appropriations FY 2006-07 .....	13
Fund Balances FY 2006-07 .....	15
Fund Transfers FY 2006-07 .....	21
Revenue .....	23
Schedule of Workforce .....	36

## FINANCIAL POLICIES

Accounting .....	37
Reserves .....	37
Administrative Fees .....	38
Revenues .....	38
Operating Budget .....	39
Capital Improvement Program .....	41
Debt .....	42
Assessment and Community Facilities Districts .....	44
Maintenance Districts .....	47
Fixed Assets .....	48
Risk Management .....	52

## GENERAL GOVERNMENT SERVICES

City Council	
Organization .....	53
Summary .....	54
City Council .....	56
Workforce .....	58
Goals .....	59
Administration	
Organization .....	65
Summary .....	66
City Manager's Office .....	68
Capital Facilities Development .....	70
City Clerk .....	72
Volunteer Services .....	74
Human Resources .....	76
Neighborhood Services .....	78
Workforce .....	80
City Council Goals .....	81
Finance	
Organization .....	85
Summary .....	86
Administration .....	89

# TABLE OF CONTENTS

Accounting.....	91
Purchasing.....	93
Information Systems.....	95
Revenue and Licensing.....	97
Workforce.....	99
City Council Goals.....	101
City Attorney	
Organization.....	103
Summary.....	104
City Attorney's Office.....	106
Workforce.....	108
City Council Goals.....	109
Non-Departmental	
Organization.....	111
Summary.....	112
Community Programs.....	114
Elections.....	116
65 West Alisal.....	118
Debt Service.....	120
Joint Power Authorities.....	122
Other Services.....	124
Capital Outlay.....	129
Police	
Organization.....	131
Summary.....	132
Administration.....	136
Community Relations.....	138
Personnel and Training.....	140
Field Operations.....	142
Traffic Unit.....	144
Parking Control.....	146
School Crossing Guards.....	148
Vehicle Abatement.....	150
Sunset/Buena Vista Area.....	152
Support Services.....	154
Technical Services.....	156
Word Processing.....	158
Evidence and Property.....	160
Records.....	162
Maintenance Services.....	164
Investigation.....	166
Narcotics and Vice.....	168
School Resource Officers.....	170
Violence Suppression Unit.....	172
Reserves.....	174
Animal Control Services.....	176
DUI Enforcement.....	178
Asset Seizure.....	180
Joint Gang Task Force.....	182
Workforce.....	184

# TABLE OF CONTENTS

Capital Outlays .....	188
City Council Goals .....	189
<b>Fire</b>	
Organization .....	191
Summary .....	192
Administration .....	196
Suppression .....	198
Emergency Medical Services .....	200
Prevention .....	202
Training – Disaster Preparedness .....	204
Vehicle Maintenance .....	206
Hazardous Materials Control .....	208
Workforce .....	210
City Council Goals .....	211
<b>Development and Permit Services</b>	
Organization .....	213
Summary .....	214
Administration .....	216
Inspection Services .....	218
Plan Check Services .....	220
Compliance/Inspection Services .....	222
Workforce .....	224
City Council Goals .....	225
<b>Development and Engineering</b>	
Organization .....	227
Summary .....	228
Administration .....	230
Water Resource Planning .....	232
Advance Planning .....	234
Current Planning .....	236
Engineering Services .....	238
Development/Transportation .....	240
Workforce .....	242
City Council Goals .....	244
<b>Maintenance Services</b>	
Organization .....	245
Summary .....	246
Administration .....	250
Graffiti Abatement .....	252
Facilities Maintenance .....	254
Vehicle/Equipment Maintenance .....	256
Street Maintenance .....	258
Street Lights .....	260
Traffic Signals .....	262
Park Maintenance .....	264
Urban Forestry .....	266
Workforce .....	268
Capital Outlays .....	270
City Council Goals .....	271

# TABLE OF CONTENTS

Recreation-Parks	
Organization .....	273
Summary .....	274
Administration .....	278
Closter Park .....	280
El Dorado Park .....	282
Central Park .....	284
Facility Services .....	286
Reimbursable Recreation Activities .....	288
Youth Sports .....	290
Adult Sports .....	292
Aquatics .....	294
Recreation Center .....	296
Firehouse Recreation Center .....	298
Hebbron Heights Recreation Center .....	300
Community Center .....	302
Box Office .....	304
Kids House .....	306
Workforce .....	308
City Council Goals .....	310

Library	
Organization .....	311
Summary .....	312
Administration .....	316
Technical Services .....	318
Steinbeck Library .....	320
Cesar Chavez Library .....	322
El Gabilan Library .....	324
Rally Salinas! .....	326
Literacy .....	328
Workforce .....	330
City Council Goals .....	332

## INTERNAL SERVICES

Organization .....	333
Summary .....	334
Risk Management .....	336
General Insurances .....	338
Worker's Compensation Insurance .....	340
Liability Insurance .....	342
Workforce .....	344

## ENTERPRISE OPERATIONS

Organization .....	345
Summary .....	346
Airport .....	350
Twin Creeks Golf Course .....	352
Fairways Golf Course .....	354
Industrial Waste .....	356

# TABLE OF CONTENTS

Sanitary Sewer .....	358
NPDES - Storm Drain Sewers .....	360
NPDES - Street Sweeping .....	362
Hitchcock Road Water Utility .....	364
Downtown Parking .....	366
Workforce .....	368
Capital Outlays .....	370

## ASSESSMENT AND MAINTENANCE DISTRICTS

Organization .....	371
Summary .....	372
Administration .....	376
Woodside Park .....	378
Downtown Mall .....	380
Airport Business Park .....	382
North East .....	384
Harden Ranch .....	386
Vista Nueva .....	388
Mira Monte .....	390
Monte Bella .....	392
Oldtown Salinas Association .....	394
Salinas United Business Association .....	396
Assessment District Bonds .....	398
Workforce .....	402

## BLOCK GRANT

Organization .....	403
Summary .....	404
Administration .....	408
Public Services .....	410
Breadbox Recreation Center .....	414
Hebbron Heights After School Recreation .....	416
Closter Park After School Recreation .....	418
El Sausal After School Recreation .....	420
Community Programs .....	422
East Salinas Jazz-up .....	424
Firehouse After School Recreation .....	426
Central Park After School Recreation .....	428
Afterschool Homework Center .....	430
Workforce .....	432
Capital Outlays .....	433

## HOUSING

Organization .....	435
Summary .....	436
Administration .....	440
Rehabilitation .....	441
First Time Home Buyers .....	444
Rental .....	446
CHODO .....	448
Special Programs .....	450
Alisal Area Housing .....	452

# TABLE OF CONTENTS

Farm Labor .....	454
Workforce .....	456
Capital Outlays .....	457
<b>REDEVELOPMENT AGENCY</b>	
Organization .....	459
Summary .....	460
Central City Project .....	464
Central City Debt Service .....	466
Sunset Avenue Debt Service .....	468
Sunset Avenue Project .....	470
Workforce .....	472
City Council Goals .....	473
<b>CAPITAL IMPROVEMENT PROGRAM</b>	
Capital Improvement Projects by Department .....	1
Capital Improvement Projects by Funding Source .....	11
Capital Improvement Projects (Detail) .....	25
<b>CHART OF ACCOUNTS</b>	
Expenditures .....	1
<b>CLASSIFICATION</b>	
Salary Schedule .....	1

## MEMORANDUM

DATE: June 3, 2005

TO: Mayor and City Council

FROM: Dave Mora, City Manager

SUBJECT: FY 2005-06 / 2006-2007 RECOMMENDED BUDGET

### Introduction

The recommended City budget for FY2005-2006 represents the end of the most difficult few years in the City's financial history. The City Council's formal adoption of a budget that was tentatively approved after the November 2004 election will firmly establish the long-term financial integrity and stability of the City's General Fund. Unfortunately, this will be accomplished at a terrible cost to residents in the reduction of services and to City employees in the loss of jobs.

The extent of the reductions in services is staggering – twenty-five (25%) percent reductions in General Fund services and the elimination of one hundred and twenty-three (123) full-time equivalent positions from the City workforce. Although there has and continues to be significant discussion regarding the closure of the City's libraries, the decision to close libraries was the last major budget balancing action that also included the elimination of management positions in all City departments, a reorganization of services that eliminated three (3) City departments, the reduction of maintenance services and programs by one-third, closing all but three (3) City recreation centers, leasing the Twin Creeks Golf Course to First Tee, the elimination of neighborhood services, graffiti abatement, support for non-profit agencies, and employee concessions ranging from two (2%) percent to seven and one-half (7.5%) percent. Although there has been significant discussion of these reductions over the last two (2) years, the extent of the damage done to the City must be reiterated and understood as the reductions in programs and services are negatively impacting the quality of life for the residents of Salinas.

In spite of the difficulties of the past, the challenge is now to look forward and deal with the reality of City finances. Beginning on June 7, the City Council will review and consider adoption of the final, recommended FY 2005-2006 / FY 2006-2007 budget for the City of Salinas and the Salinas Redevelopment Agency. The two-year budget submittal continues the City's efforts to provide longer term financial information regarding services to City residents and the revenues required to provide those services. Although the City Council will focus on the first year for purposes of formally adopting a services plan, the second year information and estimates provides a snapshot of the future that is critical as the City attempts to recover from the financial crisis that has rocked the City's finances for over two years. Both the FY 2005-2006 and FY 2006-2007 portions of the budget are balanced, albeit somewhat precariously in the second year.

The formal adoption of the FY 2005-2006 budget will be somewhat anticlimactic. The document submitted with this cover message is consistent with direction established after the November 2004 defeat of the sales tax and business utility users tax proposals. Prior to the November election, the City Council had identified the programs and services that would have to be eliminated if the tax

measures did not pass. The defeat of the tax measures at the polls was followed by action to formally eliminate programs and services, including the closing of the City's libraries. There were no alternatives to the reductions as there is no revenue to support the programs on a continuing basis. The full list of reductions is detailed immediately following this transmittal memorandum.

There are two (2) significant differences from the previously approved reductions. First, the community response to the Rally Salinas challenge has been successful beyond the original \$500,000 goal for the campaign. The recommended budget includes a \$650,000 library operations budget for the first six (6) months of the fiscal year. The Rally Salinas campaign will keep libraries open on a limited basis and save not only services but also fourteen (14) employees from layoff.

Second, the City's paramedic program will be continued with only minimal General Fund support for the program. The minimum General Fund support recognizes that the paramedic personnel are also City firefighting personnel and that their employment with the City continues even without a paramedic program. Fire management staff, working in collaboration with Departmental personnel, has identified and secured alternative funding sources for the paramedic program. Although a very long-time in coming, there is now recognition that County CSA74 funds should be more aggressively used to support local jurisdictions' paramedic services in Monterey County. CSA74 funds are collected County-wide through a \$12 per parcel assessment. Approximately \$100,000 in CSA74 funds will be made available to Salinas through the remainder of calendar year 2005 to support the paramedic service. (As a point of reference, with over 30,000 parcels in Salinas, over \$360,000 in CSA74 funds are paid by Salinas taxpayers.) Additionally, the current ambulance service provider, American Medical Response, has negotiated a contract with the City that will provide over \$100,000 in revenue for paramedic services for the balance of 2005. The recommended budget assumes that those sources of revenue will be available on a continuing basis throughout the remainder of FY2005-2006 and on a continuing basis thereafter for the support of paramedic services.

The recommended FY2005-2006 budget also includes funding for three (3) new and significant items. The one (1) item with an impact on the General Fund is the one-time investment required for the recruitment and training of as many as fifteen (15) new Fire Department personnel as at least that many incumbent City Fire Department personnel retire during the next twelve months. The retirements will coincide with the implementation of the enhanced public safety retirement benefit for IAFF and FSA represented employees. The estimated cost of recruitment and one-time payment of accrued benefits for retiring personnel is \$855,000

The other two (2) new items do not have a General Fund impact. FY2005-2006 will include federal funding for the joint City / County Gang Task Force efforts. The funds were awarded to the City after a concerted effort on the part of both the City and County working with Congressperson Farr and US Senators Boxer and Feinstein. The federal funds will add six (6) police officer positions to the City's Police Department.

The final new item is opening and operation of the downtown parking structure. This budget includes a recommendation to establish a Downtown Parking District Enterprise Fund that will