

MEMORANDUM

To: Finance Committee, City of Salinas

From: Independent Budget Advisory Committee

Re: Final Report: Review of Salinas City Budget

Date: February 23, 2010

EXECUTIVE SUMMARY:

The City of Salinas is experiencing a serious fiscal crisis and the Independent Budget Advisory Committee, consisting of concerned citizens, has analyzed the budget and provides the City with these suggestions, other than layoffs, that will reduce costs while maintaining essential services. Many of the suggestions rely on employee participation and cooperation in reducing employee costs. This committee realizes without such cooperation some layoffs may still have to be implemented for budget year 2010 – 11. We offer this final report of our work which includes those observations and recommendations that our committee, with a two-thirds majority, voted to support. An overview of the minority's observations and recommendations is included as Attachment A to this report and specific comments from the minority are included in the Observations and Recommendations section.

OVERALL OBSERVATIONS AND RECOMMENDATIONS:

- The City of Salinas is facing a serious fiscal crisis which is due to a structural operating deficit. There are insufficient revenues to cover annual operating expenditures. This is not only a problem for next year's budget but also needs to address from a long term perspective.
 - To remain viable over the long term, the City needs to focus its available resources on providing essential services.
 - This fiscal crisis provides an opportunity for the City to reinvent itself and drastically modify the ways it organizes itself to deliver services more efficiently.
 - The City needs to make annual budget decisions with a clear understanding of the impact on the following year's budget.
- Although the city staff agreed to reductions in pay and benefits to help the city with the current financial situation, these reductions are temporary and the City will need to find additional funds, approximately \$3 million, beginning in July 2011 when these temporary measures expire.
- Salaries appear to be higher in the City of Salinas than comparable cities in the local market and should be looked at more closely for possible cost savings through the meet and confer process.
- Cost for health benefits appear to be higher for City staff than in other local jurisdictions and large local employers and should be looked at for possible cost savings through the meet and confer process.
- The City should look at both current fees and also new fees (i.e., for certain public safety expenses) that can be charged to offset cost for delivering services.
- Instead of closing recreational centers the City should contract with other service providers to keep these centers open and provide services at no cost to the City.

SOME OPERATIONAL RECOMMENDATIONS:

- Create a Finance Commission, similar to the Library Commission, or the Planning Commission, with financial experts who could provide continued assistance to the City in operating an efficient city.
- The City should create a Strategic Plan that communicates its service priorities, along with specific goals and measurable objectives. The Plan should make it clear to the citizens that when revenue is reduced or when it declares that a crisis exists in any area, it will focus its resources first in the areas of highest priority or as needed to meet the crisis.
- Establish performance measures for each department and report on the progress made in reaching these measures annually to assist city residents better understand what the city is doing and how effectively it is being done.
- Prior to approving any labor contract, the full cost of that contract should be disclosed in public session like the "sunshine" clause of the Rodda Act for schools.
- The City should consider adding a charter amendment removing arbitration for Firefighter unions on the ballot for a vote.

BACKGROUND:

In 2009 the City of Salinas City Council, facing a \$9 million plus budget deficit, declared a financial emergency.

The Salinas Valley Chamber of Commerce and other community leaders recognizing the emergency financial situation the city faces offered to create an independent budget advisory committee to review the city's budget situation and make recommendations of areas where the City should consider focusing on cost savings while maintaining essential services. At the December 1st City Council meeting, the Council authorized City staff to provide financial and budget information to the independent budget advisory committee as requested, to facilitate an independent review of City finances, and also requested that the committee provide an initial report to the City Council's Finance Committee in January. This schedule would provide time to incorporate these budget reduction ideas into the City Council budget hearings scheduled for February 2010. This Committee provided a progress report to the City's Finance Committee on January 20, 2010 and this Final Report is being presented at the Finance Committee's meeting on February 24th.

The Independent Budget Advisory Committee has met weekly since December 3, 2009 in recognition of the urgency in dealing with the City's financial crisis and is using their combined expertise to look at possible cost savings while maintaining essential services. There are four subcommittees: Benefits, Salary Comparability, Alternative Service Options, and Organizational Streamlining/Revenue Enhancements. The Committee appreciates the cooperation and material provided by City staff to assist with our efforts. The Committee has met with the City's Finance Director, the City Attorney, and also with a member of the Mayor's Committee to improve the City's Permitting process.

COMMITTEE OBSERVATIONS AND RECOMMENDATIONS

(Reported in no particular order)

SALARY COMPARABILITY ANALYSIS

The Salary Comparability subcommittee reviewed the City's salary costs over the past few years in previous budgets. According to a letter from the City Manager, dated May 22, 2007, to the City Council, City staff was aware that the City did not have sufficient revenue to cover these increases and 'hoped' that additional economic development would bring in additional resources to cover the higher payroll

costs. The decision to provide these significant salary increases in 2007 was based on the desire to be more competitive in the market and attract high quality personnel. Unfortunately the City was not in the fiscal position at that time to establish this higher salary structure unless it could ensure a continuing increase in revenues from its then current sources. When the economic recession occurred and revenue dropped, this higher salary structure contributed directly to the annual budget deficit of \$9 million plus that the City is now facing. State “takeaways” of local governments’ revenue to balance the State’s budget had become the ‘norm’ prior to the City’s new labor contracts being signed in October, 2007. It became necessary for the City to use its own reserves along with Measure V funds to balance the General Fund.

The Salary Comparability subcommittee compared the salary schedules of the City of Salinas to the cities of Oxnard, Escondido, Visalia, Madera, Modesto, Elk Grove, Roseville, and Santa Maria which have similar demographics as Salinas. We also compared the City’s salary schedule to local governments of the cities of Monterey and Watsonville and the County of Monterey in order to consider the local market. Data for five of these cities (“Peer Group”) were provided by the City staff because they are cities the staff uses to benchmark with Salinas and compare services. The other cities were chosen due to comparable population size and other similarities, such as near agriculture. The subcommittee then found a sample of similar positions and the salary schedules posted on each city’s website. (See Attachment B – 2010 Salary Schedule Survey) Our initial analysis of only 12 positions shows the City’s salary schedules are higher than both the local market governments and the Peer Group cities.

- 1** **Observation:** City of Salinas’ salary schedules appear to be higher than the local market or comparable cities, especially for senior level positions. See Attachment B.
- 1a** **Recommendation:** The City conducts a salary comparability study which, according to City staff has not been done in over ten years. The City needs current market salary information and to set some parameters about the level of salary competitiveness it can afford prior to entering into salary negotiations for future pay increases.
- 1b** **Recommendation:** Upon review of the salary ranges compared to other cities, (see Attachment B), it appears that lower level positions are paid comparable to their cities and taking into account any employee contributions to benefits (health and retirement). If so, these staff positions (paid under \$50,000) should not be required to reduce their salaries beyond the current reduction level.
- 1c** **Recommendation:** Look at the salary ranges for senior level management positions, police and fire, compared to other comparable cities, and adjust for any employee contributions to benefits (health and retirement) from each of the cities. The City should negotiate salary reductions to a competitive level that the City of Salinas can afford. This could provide an estimated cost savings \$2.0 million to \$7.0 million.

Minority comments: Needs more investigation. Disagree with the conclusions, methodology and cost savings. We should be careful in comparing positions across jurisdictions just by title. For example, positions may not be comparable because the job descriptions may be different. Supports the suggestions of no additional salary reductions for the lowest paid positions. Agree that upper level management, administration, and police salaries should be investigated in more detail. (Joe Keffer).

2 **Observation:** City of Salinas offers many special cash and benefits for a few employees which are not offered by most other local employers.

2a **Recommendation:** Eliminate city council health benefits, auto allowance, health club memberships, management leave, and contributions to directors' deferred compensation for possible cost savings of \$1.0 million to 1.5 million.

Minority comments: Needs more investigation. A rational basis may exist for providing the benefits being investigated. Health club memberships improve workers' health and reduce sick time and health costs. (Joe Keffer)

3 **Observation:** The City provides annual and management leave and holidays that allows some staff over 60 days paid leave each year. This is higher than other employers. The fire and police departments which have to provide 24 hours a day, seven day a week service have to hire additional staffing just to cover the days off and provide differentials to cover leave.

3a **Recommendation:** Reduce the amount of leave that can be taken during the City's fiscal emergency to 15 days per year (with exceptions for need) for a possible cost savings of \$2.0 million to \$3.0 million.

Minority comments: Needs more investigation. Believe the clear majority of employees receive nowhere near the upper limits listed. (Joe Keffer)

4 **Observation:** In previous long term labor contracts salary increases were fixed rates and not tied to actual revenue increases of the City. Given the impact of general economic conditions on the City's major sources of revenue (property taxes, sales taxes, hotel taxes, and fees), this practice can be risky.

4a **Recommendation:** The salary increases in future labor contracts should be linked to increases in City revenues and be dependent on maintaining adequate reserves so that the City can withstand economic downturns that are similar to the current situation. For example, salary increases can be raised up to the local Consumer Price Index (CPI) for wages so long as City reserves are maintained at the required level.

BENEFIT ANALYSIS

The Benefits subcommittee compared the health benefits offered by the City of Salinas, to those benefits offered by the County of Monterey, City of Monterey, and Monterey County Office of Education, Monterey County Superior Court, the Salinas Union High School District, Salinas Elementary School District, Alisal Elementary School District, and Taylor Farms (private company).

5 **Observation:** Employees of most of the other employers pay a portion of their health insurance costs, especially for family members. Until the recent employee concessions, which are only temporary, the City of Salinas paid 100% of both the employee and their family's health insurance.

- 5a **Recommendation:** Survey employees to better understand opportunities for coverage under “spouse employer” health plans and possible savings for City.
- 5b **Recommendation:** Explore employees under Employee plus Family contributing difference between Employee plus One and Employee plus Family - \$360.75 per month - \$1.1 million annualized. We realize MOU’s are in place and any change falls under “meet and confer” agreements.
- 5c **Recommendation:** Explore additional plan structures for Employee plus Family that employees can select that reduce premiums.
- 5d **Recommendation:** Explore adding a lower cost health plan option for employees and make their contributions (for Employee plus One and Employee plus Family) less than the current health plan.
- 5e **Recommendation:** Explore optional health plans/receive competitive bids on an every other year basis.
- 5f **Recommendation:** Explore a pool of all local public employers to better negotiate price for health insurance and save money for all agencies.

Minority comments: Disagree. Need more investigation. See Attachment A. With the national focus on the need to make sure everyone has health insurance, this is the opposite direction. Reducing health benefits for City staff may increase the number of people who are uninsured or underinsured. Idea, likely passes the costs to the County and other governmental bodies. Idea has the potential of increasing costs as those cut off from City insurance will likely not receive the preventative care needed and will end up needing more expensive emergency room care. The idea of creating a pool of local employers to negotiate a better health price is worth investigating. (Joe Keffer)

6 **Observation:** Escalating pension costs for government workers continue to rise, thus becoming a greater percentage of the State, County, and City budgets. Recently, the chief actuary for the California Public Employees Retirement System (PERS) stated pension costs are unsustainable and could rise to 25 percent of pay for many public employees and up to 50 percent of pay for public safety employees.

6a **Recommendation:** City of Salinas explores and quantifies a reduced retirement benefit system. Suggest the following be reviewed with actuaries (PERS) for budgeting purposes in conjunction with present retirement obligations and negotiate with labor unions:

For New Public Safety employees:

- 2.5% @ 55 with a cap of 75% of base salary (average of last three years), or
- 2.5% @ 60 with a cap of 80% of base salary (average of last three years)

For New Non-public safety employees:

- 2% @ 60 with a cap of 75% of base salary (average of last three years), or
- 2% @ 60 with a cap of 80% of base salary (average of last three years)

For Existing employees (both public safety and non-public safety):

Existing employees will receive full credit based on the retirement benefit in place at the time of their employment. Future retirement benefits will be based on the lower benefit.

(For example, an employee working 15 years at a retirement rate of 3% will be credited 45% of their pay plus 2% going forward.)

- 6b **Recommendation:** Work regionally with other cities and counties (Monterey, San Benito, San Luis Obispo counties, as examples) so retirement programs are comparable.
- 6c **Recommendation:** Explore retirement plan alternatives (replacing PERS). Look at pros and cons of possibly moving 'new hires' to 401K or something similar.

ALTERNATIVE SERVICE OPTIONS ANALYSIS

The Alternative Service Options subcommittee has been researching what types of city services have been successfully contracted out by other cities. By looking at using outside groups to provide certain services, the City may find alternate ways of providing city services more efficiently either by using existing staff, by reorganizing, by contracting services out, or by a combination of all of these choices. The subcommittee recognizes that this is a longer term effort and requires more analysis.

- 7 **Observation:** Several years ago, the City contracted out the operation of two municipal golf courses and saved \$1.0 million.
- 7a **Recommendation:** Ask County of Monterey to resubmit a bid for providing Library services in the City of Salinas for estimated cost savings of \$.5 million to \$1.0 million.
- 7b **Recommendation:** Obtain a bid from Cal Fire and/or Monterey County Regional Fire District to provide fire services to the City of Salinas to get an idea of how fire services could be provided differently and what it might cost to provide services to the city, estimated cost savings \$1.0 million to \$3.0 million.
- 7c **Recommendation:** Consider potential cost savings from sharing city attorney services or contracting out departmental work to other government agencies.
- 7d **Recommendation:** Consider leasing Sherwood Hall to someone who can operate the Hall and create new revenues for the City.
- 7e **Recommendation:** Consider leasing new city pool and other recreational centers to nonprofits that will provide the facilities for the city residents at no additional cost to the City.

Minority comments: Disagree with entire section. (Joe Keffer)

ORGANIZATIONAL STREAMLINING/REVENUE ENHANCEMENTS ANALYSIS:

The Organization Streamlining/Revenue Enhancement subcommittee has been looking at potential cost reductions and revenue enhancements in the City's current budget based on methods used in the private sector. This subcommittee will also collaborate with the Mayor's Committee to review the permitting process in reviewing options. The subcommittee is targeting an estimated cost savings of \$5.0 million in this area. The review of the Permit, Planning and Engineering departments being done by Peter Kasavan, Lino Belli and others offers insights into how the City could reorganize its departments

and redirect the efforts of its employees toward a higher level of customer service and added value to the Salinas citizens who seek their services.

8 **Observation:** The budget for FY 10-11 calls for spending \$5.4 million in total for Planning, Permit Services, and Engineering Departments. The study by the Kasavan group is recommending reorganization where these three departments will be merged and report to a single manager, who in turn will report to the City Manager. Of equal importance, this group will recommend that internal communication between these groups is enhanced, that permit requests first go through a screening process and let the applicant know of deficiencies in their application and that employees be empowered to move permits along quickly and that customer service be a priority. The belief is that customers will value the better level of service and be willing to pay more for a permit.

8a **Recommendation:** The City must conduct similar reviews of all departments. The expectation is that the number of employees will be reduced, service quality will improve dramatically, and customers will recognize the value thus creating the opportunity to raise fees for these services. A conservative estimate of these savings, on an annual basis, is \$1.5 to \$3.0 million. The City will be at the forefront of a movement that will make cities more efficient, accountable and oriented toward high quality service.

9 **Observation:** Total spending in departmental budgets in the FY 2010 – 2011 budget classified as “Administration” totals \$5.19 million. This category of spending seems high and much of the costs do not contribute directly to the delivery of services.

9a **Recommendation:** Review administrative costs in all departments for possible savings.

Minority comments: An analysis of whether too many managers exist is warranted but reaches no conclusions on the information before the committee. (Joe Keffer)

10 **Observation:** Communication costs and insurance and bond costs as categories of expenditures total \$3.6 million and \$6.1 million, respectively.

10a **Recommendation:** Review these costs for possible savings; consider replacing equipment and modifying the risk management philosophy of the City.

11 **Observation:** Given the lack of reserves in the City’s Fund balances and the pending budget deficit, payment of principal on the outstanding bonds may exacerbate the already difficult financial position. The \$4.4 million of principal due in FY 2010-11 could, if deferred, partially restore the reserves for the City. In addition, the \$1.0 million set aside for expansion of the Cesar Chavez library could be used to restore reserves since this set aside was not a requirement in Measure V.

11a **Recommendation:** Contact the holders of the bonds and request a one year deferral of the repayment schedule.

11b **Recommendation:** Consider re-designating the \$1.0 million set aside for the expansion of the Cesar Chavez library to City reserves.

Minority comments: Deferral means higher interest costs. What legacy will we leave for our kids and future budgets? All capital expansion projects should be scrutinized. (Joe Keffer)

12 **Observation:** The City conducts a variety of Enterprise Operations for which the users of the services pay a fee. The budgeted shortfall for these operations in FY 2010-11 is \$1.2 million.

12a **Recommendation:** Enterprise Operations should be self-sustaining. Consider increasing fees for services in Enterprise Operations by at least a total of \$1.2 million. Also, explore the sale of certain Enterprise Operations to buyers that commit to maintain the services.

Minority comments: Disagree. Need more investigation. Concerned about increasing fees for valuable services especially on working class, middle income and poor. (Joe Keffer)

13 **Observation:** During the last year in which actual totals are available (2007-8), overtime costs were \$5.3 million. Presuming that current year costs are running at similar levels, this amount of overtime makes employees too expensive compared with newly-hired employees.

13a **Recommendation:** Identify alternative staffing options to reduce overtime.

Minority comments: Recommendation statement is too vague. Layoffs often lead to overtime, a more expensive solution. (Joe Keffer)

14 **Observation:** Professional services, as a category of expense, total \$2.1 million. The services being purchased should be reviewed to determine if they can be reduced, eliminated or deferred.

14a **Recommendation:** Review professional services for potential savings

15 **Observation:** There are over 100,000 police reports taken each year. Fees collected are minimal compared to the costs for police and fire.

15a **Recommendation:** Increase or add fees to offenders and users to recover minimum of 10% of costs to provide these services. Increase fees further to add even more police and fire personnel. New revenue could bring in between \$.5 million and \$2.0 million.

OTHER OBSERVATIONS AND RECOMMENDATIONS:

- 16 **Observation:** In analyzing the costs of the union contracts in 2007 it is clear that the City knew at that time it could not afford those pay increases and assumed that sufficient revenues would increase with increased economic development.
- 16a **Recommendation:** Prior to approving any union contract, the City should make public the total cost of the new contract like the “sunshine” clause of the Rodda Act for schools.
- 17 **Observation:** The City does not include any performance measures which make it difficult to understand how well the city provides services.
- 17a **Recommendation:** The City should include performance measures, both goals and the progress made each year toward meeting those goals in order to show the effectiveness of city services.
- 18 **Observation:** The City has several standing committees that provide expertise on certain city issues, such as planning.
- 18a **Recommendation:** The City should establish a standing Finance Committee.
- 19 **Observation:** The City’s salary schedule provides step increases in addition to cost-of-living (COLA) overall increases for the first five or six years. For example, during these initial years, the employee can receive a step increase of 5% plus a COLA of 3 or 4% increase. After these initial years, the only pay increases are based on the COLA which is negotiated in the contract. Since most City employees have worked at the City for long time, the only pay increase they receive is based on the negotiated COLA increases.
- 19a **Recommendation:** Negotiate an increase the number of steps in the salary range (e.g. from 5 to 10) and reduce the amount of the step increase each year.
- 20 **Observation:** While it is a cost savings, to reduce consultant services, it is also important for the City to have the capacity to go after all revenue sources, including the new grant opportunities provided by the stimulus.
- 20a **Recommendation:** Provide some funds, perhaps centrally controlled by the City Manager, to pay for grant writers to help the city obtain additional funding.
- 21 **Observation:** The Charter amendment that requires arbitration of any labor issues related to the Fire Department creates an unfair advantage to the City Fire staff in any labor negotiation process. There are now labor laws in this state pertaining to public employees to protect their rights without this charter amendment. It treats the fire department staff differently than all other city staff.

21a **Recommendation:** Place an initiative on the ballot, eliminating this amendment to the City's charter.

22 **Observation:** The City seems to have problems closing major development deals.

22a **Recommendation:** The City needs to look at its posture with new and existing businesses and improve the environment to attract additional businesses and jobs.

CONCLUSION

The Committee recommends that the City, in recognition of its self-declared financial emergency, immediately address several points:

1. Its structural challenges in the areas of employee salary and benefit costs;
2. Its lack of clear strategic direction and its service priorities when revenue declines;
3. The cost of services must be addressed through outsourcing, reorganization of departments that eliminate redundant positions and improve service quality and fee increases where service quality warrants;
4. The City must move to a system of measurable outcomes so that its citizens can see both the cost and quality of services being provided;
5. The City must maintain reserves that are adequate to sustain itself and should tie its critical cost elements to changes in general economic conditions and/or in its tax revenue; and
6. The City should establish a Finance Commission that provides continual guidance to the City Staff on critical budget issues.

These items will require a long term effort by the City Council, all City departments as well as the City employees in order to succeed. Without these commitments, the City will continue to face these financial crises in the future, and fail to become a successful City.

ATTACHMENTS:

- A** **General Observations and Recommendations by the Minority (Joe Keffer)**
- B** **2010 – Salary Schedule Survey**

Independent Budget Advisory Committee members

Co-Chairs: Steve Ish and Brett Landon

Voting Members: Tony Andrade, Bill Tebbe, Tom Bryan, Tiffany DiTullio, Joe Keffer, Martha Real, and Kris VanGelder

Facilitator (non-voting): Mary Jo Zenk

Overview of Minority Observations by Joe Keffer

SEIU Local 521 Background

SEIU represents approximately 300 employees that work for the City of Salinas. The majority of the Committee appears to recognize that on the whole our workers, provide the direct services, have given up the most in wage cuts, furloughs, etc., and have faced the highest percentage of layoffs. We fear that we will be laid off disproportionately if the City's budget recommendations passed. For example, Parks and Recreation will suffer a 50% reduction in budget while at least one other is only scheduled for a 3% reduction.

Consider Revenue Options

The City should work with government entities to obtain more federal, state and other revenues but we should oppose attempts by other entities to use our seniors, our children, and our state's recovery as bargaining chips.

Revenues have to part of the solution, and our inadequate tax system needs to be re-evaluated. It's time to look to see if corporations and wealthy have received deals and are paying their fair share. Working and middle class Californians have been shouldering the burden of our budget problems for far too long.

Approximately 22-29 Local revenue initiatives passed in the last general election. We should evaluate why the Sales Tax in Salinas failed.

The Budget Subcommittee Moves Too Fast

Local 521 supports an efficient government.

While recognizing the need for fast action, the Committee has not had the time to perform the analysis required to support many of the recommendations. Conclusions appear to be drawn that are premature in nature. To present the findings without sufficient research raises the specter of unfairly influencing the public on data or conclusions that may lack a basis in fact.

Historical Perspective

Since the 1980s there has been a movement to reduce or eliminate government services and regulations. At one extreme, appears to be the concept of elimination of government entirely except for five positions required by Charter. Movement in that direction appears to be based on unbending ideology rather than fact. We are going through one of the worst economic periods in our country's history. Many would agree that the origins of the problem arose in the private sector and the elimination of regulation. Yet, privatization, reduction of services, elimination of wages and benefits appears to be the direction of the committee.

In the last forty years there has been a great redistribution of wealth away from working and middle class people into the hands of the wealthy. Yet in a crisis created by the wealthy, they appear to be the ones bailed out. Working people are being asked to pay the price.

Some argue that health benefits should be reduced or the cost of benefits should be passed to the workers. It is a race to the bottom at a time when reputable polls say that approximately 60% of the public believe that affordable health care is of utmost importance. The resulting cause of most foreclosures is the inability to pay health care costs in a Country that has one of the highest foreclosure rates in the State.

2010 Salary Schedule Survey

Attachment B

Monthly wage at highest step

Job Classification	Salinas 2009	Oxnard	Escon	Visalia	Roseville	Madera	Watson	Modesto	City of	Elk	Santa	Monterey	Salinas	Inflation	% Over	Other	Percent
		-dido		-ville					Monterey	Grove	Maria	County	2003	yr 2003	Inflation <td>Cities <td>Over </td></td>	Cities <td>Over </td>	Over
																Average <td>Average </td>	Average
Police Officer	7876	7288	6094	6074	6360	5088	7732	5833	7638	6964	6377	7388	5383	6153	28.0%	6621	18.9%
Police Sergeant	11031	8461	7778	7333	7795	6464	9368	7454	9330	8450	8062	8999	7430	8492	29.9%	8136	35.6%
Battalion Chief*	11306	11147	9154	8831	10549	8944	9093	8452	8452	10447	9739	9784	8684	9926	13.9%	9614	17.6%
Fire Captain*	8814	7739	7363	7319	8211	6727	8153	7233	8048	8184	7334	7765	6772	7740	13.9%	7643	15.3%
Firefighter	7042	5833	5974	5660	6339	6680	6680	5651	6620	6734	5831	5820	5410	6184	13.9%	6114	15.2%
Library Director*	15831	13182	8718	10352	10420	7697	11136	12209	12568	11621	12010	12272	9957	11381	39.1%	11108	42.5%
Community Dev. Dir.*	15831	14709	12880	11657	10063	10486	12063	12209	13112	12863	12924	13910	9957	11381	39.1%	12443	27.2%
Assistant City Manager	17465	17405	15657	12499	15435	10591	12063	13814	14206	12863	13947	10714	12246	12246	42.6%	13848	26.1%
Legal Secretary*	4907	5234	4239	3907	5201	3753	5056	4240	5412	5107	4658	4168	3958	4524	8.5%	4634	5.9%
Human Resources Man.*	10304	10399	8718	7686	8682	8547	8814	10055	9720	8121	9039	9212	8311	9499	8.5%	8999	14.5%
Accounting Technician*	4517	4837	3152	4317	4914	3029	4956	3846	4274	3811	4680	4209	3698	4227	6.9%	4184	8.0%
Park Maint. Worker*	3940	3864	3778	3469	4181	3215	4161	3846	4244	3380	3326	3517	3225	3686	6.9%	3726	5.8%
Total	\$118,864	\$110,098	\$93,505	\$88,104	\$98,150	\$65,697	\$99,126	\$85,483	\$103,624	\$98,545	\$97,927	\$87,044	\$83,489	\$95,439	24.5%	\$97,071	22.5%

Salinas 2009	Salinas vs Monterey County Differential %	
	Monterey County	Salinas County Net
7876	7388	488
11031	8999	2032
11306	9784	1522
8814	7765	1049
7042	5820	1222
15831	12272	3559
15831	13910	1921
0		
4907	4168	739
10304	9212	1092
4517	4209	308
3940	3517	423
\$101,399	\$87,044	\$14,355
		16.5%

Salinas 2009	Salinas vs Monterey City Differential %	
	Monterey City	Salinas City Net
7876	Step 5	238
11031	Step 5	1701
11306	Step 5	2854
8814	Step 5	766
7042	Step 5	422
15831		3263
15831		2719
17465	Step 5	3259
4907	Step 5	(505)
10304	Step 5	584
4517	Step 5	243
3940	Step 5	(304)
\$118,864		\$15,240
		14.7%

* or similar position

Some totals less due to missing positions. Some cities pay their employees portion for benefits like PERS retirement or medical. This Survey only compares base salaries. Salinas employees contribute between 7% and 9% for PERS which is not reflected above.

February 24, 2010