



County of Monterey

RECOMMENDED

BUDGET

2015

Fiscal Year Ending June 30th



The seal of Monterey County, California, is a circular emblem. It features a central shield with a landscape scene including a tree, a sunburst, and a body of water. The shield is surrounded by a green border containing the text "MONTEREY COUNTY CALIFORNIA" at the top and "1850" at the bottom, separated by dots.

RECOMMENDED BUDGET

COUNTY OF MONTEREY
INCLUDING
SPECIAL DISTRICTS GOVERNED
BY THE
BOARD OF SUPERVISORS

FISCAL YEAR ENDING
JUNE 30, 2015

FERNANDO ARMENTA
LOUIS R. CALCAGNO (CHAIR)
SIMÓN SALINAS (VICE-CHAIR)
JANE PARKER
DAVE POTTER

LEW C. BAUMAN
COUNTY ADMINISTRATIVE OFFICER

1ST DISTRICT
2ND DISTRICT
3RD DISTRICT
4TH DISTRICT
5TH DISTRICT

Distinguished Budget Presentation Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to County of Monterey, California for the annual budget for the fiscal year beginning July 1, 2013. In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operational guide, as a financial plan and as a communication device.

The award is valid for a period of one year. We believe that our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

**County of Monterey
California**

For the Fiscal Year Beginning

July 1, 2013

A handwritten signature in black ink, reading 'Jeffrey R. Egan', is positioned above the title 'Executive Director'.

Executive Director

County of Monterey

Board of Supervisors



Fernando Armenta
District 1

Louis R. Calcagno
District 2



Simón Salinas
District 3

Jane Parker
District 4



Dave Potter
District 5

ABOUT THE COVER



"A few miles south of Soledad, the Salinas River drops in close to the hillside bank and runs deep and green. The water is warm too, for it has slipped twinkling over the yellow sands in the sunlight before reaching the narrow pool."

- John Steinbeck
Of Mice and Men

This year's Recommended Budget Book features familiar sights and images from the Third Supervisory District of Monterey County.

1. John Steinbeck's 1937 novel, *Of Mice and Men*, is set on the edge of the Salinas River during the Great Depression. Soledad, a city in the Third District, is the location in which the story takes place. One of the major themes of the novel is the loneliness of two itinerant workers who wander from ranch to ranch seeking temporary work. Soledad means solitude, which might explain why the city was chosen as the novel's setting.
2. Chualar is a farming town 10 miles south of Salinas. The town derives its name from a portion of Rancho Chualar which was set aside in 1874 by the owner, David Jacks to found the town. Chualar is a Spanish adaption of an Indian word that means "place where the chual (pigweed) grows". This inspiring mural is painted on the Chualar Elementary School which was established in the 1800s.
3. The Robert Stanton Theater was built at the King City High School in 1939 with Works Progress Administration (WPA) funding. The building was designed by Stanton in partnership with Joseph Jacinto "Jo" Mora who contributed the buildings extensive sculptural elements. The Art Moderne style auditorium was listed on the National Register of Historic Places in 1991.
4. This view of grapevines at sunset is representative of the numerous vineyards found in the Soledad area. The character of Soledad's agriculture industry changed in the 1920s with the development of row crops and the increase of temporary workers. Steinbeck depicted these changes when he set the story *Of Mice and Men* in Soledad.
5. The unique, golf ball-shaped, 125 foot water tower is a familiar site to motorists traveling south on Highway 101 to the City of Gonzales. The city name honors the Gonzales family who planned the town on Rancho Rincon de la Puente del Monte land deeded to Teodoro Gonzalez in 1836. Mariano and Alfredo Gonzales planned the town in 1874, two years after Southern Pacific Railroad laid tracks through the valley.
6. First set aside as a part of the Pinnacles Forest Reserve in 1906, and established two years later as a national monument by President Theodore Roosevelt, on December 30, 2012, legislation was passed designating the area as Pinnacles National Park. The Balconies caves at Pinnacles are one of two talus caves open to the public in the park. The caves are created by rocks and boulders breaking away from the canyon walls and creating a cave above the canyon floor. The roof of the cave is comprised of immense talus boulders wedged together.
7. A solar panel array forms a canopy at Fort Hunter Liggett, one of several pilot installations by the U.S. Army to create as much energy as it uses. The fort is primarily used as a training facility for field maneuvers and is adjacent to Camp Roberts.

Fiscal Year 2014-15 Recommended Budget

Submitted by
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Prepared by
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Budget and Analysis Division

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Jaime Ayala

Agricultural Commissioner
Cooperative Extension
Information Technology
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State and Federal Budget Specialist

Mari Beraz

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Public Works
Building Inspection
Planning Department
Roads & Bridges
Capital Projects
Capital Policy and Analysis
Countywide Fiscal Analysis & Reports

Veronica Fernandez

County Administrative Offices
Auditor-Controller
Clerk of the Board of Supervisors
Parks

Paul Lewis

Public Safety Departments
Prop 172 Specialist
Labor Analysis

Patty Maitland

Budget Document Coordinator
County Counsel/Risk
Economic Opportunity/
Redevelopment and Housing
Human Resources
Health Department
Superior Court Liaison

Rod Walker

Social Services Department
Military & Veterans' Affairs Office
Natividad Medical Center
Department Finance Manager

Christopher Lee

Equal Opportunity Office
Budget Book Production Management
Performance Budgeting System Coordinator
Enterprise Resources Liaison
Performance Management Liaison
Patternstream/Framemaker System
Coordinator

Ebby Johnson

Budget & Analysis Division
Administrative Support Staff
Annual Department Heads Budget Workshop
Coordination
Printing Services Coordinator
Budget Hearings Coordination

Special Thanks to:

County Department Heads
Department Finance Managers/Staff
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Joann Iwamoto, Management Analyst
Office Depot Printing Services

Budget Committee:

Chair, Supervisor Lou Calcagno
Vice-Chair, Supervisor Fernando Armenta

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Supervisory District 3
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Principal Administrative Analyst

About Monterey County

Monterey County is located on the Pacific Coast of California, 125 miles south of San Francisco and 350 miles north of Los Angeles. The County is famous for some of the world's most beautiful coastline including Big Sur, California State Route 1, and 17-Mile Drive on the Monterey Peninsula - and the agriculturally prolific Salinas Valley. Monterey County is also the site of a Monarch butterfly preserve in the City of Pacific Grove. Monterey County was one of the original counties of California, created in 1850 at the time of statehood. The County consists of 3,771 square miles (3,322 land & 449 water) and includes 12 incorporated cities and 16 unincorporated areas. The County seat is Salinas, the largest municipality.

The County derived its name from Monterey Bay. The word itself is composed of the Spanish words "monte" and "rey", which literally means "king of the mountain." The bay was named by Sebastian Vizcaino in 1602, in honor of Gaspar de Zuniga y Acevedo, Conde de Monterrey, the Viceroy of New Spain.

COUNTY DEPARTMENT SPOTLIGHT

Monterey County Free Libraries



Monterey County Free Libraries • Est. 1912

History and Organization

The Monterey County Free Libraries (MCFL), was established by the Monterey County Board of Supervisors on August 6, 1912 under the authority of the County Library Law of 1911. Services to the public began in 1913 following the hire of Miss Anne Hadden on September 2, 1913 as the first County Librarian of Monterey County.

Anne Hadden was a dedicated and forward thinking County Librarian who was determined to get library services to all areas of the County, no matter how remote. She set about establishing branches and deposit collections all over the County. Some early branch collections and reading rooms were in private residences, schools, stores, and in Big Sur at the Post Office. Within six months, Anne Hadden opened five library branches, the first in Greenfield, and within a few years she had established close to 200 deposit collections all over the County! She and her staff would travel by car, train, on foot, and on burro -- sometimes for over two weeks at a time -- to regularly deliver library materials to all these locations.



Librarian Anne Hadden delivering services on burro and current County Librarian Jayanti Adleman riding a mule at Centennial celebrations

Anne Hadden's legacy continues to this day, resulting in the high level of customer service and strong responsiveness to community needs that has been and continues to be an integral part of MCFL since the days when Anne Hadden was Librarian.

Of course, the present day County Library looks quite different from the library in Anne Hadden's day. In fact, the present day County Library barely resembles MCFL as it looked just one generation ago! The service area still covers well over 3,000 square miles and there are 15 branches (2 more are temporarily closed for reconstruction). However, in order to reach as many county residents as possible, even in the remotest locations, MCFL also utilizes 3 bookmobiles, a Library-by-Mail program, and a vast array of online services that are available 24/7. Though none of the

staff travel by burro any more, MCFL vehicles rack up thousands of miles in order to deliver materials and services every month.



The South County bookmobile was purchased through a major donation by local author Beverly Cleary and through American Recovery and Reinvestment Act (ARRA) grant funds.

Structure

MCFL functions under the legislative direction of the Monterey County Board of Supervisors and the administrative direction of the County Administrative Officer. A County Librarian/Library Director appointed by the County Administrative Officer heads the library system which functions legally as a less-than-countywide, dependent special district. The less than countywide designation comes from the fact that the service area does not include the city limits of the cities of Carmel, Monterey, Pacific Grove and Salinas, all of which operate their own municipal libraries. However, free library services are available to all Monterey County residents and any resident of California who chooses to visit any of MCFL's branches.

MCFL's administrative offices are located in the city of Marina, adjacent to the Marina branch library. The administrative offices house most centralized services for the library which are Administrative Services, Support Services (including Acquisitions, Cataloging and Processing), Interbranch Delivery, Literacy Services, Programs (for youth and adults, including Summer Reading), Technology, Library-by-Mail, and the Senior Management team.

MCFL currently has functioning branches at Aromas, Big Sur, Bradley, Buena Vista

(River Road/Las Palmas area), Carmel Valley, Castroville, Gonzales, Greenfield, King City, Marina, Pajaro, Prunedale, San Ardo, Seaside, and Soledad. Two branches in San Lucas and Parkfield are temporarily closed due to a remodeling project. In addition, MCFL maintains its digital presence through the website which also functions as a virtual branch.

www.MontereyCountyFreeLibraries.org

Funding

Funding for the Monterey County Free Libraries comes primarily from a share of the property tax collected within its service area. As of 1996, this share is about one cent per dollar collected. Small amounts of additional funding come from the County General Fund, the State of California, library fees and fines, grants, donations, and from the very robust support of the Foundation for the Monterey County Free Libraries and several Friends of the Library groups.

The Foundation for the Monterey County Free Libraries (Foundation) is the single largest supporter of MCFL outside the County system. In 1989, a \$100,000 donation was left to the County Library. These funds were used to establish the Foundation with the specific goal of providing for vital enhancement programs for MCFL. In addition the focus of the Foundation is on supporting across-the-system programs. Since inception, it has donated more than \$2.5 million to support core library programs, including after-school Homework Centers, the hugely popular Summer Reading Programs and summer performances, adult literacy tutoring, purchase of library materials, staff training, and bookmobile services. In addition, the Foundation has sponsored or supported many special programs like the development of the Strategic Plan and the yearlong Centennial celebrations. The Foundation constantly applies for grants and solicits donations in support of MCFL. Two recent major donations that the Foundation received were in partial support of the purchase of the South County bookmobile and for the construction of the San Lucas Library, which is to be

named the Agnes May Young library in honor of a member of the donor family who was also once a librarian at MCFL.



Celebrating MCFL's Centennial with cake

Another integral source of funding and support for MCFL is from the various Friends groups who are linked to specific branches. Several branches have formally organized Friends groups that have 501(c)3 status: Aromas, Big Sur, Carmel Valley, Castroville/The Andy Ausonio Library, King City, Marina, Prunedale and Seaside. Other branches also have Friends groups, some more informal or loosely organized than others. But regardless of the structure of the specific Friends group, all the groups help support their local branches as well as the entire system, by sponsoring specific events, purchasing library materials or equipment or supplies, providing financial support for various programs, and providing much needed volunteer and advocacy support.

All the Friends groups conduct ongoing or regular book sales, often in addition to other fundraising events, to finance MCFL programs and services. Some also apply for and receive grants. For example, the King City Friends of the Library group recently received a very large grant to be used for the construction of the new San Lucas Library. All library users are welcomed and encouraged to join one of the Friends groups or to support the Foundation.

MCFL constantly and aggressively seeks grants and donations to help close the gap between revenues and expenditures, and to fund new and innovative programs. Some of the significant grants received in recent years were an ARRA (*American Recovery and Reinvestment Act*) grant partially funding the purchase of a bookmobile; California Library Services Act (CLSA) funds through the State library in support of literacy programs; innovation grant funds through the Pacific Library Partnership consortium in support of an online ESOL (English for Speakers of Other Languages) program and a program to take STREAM (Science, Technology, Reading, Engineering, Agriculture, Math) programs to preschoolers around the County via the Reading Safari van; and the CalReads/Cal Humanities grants twice in the last three years.

MCFL depends on and also makes strong use of volunteers in almost every branch or program. Volunteer opportunities are important to students who often need the credit for school, but can also be an important way for adults and seniors to be connected and involved with the community. Volunteers are a valuable resource making it possible for MCFL to provide services that would otherwise have been out of reach.

Mission and Vision

The Mission of Monterey County Free Libraries is to bring ideas, inspiration, information and enjoyment to our community.

MCFL's vision is that Monterey County is a community where everyone has the opportunity to achieve their potential and pursue happiness. This Mission and Vision are the underlying drivers and guides for all decisions regarding the services and programs provided through MCFL.

Collections

For most people, printed books are still the single image that they most strongly associate with libraries, however when it comes to actually checking out materials from the library, many other formats rival print books in popularity. MCFL pays close attention to

the needs and demands of the community and offers a variety of print and multimedia formats for library patrons to check-out or download. These formats include: regular printed books; books in large print; e-books that can be downloaded onto computers or portable devices; audio-books on CDs, in MP3 formats, or downloadable onto computers or portable devices; DVDs; print newspapers, and magazines; e-magazines; free and legally downloadable music; streaming videos; and many electronic databases. In addition to English language materials, MCFL also has print materials and DVDs in Spanish, Vietnamese and Korean.

MCFL has an extensive and valuable *Californian* collection, located at the Prunedale Branch, consisting of books on the history primarily of Monterey County and also some material on the history of California.

Historical photographs, pamphlets, papers and maps are located at the Library Administrative Office in Marina. The photographs have been digitally reproduced and copies can be purchased for a fee and can be viewed by appointment during normal business hours. Many of the photographs can also be viewed online at the University of California's Calisphere site

<http://www.calisphere.universityofcalifornia.edu>.

Technology

Technology forms the backbone of all library services in the 21st century. Rapidly and constantly evolving technology is the norm that libraries must face. Over the last three years, MCFL has fully replaced and updated its Integrated Library System (ILS) which is used to process, track and manage all purchasing, cataloging, and public access of library materials, and also the administration of patron accounts. Library users can now manage their library accounts very conveniently from home or anywhere there is access to the Internet.

However, for many county residents and particularly in many areas of the County that MCFL serves, MCFL is the only source of

access to computers or high-speed Internet. The downward turn of the economy with the huge increase in job-seekers and unemployment filers, the passage of the Affordable Care Act, among other special needs, have emphasized the need for computer and Internet access in order for Monterey County residents to survive and be competitive in today's world.

MCFL has approximately 400 computers for public use throughout the County. In addition, most of the branches have free WiFi access available for members of the public to use their own devices. Branches are increasingly making laptops and iPads available for use in the library for special programs. MCFL was also the first library in the entire County to provide classes to the public on the use of various hand held devices, and continues to focus on this area of training so staff can help the public effectively.

MCFL is also the only source of many simpler tech services in many of the service areas. Fax, photocopy services, and color-printing are just a few of these services that many library users only find at their MCFL branch if they do not want to drive many miles.



Teens and tweens enjoy technology at the library

Other technology demands that MCFL is meeting are the increasing demand for downloadable e-books and audio books, downloadable and streaming music and videos, current e-periodicals and specialized databases, online live homework help after library hours, and the ability to text/chat with a librarian online.

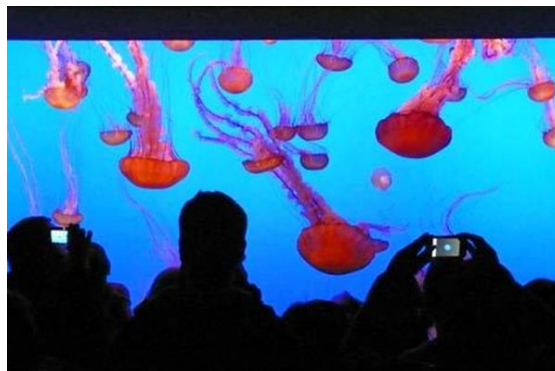
The growing use of online resources places a great strain on available bandwidth. Ten (10) of the branches were recently upgraded from T1 lines to fiber, but the infrastructure within the County remains a challenge to high speed access. The State Library is committed to 1 gigabyte per second speeds at all public libraries and MCFL is actively cooperating with the State in this project.

The high costs of many of the newer technologies are a challenge, given MCFL's tight budget. However, MCFL is committed to sensible responsiveness to community needs and continues to seek innovative ways to provide these much needed services. One method of alleviating these costs is through partial participation in the E-Rate program, which is the educational rate program for communication administered under the direction of the Federal Communications Commission (FCC). MCFL realizes that in order for Monterey County residents to remain competitive as they move into institutions of higher learning or as they apply for jobs, knowledge of current technologies and free access to the Internet are critical.

Programs and Services

MCFL provides many traditional as well as non-traditional services. Listed below in alphabetical order are some of MCFL's most popular services.

Shelf to Shore Aquarium Pass Program: MCFL partners with the Monterey Bay Aquarium on the *Shelf to Shore* Aquarium Pass program which was created for families who otherwise cannot afford to visit the Monterey Bay Aquarium. One free pass (for 6 people) is available per year to eligible Monterey County Residents who have an MCFL card.



Families enjoy the Shelf to Shore Aquarium Pass provided by Monterey County Free Libraries.

Book Club to Go (BC2G) Program:

MCFL offers book club bags which contain all the tools they need for a successful program to book groups or people who are interested in starting a book club. Library users can check out BC2G bags that contain 10 paperback copies of a book, discussion questions, discussion leader tips, and a sign-out sheet to help keep track of the bag's contents. Special bags appropriate for young adults are available for high-schoolers who wish to participate in a book group. MCFL was one of the first libraries in the country to offer bilingual (English-Spanish) bookclub bags.

Bookmobiles:

In addition to the Reading Safari vehicle, MCFL operates two other bookmobiles: one based in King City which serves South Monterey County, and one based in Prunedale which serves North Monterey County and the Monterey Peninsula. The two bookmobiles visit over thirty communities on a regular schedule.



Caption: Children waiting to board the bookmobile at San Jerardo

Foundation Collection:

As a *Foundation Center* Cooperating Collection, the Seaside Library provides a core collection of print and electronic resources, and related reference services, related to scholarships, grants for nonprofits and individuals, and more. "



Author and radio host Dom Testa signs books at the Foundation's annual dinner and auction

Homework Centers:

The Homework Centers are sponsored by the Foundation for Monterey County Free Libraries, and provide a place for students of all ages to complete their schoolwork under the guidance of a Homework Center Coordinator. Print and computer resources, including Internet access, Electronic Databases and word processing, are available for use. Pre-registration is not required. As a supplement to the Homework Centers, students who have an MCFL library card can also connect online for free with a live tutor every day from 1pm to Midnight.

ILL:

In addition to regular borrowing services, MCFL remains one of the only libraries in the tri-county area that continues to provide Interlibrary Loan (ILL) services at a reasonable cost to the public. Through a grant from the State Library, MCFL has expanded ILL to include ZipBooks, an innovative program for delivering books that MCFL does not own, directly to the library user's door, without any additional charge to the library user.

Library by Mail:

Through this program dating back to 1986, residents in the MCFL service area who have a valid library card and are unable to come to

library for any reason can be sent library materials by mail. Postage for delivery and pick up is prepaid, so there is no cost to the user. Most items that are typically available to be borrowed in person at the library can be delivered to you by mail.



The Library-by-Mail program dates back to 1986

Meeting Rooms:

This highly popular service offered by MCFL is becoming a core requirement in any new library MCFL builds or in any expansion that is undertaken. Branches in Castroville, Greenfield, King City, Marina, and Prunedale, have meeting room spaces available for community groups to use for a small fee. These rooms are secured apart from the normal library operating space, have access to restrooms, and have separate exterior doors to permit usage while the library is closed. The popularity of the Marina meeting room (which is used on the average about 60 times a month) is the perfect example of the huge impact a library can have on the economy and vibrancy of a community. Very simply, meeting room users use the restaurants, gas stations, and local stores on a regular basis. This is in addition to the convenience of having an affordable community meeting place.

Programs for youth and adults:

The library is a fun place for the entire family! The branches and bookmobiles of Monterey County Free Libraries offer an array of services and programs for children and teens, as well as adults. Story times, class visits, and Summer Reading Programs are some of the traditional programs available at all the branches. Some of the other programs available include:

- Arts and crafts classes/groups (for children and adults)

- Bookclubs
- CalReads, Books to Action, and Big Read programs
- Citizenship classes
- Computer classes
- Conversational Spanish
- Game Day (Video-Wii gaming and/or board games)
- Movie Nights (weekly at some branches)
- Music programs (Learn to play or listen to performers)
- Open Mic
- Professionally curated traveling exhibits and art displays
- Together we Play, Together we Learn (Juntos Jugamos, Juntos Aprendemos)
- Vietnamese classes

For many of the communities MCFL serves, there is no other recreation or cultural center in the community. These programs we provide are key to inspiring the youth and keeping them occupied and inspired in a positive way. A large number of these programs are supported by Friends of the Library groups or grants.



ReadMCFL takes story times and crafts to preschools

Read MCFL:

Read with Monterey County Free Libraries (Read MCFL) is the literacy program which provides one-on-one tutoring to adults who can speak some basic English and wish to learn to read and write in English. All tutors are volunteers. Functional illiteracy remains high in the County and this program is utilizing innovative methods to keep pace with the needs of the community. Recent programs that have been added include ongoing conversational English classes in the

branches and a *Read to Me* program that pairs volunteer adults with children to help children improve their reading skills. Read MCFL also has a mobile literacy program which takes the Reading Safari bookmobile to preschools regularly to introduce children to story times, crafts and library services.

Read Across America is celebrated across the country in March and at some local schools. For the second year in row, Monterey County Librarian Jayanti Addleman picked her favorite Dr. Seuss books to read to second graders at Ord Terrace Elementary in Seaside. Promoted by the National Education Association, Read Across America celebrates the birthday of Theodor Seuss Geisel, most commonly known as Dr. Seuss, with reading celebrations galore. Schools all over the country ask community members to volunteer to read to students. Teachers inspire their lessons in his famous books such as "The Lorax" — which also happens to be a plea to take care of the environment. The goal is to make reading fun and inspire children to read more¹.



Ord Terrace Elementary School third-graders wear Dr. Seuss hats as... (VERN FISHER/Associated Press)

Reference Services:

MCFL staff will provide assistance in locating information in electronic or print resources. Members of the public may contact MCFL by phone, in person, via e-mail, surface mail, online chat, or may text a librarian.

Test Proctoring:

Recognizing the difficulty of finding an exam proctor in some of its service areas, and also recognizing the importance of supporting education and professional growth,

¹The Monterey County Herald
Herald Staff Report, 03/03/14

some branches of MCFL provide test proctoring services to their patrons. Test Proctoring is currently offered at the following branches: Buena Vista, Carmel Valley, Castroville, Greenfield, King City, Prunedale, and Soledad. There is a small fee for proctoring services.

Partnerships and Collaborations:

MCFL believes strongly in the power and value of partnerships and collaborations. These relationships are key to MCFL's ability to provide many of the services that MCFL may not have the funding or resources to provide independently. Some examples of these are:

- Simultaneous conversational English and preschool classes in collaboration with Pajaro Valley Unified School District
- Battery recycling program with the Salinas Valley Solid Waste Authority Board
- Tax services with VITA/United Way and Alliance on Aging
- Carmel Valley Needs Assessment with the Friends of the C.V. Library and many local volunteers, businesses and organizations
- Providing Adult literacy to Carmel-by-the-Sea through a partnership with the City library
- The Soledad Branch and the Buena Vista branch were both built in partnership with local schools
- The Health Department provides health educators for our Family Place parent education
- The Health Department, Department of Social Services, and Natividad Medical Center have all partnered with MCFL in providing information/support for the Affordable Care Act/Covered California
- The new San Lucas Library is being built in complete partnership with the Department of Public Works. The building will also contain a Sheriff's field office.

And the list continues to grow.

Looking ahead:

MCFL has successfully and gladly served the community and looks forward to another 100 years. The Library stands ready to take the

necessary steps to be responsive to community needs as well as to anticipate the needs of the community. The next strategic planning process is expected to begin in the 2015 budget year, but program evaluations and internal planning are an ongoing and continuous process.

MCFL thanks the Board of Supervisors and CAO Lew Bauman for their ongoing support and help in making it possible to serve the County residents at the level they need and deserve.

Education, Population, Income, Labor and Occupations

Education

The educational landscape is changing in Monterey County, with an infusion of cash from last year's passage of Proposition 30. Voters signaled their continued support for public education to help provide quality academic programs and supplemental support to our students. In recent years, Monterey County began to close the gap with respect to English and Language Arts (ELA) proficiency and math proficiency. However, a comparison of Monterey County to San Luis Obispo and Santa Barbara counties, as well as the overall state show that Monterey County still lags behind in ELA proficiency.

ELA-PROFICIENT STUDENTS SELECTED COUNTIES AND STATE COMPARISON, 2013

County	2012	2013	Diff
Monterey County	46%	45%	1.0%
San Luis Obispo County	63%	62%	1.0%
Santa Barbara County	53%	52%	1.0%
California	57%	56%	1.0%

Source: California Department of Education

Monterey County schools have seen marked improvement over the last 5 years, some even surpassing state growth rates on the STAR test with an ever increasing numbers students achieving proficiency in reaching California's world-class academic standards.

The graduation rate (79.1%) in Monterey County surpasses the state rate (78.7%) while our drop-out rate is dramatically improved also (12%) and below the state rate (13.1%). About 95% of Monterey County's most at-risk students earned their High School Diploma or GED. While there remain challenges and gaps between a few of the subgroups in Monterey County in graduation rates and dropout rates, the data show the gaps to be closing. Monterey County's high school graduation rate continues to increase 79.1% for 2013. Significantly lower when compared to the neighboring counties of San Luis Obispo and Santa Barbara County, nonetheless still an improvement from 2012.

High School Graduation Rates Selected Counties 2010 to 2013

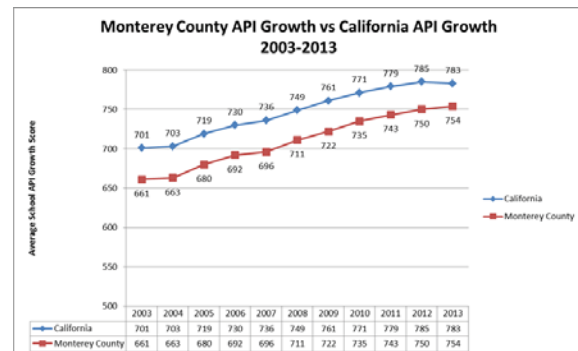
County	2010	2012	2013	Diff
Monterey County	71.2%	78.8%	79.1%	0.30%
San Luis Obispo County	89.3%	87.6%	87.7%	0.10%
Santa Barbara County	86.3%	84.7%	85.2%	0.50%

Source: California Department of Education

Monterey County continues steady growth in academic performance, a 10-year continual improvement for the County. The gap between the average Monterey County school Academic Performance Index (API) and the average California school has closed from 40 API points in 2003 to 29 points in 2013. Monterey County schools have continued to make steady growth in their API for the past 10 years, surpassing the state's overall improvement rate while serving significantly higher percentages of English learners, socioeconomically disadvantaged and migrant students than the state average. Schools are required to meet the state minimum API target of 800. In 2003, the average API for schools in Monterey County was 661 and by 2013 it was 754. The County's 93 point gain is higher than the state's growth of 82 points during the same

period. Additionally, the average API for Monterey County schools has gone up every year. While the API for Monterey County rose 4 points (750 to 754), California dropped two points (785 to 783) in 2013. While progress is being made, there is much that needs to be done to bring Monterey County student achievement to the levels required for student success in today's world.

Monterey County Continues Steady Academic Growth Performance



Source: California Department of Education, Data Quest, 2013

Historically, educational attainment in Monterey County, along with other measures of educational performance, has lagged behind California and other Central Coast counties. In 2012-13, Monterey County has continued the steady increase of K-12 enrollments with 17.43% of its population enrolled. When compared to San Luis Obispo County (12.74%), Santa Barbara County (15.57%), and the state overall (16.37%), Monterey County's number of K-12 enrollments as a percentage of total population is the highest. After experiencing continuous declines in enrollment growth, Monterey County's K-12 enrollment has been growing steadily since 2009. This change in trend has given Monterey County the strongest growth in enrollment among nearby counties over the past three years. From 2009, enrollment has only grown by 1%.

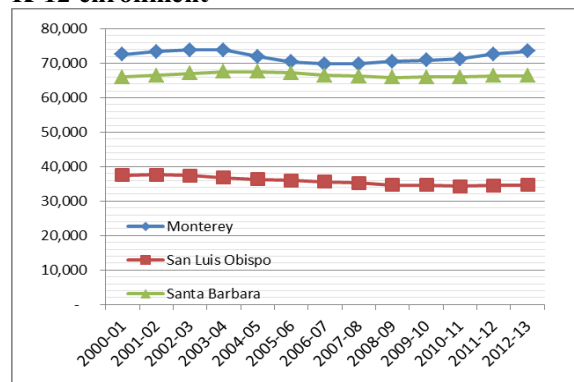
After six very challenging financial years for California's public education system, school districts statewide will begin to see sustained increases in revenues over the next several

years. After 40 years, the state is shifting to a new funding formula for schools that lifts state restrictions and gives school district boards flexibility in how they use their funds. With the flexibility comes increased responsibility for producing student achievement results.

Following three years of continual decline in enrollment growth, Monterey County's K-12 enrollment has been growing steadily since 2009. This change in trend has given Monterey County the strongest growth in enrollment among nearby counties over the past years. In 2012 however, enrollment grew by 2%. A welcomed change considering that from 2004 to 2008 total K-12 enrollment fell by over 2.5%.

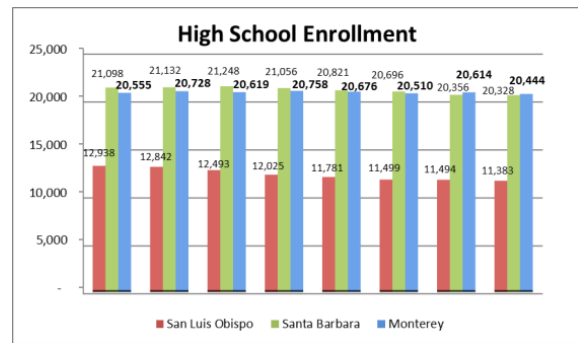
Monterey County fares well when compared to neighboring counties, with averages of 71,800 enrollments in K-12, Monterey County the highest K-12 enrollment among nearby counties.

K-12 enrollment



Source: California Department of Education, Data Quest, 2013

However high school enrollment in Monterey County remains relatively flat for the last decade, with a slight drop in 2009-2010. Enrollment numbers however appear to be tracking back up to post economic crisis totals.



Source: California Department of Education, Data Quest, 2013

Monterey County continues to post below-average graduation rates compared to neighboring counties. But from 2010 to 2013, Monterey County's high school graduation rate boomed from 71.2% to 79.1% while both San Luis Obispo and Santa Barbara counties dropped their graduation rates by 1.6 and 1.1 percentage points, respectively. Although Monterey County is lagging behind its two comparison counties with respect to graduation rates, that gap is beginning to close. Graduation Rates for all students in Monterey County in 2013 was at 79.1% a huge increase of 7.9 percentage points over three years ago, exceeding the state rate of 78.5%. By contrast the state graduation rate only increased less than half of that 2.0 percentage points.

High School Graduation Rates

2010 to 2013 Comparison

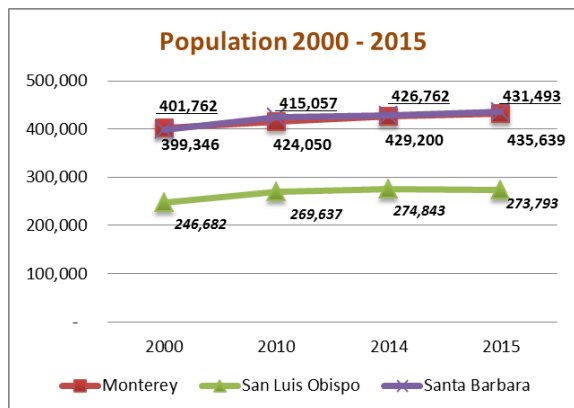
County	2010	2013	Diff.
Monterey County	71.2%	79.1%	7.9%
San Luis Obispo County	89.3%	87.7%	-2.13%
Santa Barbara County	86.3%	85.2%	-1.10%
State of California	78.5%	80.5%	2.0%

Source: California Department of Education

Population

Monterey County is one of 58 counties in the State of California, part of the Salinas, CA Metropolitan Statistical Area. Monterey County is roughly identical in size to Santa Barbara County. With a population of 426,762, Monterey County is the 20th most populated county in the state of California. Compared to neighboring counties along the Central California Coast, Monterey County's

population growth has been slow but steady for the past decade. The estimated percent change in total population from 2013 to 2014 was 1.25% (421,494 to 426,762), consistent with Monterey County's population growth trends where population has been steadily increasing over the past 50 years.



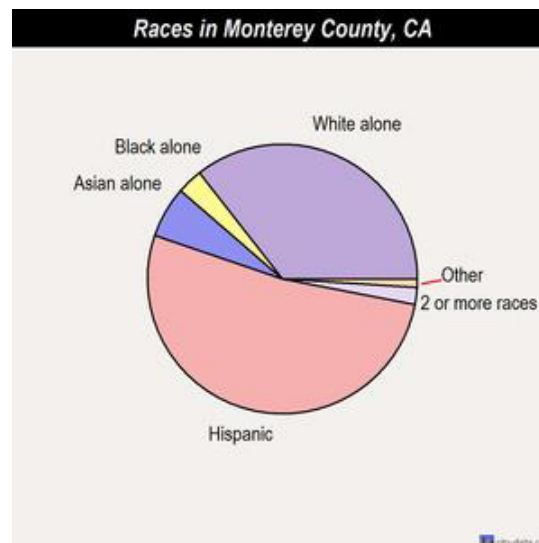
Source: California Department of Education.

Population growth in Monterey County is generally driven by natural increase (new births), while net domestic migration continues on a negative growth trend. Between 2006 and 2011, the population in Monterey County grew by just 0.5 percent. This growth however is attributed to the natural increase, as the County lost an average of 3,000 people per year through net migration a trend which has remained persistent over the past decade.

Aside from a small period of decline in the mid to late 1990s, Monterey County has seen its population consistently increase from just fewer than 250,000 residents in 1970. Monterey County population has increased by three percent since the 2010 census, and six percent since the 2000 census. However, that is only about half of the eleven percent population increases that San Luis Obispo County and Santa Clara County experienced in the same time frame since the 2000 census.

Races in Monterey County:

- Hispanic or Latino (55.4%)
- White Non-Hispanic Alone (32.9%)
- Asian alone (5.7%)
- Black Non-Hispanic Alone (2.7%)
- Two or more races (2.3%)



Source: U.S. Census Bureau, 2012

With over 152,000 residents, Salinas represents the largest city in Monterey County. It has seen a steady increase in residents as well—in 1990 just over 100,000 lived in Salinas. The cities of Monterey, Seaside, and Soledad are all roughly equivalent in size with about 30,000 residents each. King City, Pacific Grove, Greenfield, and Marina have populations ranging from 13,000 to 20,000, and combine to add another 65,000 residents to the County's population. Monterey County's remaining incorporated cities, Carmel-by-the-sea, Gonzales, Sand City, and Del Rey Oaks are home to less than 10,000 residents each.

Income

Monterey County is an expansive geographic and diversely populated region. Along the coast, primary tourist destinations including Monterey, Carmel, Pebble Beach and Big Sur support a year-round service industry while the inland Salinas Valley, which runs nearly the entire length of the County, produces a robust agricultural industry.

There are four distinct regions within Monterey County: North County, Peninsula, South County and the Salinas Valley. The Salinas Valley is considered to be the “Salad Bowl of the World.” Farmworkers are among the hardest workers in the U.S. and yet have the lowest wages.

Monterey County’s economy is primarily based upon tourism in the coastal regions, and agriculture in the Salinas Valley. It also is home to an extensive array of education and research institutions which contribute greatly to the economy. The non-profit sector is also one of the largest business sectors in the County.

In terms of income Monterey County continues to be on the lower end of the spectrum in comparison to nearby counties and the state. In 2012 Monterey County had a per capita personal income (PCPI) of \$43,034. However that is dwarfed when compared to Santa Clara County where the Merit Salary Adjustment (MSA) per capita was \$66,535 for 2013. Monterey County ranked 22nd in the state and was 93 percent of the state average of \$46,477, and 98 percent of the national average of \$43,735. Although Monterey County may have a lower per capita than neighboring counties, Monterey County is showing some positive signs with respect to income growth. Per Capita Income grew by over 72 percent since 2010 in Monterey County, higher than the counties of San Luis Obispo and Santa Barbara and the State of California.

Per Capita Income and Median Household Income Selected Counties and California, May 2012			
	2010 Per Capita Income	2012 Per Capita Income	% Change
Monterey County	24,950	43,034	72.48%
San Luis Obispo County	28,231	43,698	54.79%
Santa Barbara County	28,781	47,862	66.30%
Santa Clara County	37,177	66,535	78.97%
California	27,353	46,477	69.92%

Source: U.S. Census Bureau, 2012

Labor/Occupations

Labor Force 234,300 *

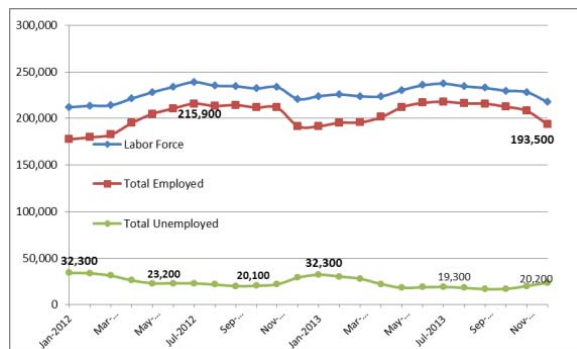
Unemployed 18,300 * (7.8%)

Not seasonally adjusted

Unemployment

Although California’s unemployment rate has progressed on a downward trend, dropping to 7.9 percent in December 2013, Monterey County’s unemployment rate was 11.0 percent, up from a revised 8.8 percent in November 2013. However, that was down from the 15.2 percent a year ago. This compares with an unadjusted unemployment rate of 7.9 percent for California and 6.5 percent for the nation during the same period. California’s jobless rate remains higher than the national average.

**Labor/Unemployment Rate
2 Yr. Historical Trend**



Source: US Bureau of Labor & Statistics

According to the U.S. Bureau of Labor Statistics (BLS) reported private industry employers spent an average of \$29.63 per hour worked for total employee compensation in December 2013. National wages and salaries averaged \$20.76 per hour worked and accounted for 70.1 percent of these costs, while benefits averaged \$8.87 and accounted for the remaining 29.9 percent. Total compensation costs for state and local government workers averaged \$42.89 per hour worked in December 2013. According to the BLS the total employer compensation costs for civilian workers, which include private industry and state and local government workers, averaged \$31.57 per hour worked in December 2013.

Monterey County total hourly occupational average is \$20.64. However, Monterey County in comparison to the three benchmark counties receives less revenue per capita especially in the category of taxes. Overall in returns and employment, Monterey County

fares quite favorably, job growth in 2013 grew by 1.4 percent. However, job growth was below that of the State of California's 3.5 percent.

Social Services

The need for government assistance continues to grow in Monterey County, setting it apart from nearby regions that like the state have shown signs of a decreased need. This trend has been unwavering for the past decade, even though most financial analysts say the recession is over. In Monterey County the need for Social Services has spiked with an increase of CalFresh (formerly known as Food Stamps) and CalWORKs (California Work Opportunities and Responsibility for Kids) applications. The CalFresh program subsidizes household spending on basic food necessities for low-income families. The CalWORKs program goal is to assist families with children with a greater need, assisting with housing, food and other needs. In Monterey County CalFresh and CalWORKs applications dipped slightly from 2012 totals. This has been the trend since 2011 when the numbers began to dwindle.

Cal Works 2013

County	Enrollments
Monterey	10,211
San Luis Obispo	6,205
Santa Barbara	11,095

Source: California Department of Social Services

Cal Fresh 2012

County	Applications Filed	Applications Approved	Approved %
Monterey	24,216	14,475	59.77%
San Luis Obispo	9,349	5,020	53.70%
Santa Barbara	18,174	9,591	52.77%

Source: California Department of Social Services

According to a June 18, 2013 article by the Legislative Analyst's Office (LAO) on the provisions of public social services, the requirement for additional documentation by individuals applying for public assistance

could have an impact on the level of applicants approved. This may be the primary driver for the slight decrease in approved applications in 2013. In addition, the expanded employment outreach programs for CalWORKs recipients also may have contributed to the decrease.

Applications for CalFresh typically spike slightly in the winter months, this is primarily due to agriculture harvest moving south for the winter months. The need for assistance continues to be higher in Monterey County than in nearby counties of Santa Barbara and San Luis Obispo. According to a report done in 2010 the number of CalFresh applicants that apply is only about 36% of those who are eligible in Monterey County.

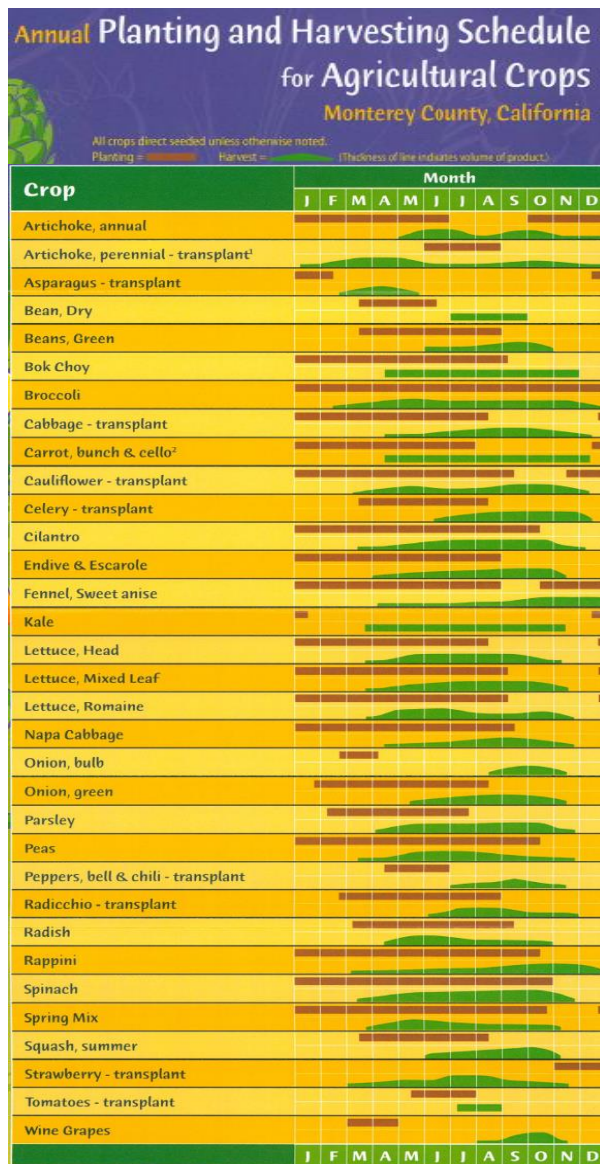
AGRICULTURE



Monterey County is one of the nation's top agricultural producers and is the County's largest sector in terms of economic output and employment. As such, it represents a vital link to both the County's cultural past and competitive future. A recent report "Economic Contributions of Monterey County Agriculture" showed that local agriculture created more than 73,000 jobs in Monterey County. Agriculture touches nearly every facet of life in Monterey County. From lettuce in the Salinas Valley, artichokes in Castroville, berries in north Monterey County, or vineyards in Carmel Valley, agriculture shapes our lives. Unlike the majority of agriculture across the United States that is machine harvested, the crops grown in Monterey County are dependent upon a highly skilled labor force to produce the fresh fruits and vegetables that feed the nation and keep us healthy. The vast majority

of agricultural companies based in Monterey County are family-owned and operated.

In 2012, Monterey County accounted for over \$4.14 billion in crop farming, which was a 10% increase over 2011 production and set a new record for Monterey County growers and producers. Lettuce is still the principal crop grown accounting for 56 percent of the nation's total lettuce production. In addition, Monterey County is the California's leading producer of strawberries reaffirming Monterey County's status as "The Salad Bowl of the World."



Source: Monterey County Farm Bureau

Agriculture contributes more than \$4 billion per year to Monterey County's economic output, with a total impact of over \$8.2 billion on the local economy and supports

more than 73,000 jobs. Monterey County farmers are among the most productive and efficient in the world growing more than 150 crops.

To provide some perspective, Monterey's \$8.2 billion agriculture output exceeded General Motors' worldwide profits in 2011. The 73,429 people directly or indirectly employed in Monterey County by agriculture are equivalent to almost half the population of Salinas.

Wine grape production rebounded a huge 52% this year after two years of lower yields. Look for great 2012 vintage wines from our local winery corridor, named one of the top ten wine destinations in the world in January 2013.

HOSPITALITY

Monterey County has long been a tourist destination attracting nearly 8 million visitors annually. Tourism is the second largest industry in the County, generating \$2 billion and supporting 22,000 - 27,000 jobs. The County has a worldwide reputation, with widely recognized destinations such as Big Sur, Pebble Beach, Carmel-by-the-Sea, and Monterey – and attractions such as Monterey Bay Aquarium, National Steinbeck Center, 17-Mile Drive, Cannery Row, Fisherman's Wharf, and the Monterey Wine Country.

Visitors enjoy a wide variety of recreational activities including: golf, beaches, scuba diving, sailing, kayaking, whale watching, fishing, camping, horseback riding, skydiving, hiking, biking, art galleries, exhibits, music, and theatre. Nearly 300 special events take place in Monterey County annually, including AT&T Pebble Beach Pro-Am Golf Tournament, Monterey Jazz Festival, races at Mazda Raceway Laguna Seca, Concours d'Elegance, Big Sur Marathon and other food, wine, cultural and family festivals.



HIGHER EDUCATION & RESEARCH INSTITUTIONS

Monterey County enjoys a strong concentration of research and higher education institutions, particularly related to marine research. The higher education and research institutions located within the Monterey County area have combined annual revenues of over \$1.5 billion, including more than \$275 million in research and grant funding. More than 12,000 faculty, staff and researchers are directly employed by these institutions and some 65,000 students are enrolled annually.

Institutes include

- Brandman University
- Cabrillo College
- California Department of Fish & Wildlife (CDFW) Marine Region
- California State University, Monterey Bay



- Central Coast College
- Defense Language Institute, Foreign Language Center
- Defense Manpower Data Center
- Elkhorn Slough National Estuarine Research Reserve
- Fleet Numerical Meteorology & Oceanography Center, US Navy
- Gavilan College
- Golden Gate University
- Hartnell College

- Heald Business College – Salinas
- Hopkins Marine Station
- Stanford University
- Monterey Bay Aquarium



**MONTEREY BAY
AQUARIUM**

- Monterey Bay Aquarium Research Institute (MBARI)
- Monterey College of Law
- Monterey Bay National Marine Sanctuary
- Monterey Institute of International Studies
- Monterey Peninsula College
- Moss Landing Marine Laboratories
- Pacific Fisheries Environmental Laboratory (NOAA)
- Panetta Institute for Public Policy
- National Weather Service (NOAA)
- Naval Postgraduate School



**NAVAL
POSTGRADUATE
SCHOOL**

- Naval Research Laboratory
- U.S. Geological Survey (USGS), Pacific Science Center
- University of California, Santa Cruz (UCSC)

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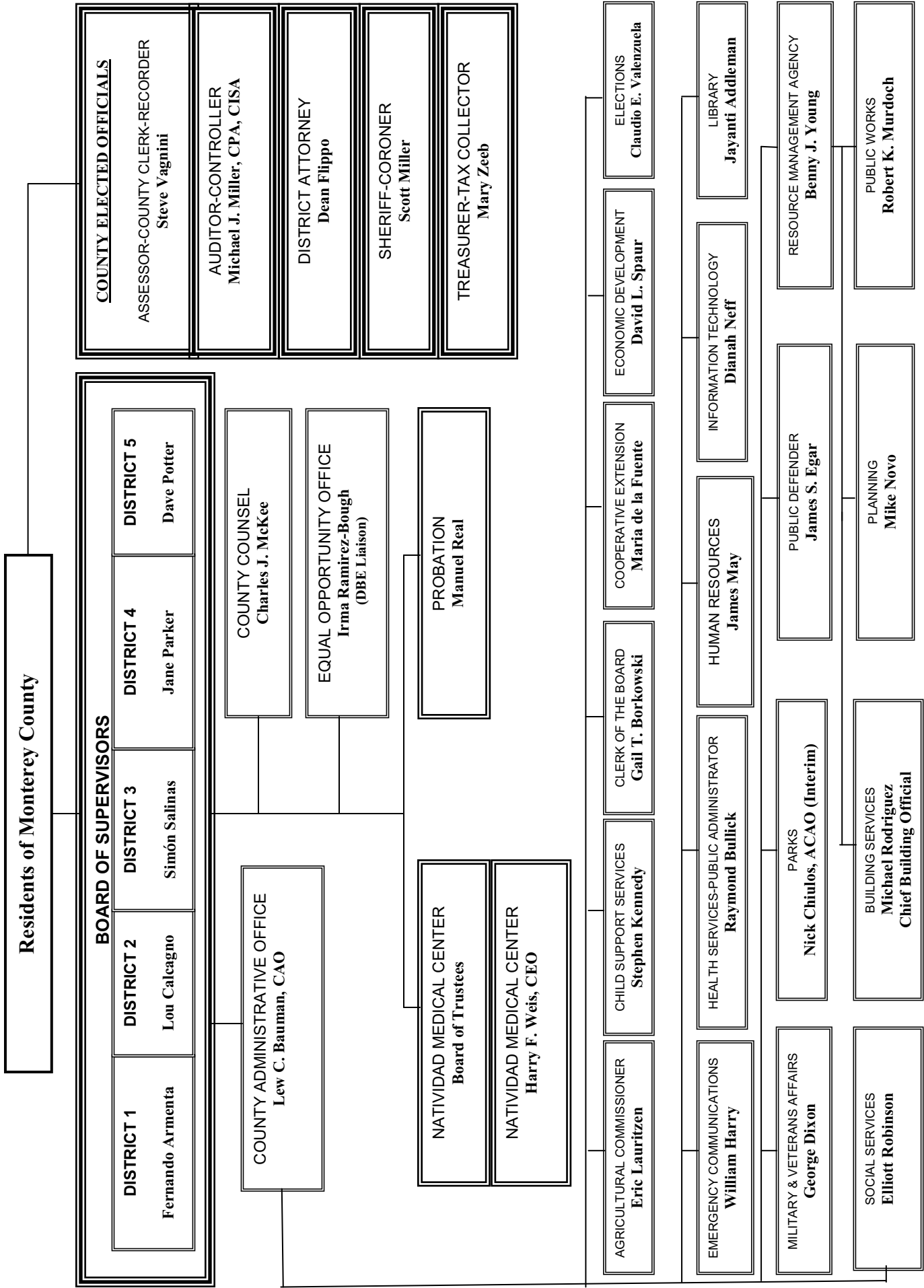
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COUNTY OF MONTEREY





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County Administrative Officer's Message

MONTEREY COUNTY

COUNTY ADMINISTRATIVE OFFICE

LEW C. BAUMAN
COUNTY ADMINISTRATIVE OFFICER



COUNTY ADMINISTRATIVE OFFICE
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May 19, 2014

Honorable Board of Supervisors
County of Monterey
Salinas, California 93901

SUBJECT: FISCAL YEAR 2014-15 RECOMMENDED BUDGET

I am pleased to present the Fiscal Year (FY) 2014-15 Recommended Budget for your consideration during budget hearings commencing on June 10, 2014. This Budget reflects a slow emergence from the Great Recession that strained locally generated revenues and reduced discretionary resources available to your Board of Supervisors (Board) to fund County programs and services. This financial pressure was compounded by the State's past fiscal crisis and resulting reductions in local health, welfare, and other state aid payments. Through four years of ensuing budget reductions, County departments reduced staffing through attrition, discretionary spending cuts, and improved efficiencies. As a result of your Board's conservative budget practices and fiscal policies, the County endured the recession without major service reductions or layoffs. In FY 2011-12, the County restored structural balance in its finances by achieving an operating surplus of \$5.5 million, followed by a \$12.8 million surplus in FY 2012-13. However, in achieving fiscal balance, departments forfeited levels of pre-recession budget flexibility. Although the economy is improving, inflation in operating costs consumes the modest recovery in revenues. It is within this context that departments prepared their budget requests for FY 2014-15.

The recommended spending plan for FY 2014-15 includes expenditures for all funds of \$1.09 billion, representing an increase of \$43.5 million over the current year adopted budget. Almost two-thirds of the increase pays for growth in salary and benefit costs, including the first wage increase in five years for most of the County's workforce. Adding to these costs is the mid-year addition of 184 positions to County payrolls. The largest portion of this staffing increase is attributed to Natividad Medical Center, including 109 positions added to support the proposed new Level II Trauma Program. The County's Health and Social Services programs also added positions for implementation and enrollment activities associated with the Affordable Care Act (ACA) and other activities related to health and welfare realignment. Additional areas of increased expenditures include higher costs at Natividad Medical Center for pharmaceutical drugs, increased expenditures in the County's general liability program, and higher public assistance payments.

This Recommended Budget provides that the General Fund is structurally balanced without use of fund balance in accordance with your Board's financial policies. Recommended appropriations for the General Fund total \$551.8 million, representing growth of \$22.8 million (4.3%) over the current year adopted budget. Much of this growth reflects increases in the underlying cost of providing baseline service levels, including wage increases authorized under current labor agreements, higher

employee health insurance costs, increased costs in the general liability program, as well as costs to replace information technology infrastructure and upgrade the County's enterprise resource management system. In total, the County Administrative Office anticipates the cost of existing staffing and services to grow more than \$17 million due to these and other cost pressures.

As a result of this fiscal pressure, departments' baseline budget submissions contained position and service level reductions. Additionally, some departments are also experiencing revenue reductions unique to their programs, such as declining attendance and receipts at the Parks Department's resort and enterprise operations. Overall, departmental baseline budgets include a countywide reduction of 82 positions, including the loss of 40 vacancies and 42 filled positions. Major areas of baseline position reductions include: Social Services, Probation, Parks – Resort Operations, District Attorney, and the Monterey County Free Libraries.

To mitigate reductions in staffing and potential operational impacts of rising costs and other fiscal pressures, departments submitted augmentation requests totaling \$21.6 million in requested General Fund Contributions. These requests include the restoration of 20 vacancies and all 42 filled positions, and add an additional 35.5 new positions. Most of the new position requests restore positions lost in prior budget cycles or add staffing supported by program revenues, generally in health and social services programs that meet mandates under State-County realignment and the Affordable Care Act.

Available discretionary funding to support department augmentations totals \$4.3 million, much less than the requested \$21.6 million. In developing the Recommended Budget, the County Administrative Office targeted funding toward restoration of filled positions to preserve the County's service levels. The Recommended Budget restores 36 General Fund positions, including two vacancies (funded from within the requesting department's existing resources), 27 filled positions, and seven new positions financed by departmental revenues. The budget also includes 18.5 new positions funded outside the General Fund by the Health Department. The significant augmentations of General Fund Contributions include:

- \$1.8 million for the Sheriff's Office to avoid reductions in staff by funding cost increases for various support functions, including increased cost for the general liability insurance program, building use charges, increased data processing and communications charges, and higher inmate hospital charges;
- \$814,522 to retain eight filled positions in the juvenile evening reporting center, juvenile hall echo unit, and juvenile probation victim restitution program which could no longer be supported due to countywide cost increases;
- \$538,161 for the Resource Management Agency, including \$194,971 to offset increased utility costs for shared County buildings and \$343,190 to retain three filled positions in Planning;
- \$790,586 to retain 16 filled positions within the Economic Opportunity Department, Auditor-Controller's Office, District Attorney's Office, and Department of Social Services; and
- \$217,000 for Social Services in support of the general assistance program and \$100,000 for the Agricultural Commissioner to meet maintenance of effort requirements of the State to avoid losing an estimated \$1.6 million in gas tax revenue.

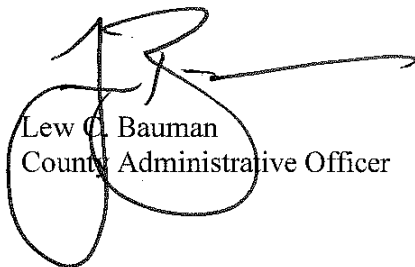
Other key elements of the recommended General Fund budget include:

- Maintains a strategic reserve in the General Fund in compliance with your Board's budget strategic reserve policies;
- Appropriate \$5.4 million for operational contingencies, in compliance with the Board's policy for a contingency reserve equal to one percent of estimated General Fund revenues; and
- Provide contributions to the Monterey County Convention and Visitors' Bureau (MCCVB), Arts Council, and Film Commission in accordance with current formulas, adding \$116,091 in additional County General Fund to these economic development initiatives in FY 2014-15.

This Recommended Budget does not include full year funding for 15 filled positions in the Parks Department, of which 14 are assigned to the lake resorts. The resorts suffer from chronic revenue shortfalls, exacerbated by the severe drought, low water levels, and resulting decline in number of visitors. The Parks Department requested \$1.7 million in General Fund monies to retain these staff and perform basic maintenance of the resort facilities. In the absence of additional discretionary monies, funding these non-General Fund requests requires commensurate reductions to other program areas. However, alternative solutions to minimize employee impacts will be provided at the budget hearings.

This Recommended Budget document represents a collaborative effort by staff and department heads under your Board's guidance. The development of budget recommendations was framed toward meeting your Board's strategic initiatives and financial policies by aligning available resources with Board-established priorities. As in prior years, your Board's Budget Committee provided consistent leadership, and engaged your entire Board in maintaining fiscal integrity throughout the budget year. Department heads continue to respond to dynamic budgetary conditions and constantly evolving State-County realignments, while balancing department-specific mandates against the broader resources of the County as a whole. The County Administrative Office, on behalf of County departments and your Board expresses gratitude for the enormous contributions of Monterey County employees for their dedication and public service to the diverse constituents of our community.

In closing, on behalf of the Administrative Office and the Department Heads team, I thank your Board of Supervisors for your steady leadership, collective vision, and unwavering commitment to the long-term fiscal and operational integrity of Monterey County. I look forward to your consideration of this spending plan during budget hearings.



Lew C. Bauman
County Administrative Officer



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Executive Summary

Introduction

The County Administrative Office is pleased to present the Fiscal Year (FY) 2014-15 Recommended Budget. The intent of this document is to give the residents of Monterey County, the Board of Supervisors (Board), and others a broad understanding of the County's fiscal condition and the recommended spending plan for the fiscal year that begins July 1, 2014. To achieve this goal, the budget provides information on the County's strategic initiatives, financial policies, and fiscal outlook. The budget also includes various schedules summarizing financing sources and uses, with comparisons to prior year actual and current year budgeted amounts. Following the schedules are presentations of each department's budget, including descriptions of services, organizational structure, recommended sources and uses of funds, authorized positions, potential budget impacts, goals and accomplishments, pending issues, and policy considerations. The budget concludes with a discussion of contributions, obligations, liabilities, and policies affecting the County's finances, and provides other resources that may prove helpful to the reader.

The recommended budget will be presented to the Board at the public budget hearings scheduled to begin on June 10, 2014. Upon adoption, the budget becomes the County's primary fiscal policy document and represents the Board's budget priorities on behalf of the citizens of Monterey County.

County Government

The County is a general law county comprised of ten elected officials including a five-member Board of Supervisors, Assessor-Clerk-Recorder, Auditor-Controller, District Attorney, Sheriff and Treasurer-Tax Collector. All 10 officers are elected to four-year terms. A County Administrative Officer is appointed by the Board and functions as the Chief Executive Officer.

The Board adopts policies, establishes programs, appoints non-elected department heads, and adopts annual budgets for County departments. The Board also serves as the governing body for various special districts and agencies.



The 2014 Monterey County Board of Supervisors, as shown above, includes from left to right: Fernando Armenta (representing most of urban Salinas); Dave Potter (representing Carmel, Carmel Valley, Big Sur, Pacific Grove, Pebble Beach, Monterey, Hwy 68, Las Palmas); Louis R. Calcagno (Chair, representing Aromas, Boronda, Castroville, Las Lomas, Moss Landing, North Salinas, Pajaro, Prunedale, and Royal Oaks); Jane Parker (representing Del Rey Oaks, Marina, Sand City, Seaside, Southwest Salinas); and Simon Salinas (representing East Salinas, Spreckels, Chualar, Greenfield, Gonzales, Ft. Hunter Liggett, King City, Soledad, Lake San Antonio, South County).

The Board generally meets every Tuesday in the Board Chambers of the Government Center to discuss and vote on County policy items. The meeting schedule and agenda are posted weekly on the Clerk of the Board's website, located at www.co.monterey.ca.us/cob. Audio and video broadcasts of Board meetings (both live and archival) are also available at this website.

Purpose of the Recommended Budget

The budget is a comprehensive financial plan for the upcoming fiscal year that articulates the intentions of departments for the coming fiscal year. Department heads prepare their recommended budgets with the goal of aligning their operating plans with strategic initiatives and objectives adopted by the Board. Upon adoption, department managers and the County Administrative Office analyze revenue and expenditure detail throughout the year to ensure compliance with the Board's approved spending plan.

2014-15 Budget Development

Monterey County's Board of Supervisors holds annual budget hearings in early June to ensure adoption of a balanced budget by July 1, the beginning of the new fiscal year. To meet this timeline, preparation for developing the recommended budget began at mid-year, with development of the three-year forecast. The forecast provides a review of upcoming expenditure requirements and anticipated revenues. The difference between a department's expenditures and revenues is referred to as *general fund contributions* (GFC). General fund contributions are the Board's discretionary monies to help support County programs and priorities. The majority of departments rely on GFC at some level to provide services and use their forecasts to plan capacity for funding future years' services with expected GFCs and program revenues.

The County Administrative Office presented the three-year forecast to the Board of Supervisors in March 2014 and offered a mixed assessment of the County's financial outlook, highlighting important structural financial improvements as well as troubling developments that will hinder the County's attainment of operational and infrastructure goals in the coming years. After four years of operating gaps following the onset of the recession, the County ended the last two fiscal years (2011-12 and 2012-13) with modest general fund operating surpluses of \$5.5 million and \$12.8 million, respectively. However, as revenues continue to recover, the rate of growth will likely be consumed by inflation in the costs of providing service. It is within this environment of rising costs preceded by four years of budget reductions that departments find themselves struggling simply to maintain status quo service levels.

In March, following the three-year forecast, departments submitted their budget requests for next fiscal year. These requests include two parts: baseline budgets for providing services within the constraints of available program revenues and current levels of GFCs; and augmentation requests to increase GFCs. As shown below, baseline requested expenditures total \$537.9 million, representing growth of \$14.1 million over the current year adopted budget and \$22.6 million more than what departments expect to spend this year. Departmental requests for augmentations above baseline levels total \$28.6 million and are supported by an estimated \$7.0 million in program revenue and GFC of \$21.6 million. With augmentations included, the requested budget totals \$566.5 million and would result in a hypothetical operating deficit of \$19.4 million. The County Administrative Office recommends a more modest budget of \$543.1 million, balanced to available revenue.

2014-15 General Fund Requested Budget

General Fund	2012-13	2013-14	2013-14	2014-15 Requested Budget:			2014-15
	Actuals	Adopted Budget	Year-end Estimate	Baseline Request	Augment Requests	Total Request	Recommend Budget
Expenditures ¹	476.5	523.8	515.3	537.9	28.6	566.5	543.1
Revenues	<u>489.2</u>	<u>523.8</u>	<u>513.5</u>	<u>540.1</u>	<u>7.0</u>	<u>547.1</u>	<u>543.1</u>
Op. Surplus/(Deficit)	\$ 12.8	\$ -	\$ (1.8)	\$ 2.2	\$ (21.6)	\$ (19.4)	\$ -

¹. Excludes one-time appropriations for contingencies and one-time transfers for capital projects in amounts budgeted/requested for 2013-14 and 2014-15.

A number of events are driving up the County's cost of doing business. First, recent bargaining agreements with employee associations will add an estimated \$3.8 million in financing need in the current year and an additional \$4.6 million next fiscal year. This represents a total general fund impact of \$8.4 million in comparison to the current adopted spending plan. Approximately \$3.4 million of this impact is occurring in departments with safety employees. Other examples of rising costs include an expected \$3.6 million increase in employee health insurance expenditures, a \$1.8 million increase in the general liability program, \$1.7 million to upgrade the County's enterprise resource management (ERP) system, and \$1.2 million in information technology infrastructure replacement. In total, the County Administrative Office anticipates the cost of existing staffing and services to grow more than \$17 million due to these and other cost pressures.

The County's cost pressures are creating considerable fiscal stress for departments and resulted in baseline budget submissions containing position and service level reductions. At the same time, some departments are experiencing pressures unique to their programs, such as the parks resort operations and the loss of revenue related to low water levels. Departmental baseline budgets include a countywide reduction of 82 positions, including the loss of 40 vacancies and 42 filled positions.

To avoid position reductions and mitigate potential operational impacts of rising costs and other fiscal pressures, departments submitted augmentation requests totaling \$21.6 million in requested GFCs. These requests include the restoration of 20 vacancies and all 42 filled positions, and add an additional 35.5 new positions. Available discretionary funding to support departmental augmentations totals \$4.3 million, much less than the requested \$21.6 million. In developing the recommended budget, the County Administrative Office targeted discretionary funding to the restoration of filled positions to preserve the County's service levels. The County Administrative Office recommends restoring a total of 36 general fund positions, including two vacancies (funded from within the requesting department's existing resources), 27 filled positions, and seven new positions that can be financed by departmental revenues. The budget also includes 18.5 new positions funded outside the general fund by the Health Department.

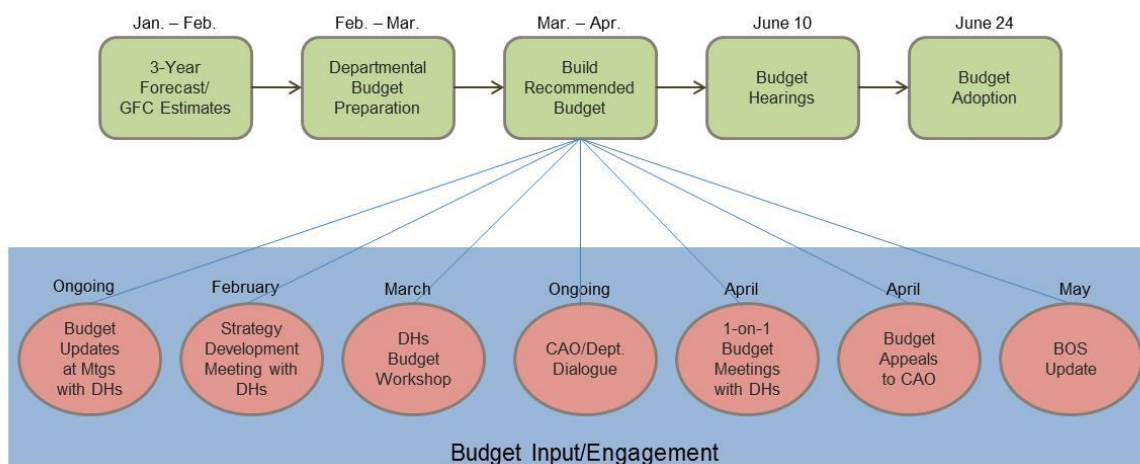
The recommended budget does not include funding to address the remaining 15 filled positions in the Parks Department, of which 14 work at the resorts. The resorts suffer from low water levels and declining number of visitors. The Parks Department requested \$1.7 million in general fund monies to retain these staff and perform basic maintenance of the resort facilities. In the absence of additional

discretionary monies, funding these non-general fund requests would require reductions to other program areas. Alternative solutions to minimize employee impacts will be provided at the upcoming budget hearings.

Although County revenues are growing, resource levels are not sufficient to meet the County's growing list of operational and infrastructure needs. General fund staffing levels remain below pre-recession levels. In their efforts to preserve staffing in an environment of reduced resources and mounting cost pressures, departments have lost flexibility to address new service needs, emerging issues, and in many cases they have deferred significant maintenance and capital infrastructure replacement.

In the following pages, the executive summary provides highlights of the recommended budget and offers perspectives to better understand the state of the County's finances. Developing the recommended budget is a collaborative partnership between the County Administrative Office and the County's departments. Throughout the process, there has been an ongoing dialogue between County Administrative Office analysts and departmental staff to ensure a mutual understanding of finances that take into account both fiscal and programmatic impacts of recommendations. Other points of collaboration included: budget updates at department heads meetings, meeting with a committee of department heads to discuss issues and strategies for budget development, an all-day department heads budget workshop, meetings with individual department heads interested in discussing the recommended budgets for their departments, opportunity to appeal budget recommendations to the County Administrative Officer, and the recent budget updates provided to the Budget Committee and Board of Supervisors. By encouraging open communication throughout this process, the County Administrative Office seeks to create an informed and rational spending plan for the new fiscal year.

County of Monterey Forecast & Budget Development Process



Recommended Budget – All Funds

Recommended financing uses for all funds, departments and programs total \$1.09 billion and 4,860 positions. Significant budget changes since the adoption of the 2013-14 budget include:

- Increases countywide appropriations by \$43.5 million. Almost two-thirds of the increase pays for growth in salary and benefit costs, including wage increases authorized by bargaining agreements and the addition of 184 positions to County payrolls. The largest increase in staffing was in Natividad Medical Center, which added 109 positions since adoption of the 2013-14 budget. The majority of these positions help the

hospital prepare for the new Level II Trauma Program. Health and Social Services also added 83 and 21 positions, respectively, for implementation and enrollment activities associated with the Affordable Care Act (ACA) and for activities related to health and welfare realignment. These position increases were partially off-set by staffing reductions in other departments, discussed later.

Other areas of increased expenditures include: higher costs in Natividad Medical Center for trauma care preparation, information systems, and pharmaceutical drug costs; increased general liability program expenditures; increased public assistance and out of home care payments; and increased transfers of public safety realignment funds from Probation to other public safety departments within the County (transfers between funds are treated as expenditures in the originating fund and as revenues in the receiving fund).

- The increased expenditures are supported by a \$44.2 million increase in revenues. Almost half of this revenue is expected by the County's hospital, including revenues related to the Medicaid expansion through Covered California, new enrollees in Medi-Cal Managed Care, reimbursement rate increases from Central Coast Alliance for Health, and revenue from the new trauma services to be introduced on January 1, 2015. Other sources of revenue include higher expected reimbursements from the federal and State government for social services programs and increases in property tax, public safety sales tax, and public safety realignment revenues.

All Funds Summary*Dollars in Millions*

	2012-13 Actual	2013-14 Adopted	2014-15 Recommend
Expenditures			
Salaries & Benefits	\$ 465.8	\$ 502.0	\$ 529.2
Services & Supplies	262.2	306.0	323.4
Other Charges	96.1	83.5	90.8
Fixed Assets	31.4	40.6	33.0
Op. Transfers Out	104.4	113.6	112.4
Contingencies	-	4.8	5.4
Total Expenditures	959.8	1,050.5	1,094.1
Revenues			
Taxes	160.6	162.0	167.9
Licenses, Permits & Franchises	17.2	16.1	18.5
Fines, Forfeitures & Penalties	10.4	12.1	11.9
State & Federal Aid	357.8	378.7	414.5
Charges for Current Services	317.6	254.2	279.9
Other Revenues	144.8	180.3	155.0
Total Revenues	\$ 1,008.3	\$ 1,003.4	\$ 1,047.7
Use of Fund Balance	\$ (48.5)	\$ 47.1	\$ 46.4
FTE Positions	4,507.4	4,675.9	4,860.0

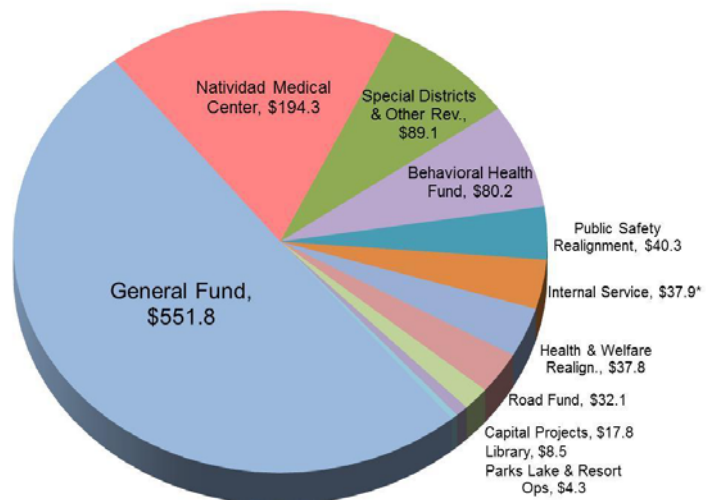
Monterey County FY 2014-15 Recommended Budget – Executive Summary

- The recommended budget includes a strategic reserve of \$60.3 million, reflecting the addition of \$8.0 million from the FY 2012-13 operating surplus described earlier. In the event that any unbudgeted fund balance is available as determined through the final audited 2013-14 financial statements, identified funding will be used to increase the strategic reserve if required to maintain County policy as prioritized in the recommendations section of the FY 2014-15 Recommended Budget.

The chart to the right displays the 2014-15 recommended budget of \$1.09 billion by fund type.

The general fund is the County's largest fund. With recommended appropriations totaling \$551.8 million, the general fund budget represents half of total 2014-15 recommended appropriations. Natividad Medical Center is the County's second largest fund, with 2014-15 appropriations totaling \$194.3 million, or about one-fifth of the County's budget.

2014-15 Recommended Appropriations - All Funds (in Millions)



* Includes programs for general liability, workers' compensation, and employee benefits.

Special District and Other Revenue Funds includes services financed by specific revenue sources that are legally restricted to specified purposes. Examples include the County Service Areas (CSAs), sanitation districts, In-Home Supportive Services (IHSS), Office of Employment Training (OET), economic development programs, special districts, Fort Ord Reuse, Emergency Medical Services, and a number of other restricted revenue funds. Appropriations for these funds total \$89.1 million.

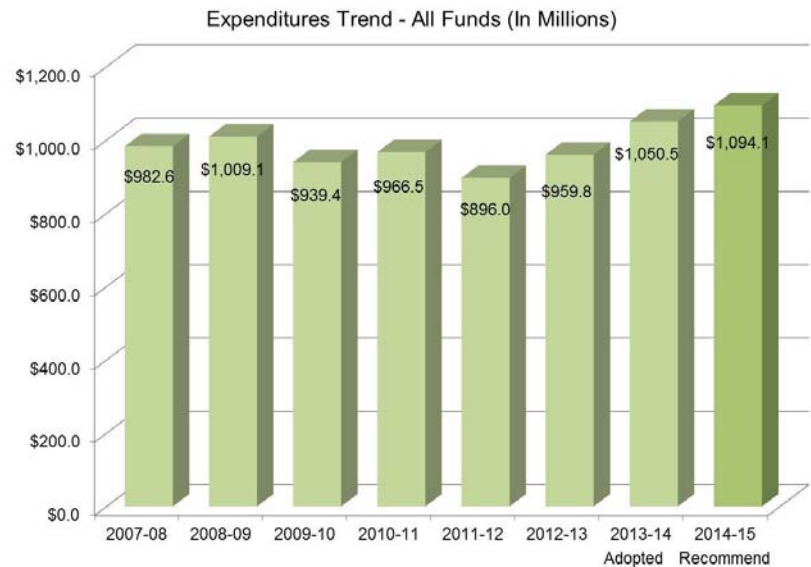
The State recently realigned significant public safety, health, and social services responsibilities to local government and provided revenues in support of these responsibilities. Requirements for meeting State accounting provisions resulted in the creation of three new funds: the *local revenue fund* to account for public safety realignment funds (\$40.3 million in recommended appropriations), the *behavioral health fund* (\$80.2 million in recommended appropriations), and the *health and welfare realignment fund* (\$37.8 million in recommended appropriations). Monies for realigned programs are accounted for in these funds and transferred to general fund operating departments, which provide the staffing to carry out realigned services, as reimbursement for actual expenses incurred. The intent of this accounting practice is to ensure transparency and accountability of realigned funding.

Internal service funds (ISFs), which include the County's general liability, workers compensation, and employee benefits funds, total \$37.9. The general liability fund provides for all liability judgments, settlements, and claims against the County, including claims that are not covered by the County's excess insurance policy. The workers' compensation fund provides for all workers' compensation judgments, settlements, and claims against the County, including prevention expenses and the return-to-work program. The benefit programs fund provides for various benefit programs supported by contributions from County departments and employees (both current and retired). Programs include dental and vision benefits for employees and dependents, employee assistance, long-term disability, retiree sick leave conversion, and other miscellaneous programs.

Other special revenue funds include the *road fund* (\$32.1 million) and the *library fund* (\$8.5 million).

Capital projects funds, used to account for financial resources for implementation of Board approved capital equipment or facilities, are recommended at \$17.8 million (2% of total appropriations).

The chart to the right illustrates countywide expenditure totals since 2007-08. The bar for 2008-09 marks the County's previously highest budget year, with year-end expenditures totaling just over \$1 billion. Subsequent annual budgets declined as the County responded to a rapid deterioration in the economy from the effects of the 2007-2009 recession. The significant growth in 2013-14 was primarily the result of the aforementioned accounting changes for realignment funds, which count expenditures both in the special funds as *operating transfers out* to the general fund and in the general fund where they are expensed for staffing and other needs. Almost half (\$21.1 million) of the recommended total for 2014-15 accounts for growth at the County's hospital, with much of the remaining growth occurring in the realigned programs and programs implementing the Affordable Care Act.

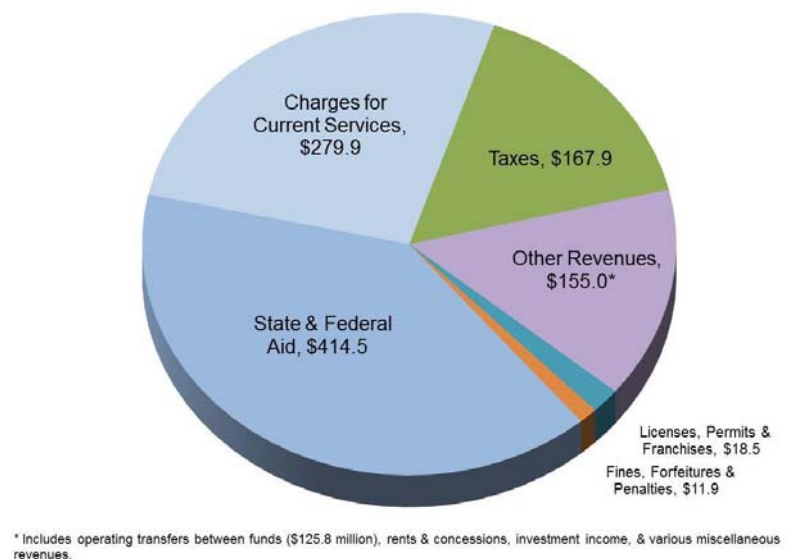


Estimated Revenues – All Funds

Revenues in support of County services are estimated to be \$1.05 billion with sources displayed to the right, followed by descriptions of each fund source.

Federal and State Aid. The County receives funding from the federal and State government to administer health, welfare, and public safety programs. The County receives additional revenue from competitive grant programs, such as grants supporting district attorney programs and homeland security. Total federal and State aid for 2014-15 is estimated at \$414.5 million, or 40% of total financing.

2014-15 Estimated Revenues - All Funds (in Millions)



Charges for Services. This revenue is generated from various fees charged by the County for its services, such as fees collected by the County’s hospital and health clinics, park admission fees, recording fees, special assessments, election services fees, jail booking fees, and various other fees. Estimated financing from this revenue source totals \$279.9 million, or about a quarter of total County revenue.

Taxes. This category includes secured and unsecured property taxes, supplemental assessments, and special district fund taxes. Tax revenues estimated for 2014-15 total \$167.9 (16% of total revenue) and comprise the bulk of the Board’s discretionary monies. These monies are expected to grow \$5.9 million over the 2013-14 adopted budget level, mostly as a result of higher assessments of property values.

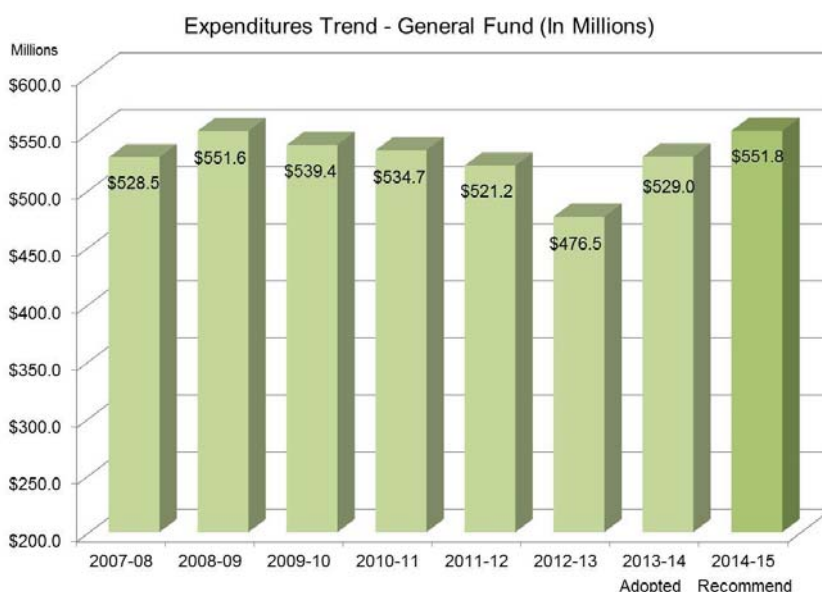
Licenses, Permits, and Franchises. Revenue in this category is generated through the sale of business licenses, franchise fees, building permit fees, and related licenses and permits. Estimated revenue for this category totals \$18.5 million (2% of total).

Fines, Forfeitures, and Penalties. This category includes vehicle code fines, court fines, and forfeiture and penalty assessments. Revenue for this category is estimated at \$11.9 million (1% of total).

Other Revenue. This category includes various other types of revenue such as *operating transfers in*, rents and concessions, tobacco settlement monies, and interest earnings on bank deposits managed by the Treasurer-Tax Collector in support of County programs. Total funding in this category is estimated at \$155 million (15% of total). Most of this funding is for operating transfers (\$125.8 million) between funds as discussed earlier.

Recommended Budget – General Fund

The general fund supports most County services and basic governmental functions including public safety and criminal justice, health, public assistance, land use, recreation, environment, administration and finance. Recommended 2014-15 general fund appropriations total \$551.8 million. Effective in 2012-13, \$66.0 million was transferred from the general fund into the new behavioral health fund as a result of State-County realignment, resulting in an overall decline in general fund appropriations as shown in the chart to the right. Growth in 2013-14 was centered on realigned programs that remained within the general fund and accounting changes associated with realigned programs.



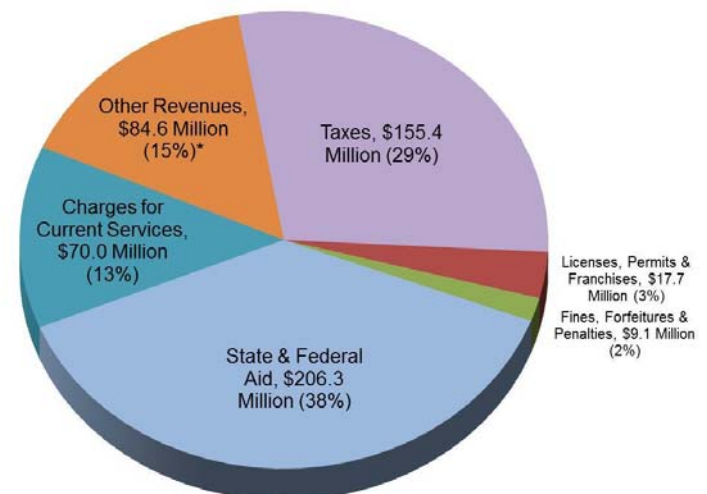
Highlights of the 2014-15 recommended budget for the general fund compared to the current year adopted budget include:

- Estimated revenues and appropriations increase by approximately \$22.8 million, or 4.3%. More than a third of this growth is in salary and benefit costs, which reflect wage increases authorized by current bargaining agreements, higher employee health insurance costs, and an increase of 32.3 general fund positions added since adoption of the 2013-14 budget. The recommended budget also includes \$6.6 million in increased public assistance and out of home care payments supported mostly by federal and State reimbursements. Other significant increases include an increase of \$3.5 million in the Health Department in response to the expansion of health clinics to serve the increased number of clients eligible for services under the ACA and a \$1.8 million general fund increase in the County’s general liability program. Specific augmentations are discussed later in this document.
- Includes 3,232.8 full-time equivalent positions (FTEs), representing growth of 32.3 positions since adoption of the current year budget.
- Provides negotiated levels of Proposition 172 contributions to County fire districts and emergency communications user agencies in accordance with established formulas.
- Provides contributions to the Convention and Visitors’ Bureau (MCCVB), Arts Council, and Film Commission in accordance with current formulas. Based on these formulas, the development set-aside agencies will receive an increase of \$116,091 in additional County GFC in 2014-15.
- Includes an appropriation of \$5.4 million for operational contingencies, representing an increase of \$612,949 compared to the current year adopted budget and in compliance with the Board’s policy for a contingency reserve equal to one percent of estimated general fund revenue.

General Fund Revenues

Estimated general fund revenues total \$543.1 million for 2014-15. Sources of 2013-14 estimated revenues are displayed to the right. Revenue from federal and State sources are estimated at \$206.3 million (38% of total revenue). The County’s social services and health programs are the largest recipients of these revenues. These departments rely on these funds as the primary means of supporting the costs of required services. Other sources of funding include: taxes (\$155.4 million); charges for services (\$70.0 million); other revenues (\$84.6 million), including operating transfers received from other funds, interest earnings, rents and concessions, and miscellaneous reimbursements; revenue from license, permit, and franchise fees (\$17.7 million); and fines, forfeitures, and penalties (\$9.1 million).

2014-15 Estimated Revenues - General Fund (in Millions)

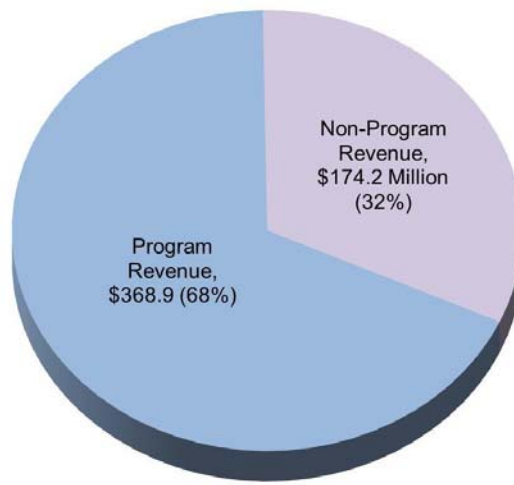


* Includes transfers into the general fund from other funds (\$76.9 million), tobacco settlement monies, and various miscellaneous revenues.

Program and Non-Program Revenues

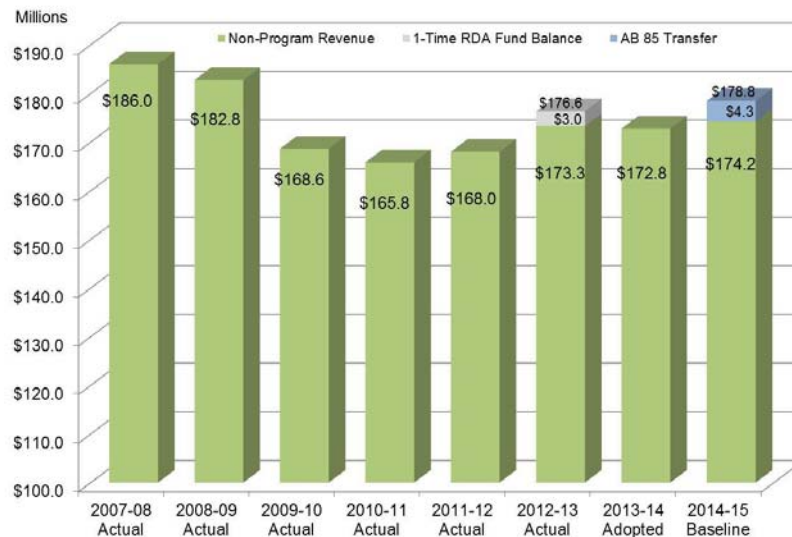
General fund revenues are categorized as “program” and “non-program” based on the source of and purpose for the funding. Program revenues, primarily from State and federal sources, are typically provided for a statutory purpose and must by law be spent on designated activities, such as health and social services programs. Other program revenues include charges that pay for specific costs related to services provided, or license and permit charges, penalties, fines and fees that reimburse for costs related to their purpose. The recommended budget includes estimated program revenues of \$368.9 million, just over two-thirds of total revenue.

2014-15 Estimated Program vs. Non-Program Revenues (in Millions)



Non-program revenues total \$174.2 million (32% of total revenue) and are the County’s only true source of discretionary revenues. Non-program revenues include property taxes, transient occupancy tax (TOT), sales and use tax, vehicle license fees (VLF), and a number of other smaller revenue sources that support local government. As discretionary revenue, non-program revenues provide the County with some level of flexibility to address local needs and priorities. Monterey

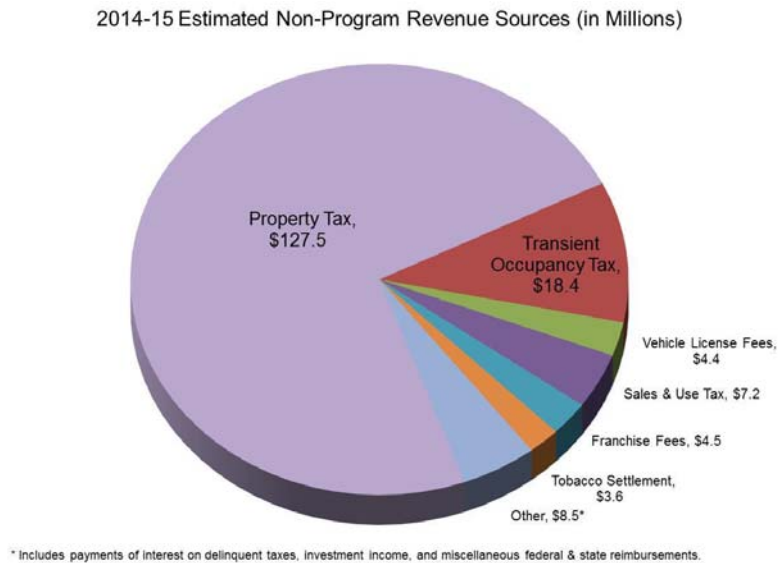
County historically uses its discretionary revenues to support public safety and County finance and other administrative functions, and to meet matching requirements as a condition for receiving federal and State assistance.



The County’s discretionary revenues fell sharply during the recession, declining by \$20.2 million from a 2007-08 high of \$186.0 million to \$165.8 million in 2010-11. Non-program revenue began a slow recovery in 2011-12 and posted a total of \$176.6 million in 2012-13. Some of the 2012-13 growth (\$3.0 million) was attributable to the transfers of one-time redevelopment agency funds to counties under the dissolution agreement. The recommended budget estimates non-program revenue to grow \$6.0 million in 2014-15, for a total of \$178.8 million. However, these revenues are impacted by the

adoption of AB 85, which gives the State a mechanism to redirect health realignment funding to social services. As a result of this action, the State may retain 51.2% of the County's previous levels of revenue from public health realignment funding. After accounting for this redirection, non-program revenues available for allocation by the Board will grow a more modest \$1.4 million over the current year adopted budget.

Sources of non-program revenue are displayed in the chart to the right. Property tax revenue comprises the bulk of non-program revenue, totaling an estimated \$127.5 million (73%) in 2014-15. Transient occupancy tax, often referred to as a hotel or room tax, is estimated at \$18.4 million, while sales and use tax revenue is estimated at \$7.2 million. Other significant sources of non-program revenue include vehicle license fees, tobacco settlement monies, and franchise fees.



Changes in estimated non-program revenues compared to the prior year are summarized below:

Property Tax

Revenue totals from property taxes sustained steep reductions through the economic downturn and its aftermath, declining \$15.6 million from peak to trough. This decline was a driving factor behind four years of budget reductions following the onset of the recession. Since that time, assessed values have begun recovering, with the County's Assessor expecting a 4% overall increase in assessed values for secured properties. At this rate of growth in assessed values, property tax revenues are expected to increase \$4.5 million next fiscal year, \$3.9 million shy of the pre-recession level.



Transient Occupancy Tax (TOT)

Monterey County relies on TOT as its second largest source of discretionary revenue. Often referred to as the "hotel tax," TOT is the tax applied on hotel/motel accommodations. The rate for Monterey County is 10.5%. Monterey County is a destination of choice for many travelers from not only the U.S., but countries across the globe. For this reason, economic conditions both in the U.S. and abroad

Monterey County FY 2014-15 Recommended Budget – Executive Summary

influence these revenues. The County's TOT revenue is estimated at \$18.4 million for next fiscal year. The positive performance in this key revenue stream can be attributed to improvement in economic conditions and the successful efforts of the Treasurer-Tax Collector to improve collection and compliance.

Sales and Use tax

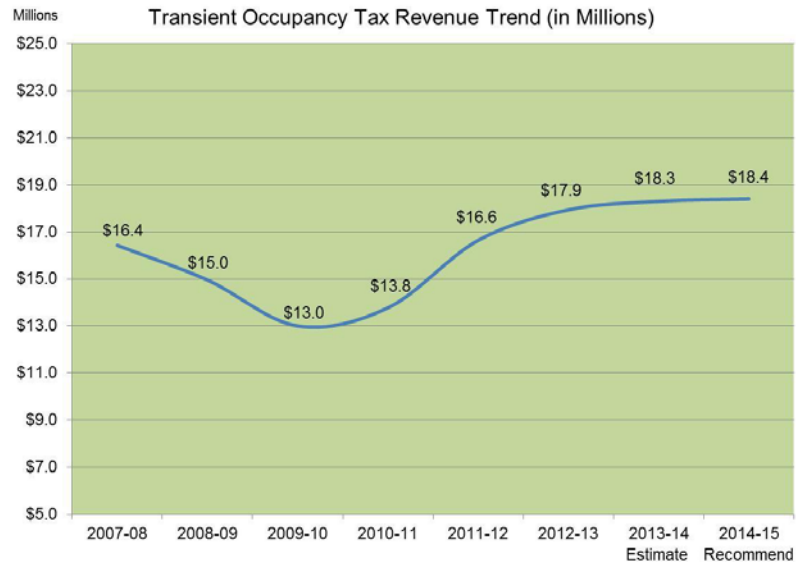
Sales tax is collected from retailers selling products in California. A use tax is imposed on purchases from outside the State delivered for use in California. Sales and use tax revenues are regionalized and vary based on the specific character of the jurisdiction and local tax base. Monterey County's sales and use tax revenues are generally based on sales in the unincorporated area, where the biggest contributors are restaurants, hotels, and service stations. Sales and use tax revenue is estimated at \$7.2 million for 2014-15, an increase of \$414,737 over the estimated level included in the current year adopted budget.

Franchise fees

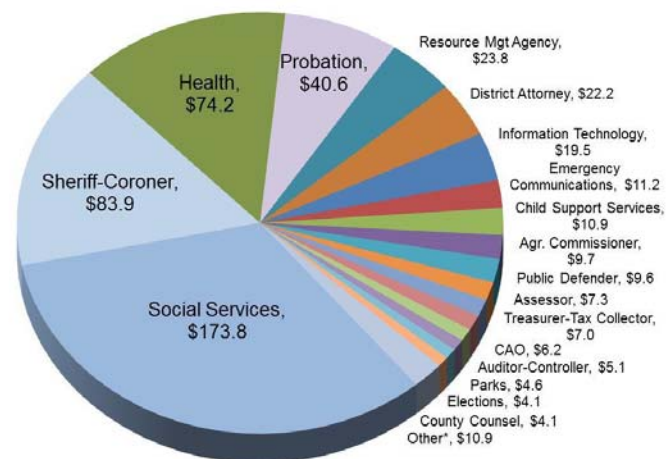
These revenues are collected from businesses that are granted franchises to provide services within the community, such as gas and electric, cable TV, telephone, water, and garbage collection services. Estimated franchise fee revenues total \$4.5 million, an upward adjustment of \$395,618 compared to the current year adopted budget and consistent with year-to-date totals. Fluctuations in natural gas, electricity, and other energy prices can result in unpredictable fluctuations in these revenues.

General Fund Appropriations

Recommended general fund appropriations are budgeted in 24 departments with a combined total of approximately 200 budget units, established for various departmental requirements and programs. Appropriations for these departments and programs total \$551.8 million. About three-quarters of recommended appropriations provide for three functional areas: Social Services, Health, and public safety/criminal justice (Sheriff's Office, Probation, District Attorney, Public Defender, and Emergency Communications). General fund



2014-15 Appropriations by Department (in Millions)



* Includes Human Resources, Board of Supervisors, Clerk of the Board, Economic Opportunity, Equal Employment Opportunity, & Cooperative Extension. Chart excludes non-departmental costs such as bond payments, trial courts, contributions to fire districts and other agencies, and various miscellaneous countywide expenditures.

appropriations for Health and Social Services total \$173.8 million and \$74.2 million, respectively, and are primarily supported by federal and State revenue. The Sheriff's Office (\$83.9 million), Probation (\$40.6 million), and the District Attorney (\$22.2 million) rely on a mix of federal and State revenue and general fund contributions, while the Public Defender is primarily supported by general fund contributions. Emergency Communications is financed by user agency contributions, with the County as the largest user agency providing about 30% of the department's total funding. Other major appropriations include the Resource Management Agency (\$23.8 million), Information Technology (\$19.5 million), Child Support Services (\$10.9 million), and the Agricultural Commissioner (\$9.7 million). The remainder of appropriations is comprised of the various finance and administration departments, Elections, and Parks. The table below details recommended appropriations for general fund departments compared to the current year adopted budget and prior year actual expenditure levels. Augmentations are discussed later in the executive summary with more detail provided in the departmental sections of the recommended budget.

Expenditures by Department

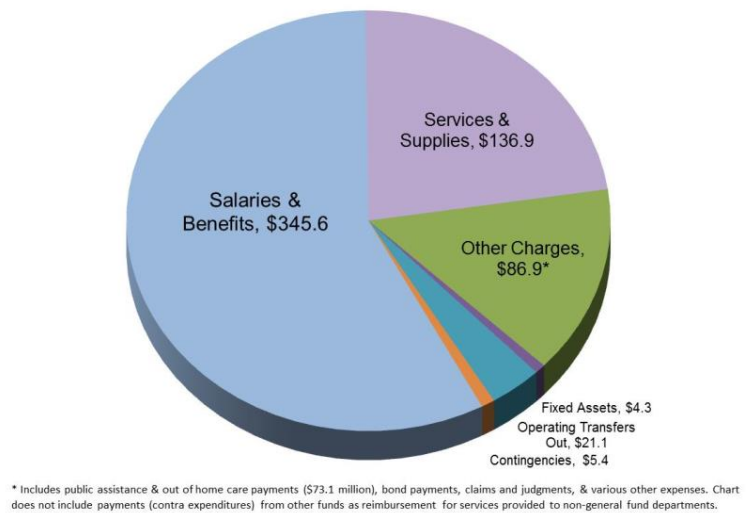
Department	2012-13 Actual	2013-14 Adopted	2014-15 Recommend	Growth Compared to 2013-14 Adopted:	
				Dollars	%
Agricultural Commissioner	\$9,159,378	\$9,452,256	\$9,726,703	\$274,447	2.9%
Assessor-County Clerk-Rec.	6,269,915	7,106,842	7,339,900	233,058	3.3%
Auditor-Controller (Dept)	4,967,737	4,794,835	5,056,561	261,726	5.5%
Board of Supervisors	2,907,910	2,842,182	3,023,941	181,759	6.4%
Child Support Services	10,429,786	10,694,050	10,909,036	214,986	2.0%
Clerk of the Board	611,823	825,954	820,834	(5,120)	-0.6%
Cooperative Extension Service	523,130	532,420	544,044	11,624	2.2%
County Admin Office (Dept)	4,985,750	5,488,465	6,229,149	740,684	13.5%
County Counsel	2,381,651	2,936,379	4,086,386	1,150,007	39.2%
District Attorney	19,313,356	20,668,524	22,225,223	1,556,699	7.5%
Economic Opportunity	2,174,180	2,442,785	2,685,145	242,360	9.9%
Elections	3,581,941	4,889,543	4,141,012	(748,531)	-15.3%
Emergency Communications	8,930,728	10,688,950	11,195,598	506,648	4.7%
Equal Opportunity Office	584,454	747,050	747,050	-	0.0%
Health	62,275,999	70,675,699	74,151,267	3,475,568	4.9%
Human Resources	2,511,335	3,227,471	3,076,789	(150,682)	-4.7%
Information Technology	18,700,072	19,289,966	19,530,082	240,116	1.2%
Parks	4,144,888	4,513,188	4,597,524	84,336	1.9%
Probation	36,082,280	39,248,771	40,555,392	1,306,621	3.3%
Public Defender	9,404,133	9,477,815	9,550,916	73,101	0.8%
Resource Management Agency	16,989,169	19,430,258	23,814,376	4,384,118	22.6%
Sheriff-Coroner	74,249,286	80,640,407	83,891,577	3,251,170	4.0%
Social Services	153,394,421	167,764,675	173,792,856	6,028,181	3.6%
Treasurer-Tax Collector	5,975,981	6,955,776	6,951,670	(4,106)	-0.1%
Non-Departmental Costs ¹	32,901,412	40,779,379	41,670,753	891,374	2.2%

Non-departmental costs include bond payments, trial courts transfers, contributions to fire districts and other agencies, and various miscellaneous countywide expenditures.

Recommended appropriations for each of the major expenditure categories of the general fund are as follows:

- Salaries and benefits expenditures, totaling \$345.6 million, comprise almost two-thirds of general fund appropriations. Taking into consideration that *other charges* pays for entitlement payments supported by federal and State revenues and that *contingencies* are only allocated as needed for unanticipated critical needs, the bulk of the discretionary general fund spending supports the County's workforce.

2014-15 Recommended Expenditures- General Fund (in Millions)

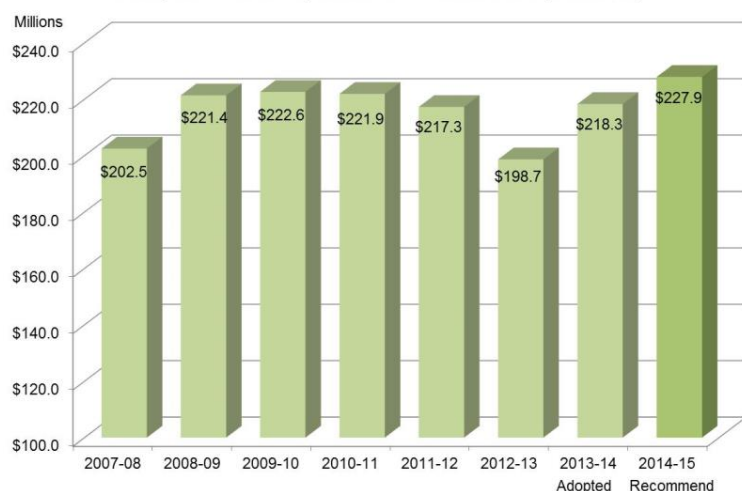


- The second largest category of expenditure is *services and supplies*, much of which includes goods and services to support the County's workforce (building rents and maintenance, utilities, insurance, data processing, equipment, and supplies). This category also includes general liability program costs and agreements with community providers and vendors to help carry out the County's business. The recommended budget for services and supplies totals \$136.9 million, or about 23% of budget.
- Other charges* total \$86.9 million in the recommended budget and consist of \$73.1 million in public assistance and out of home care payments, as well as payments on bonded debt, claims and judgments, and various other expenses.
- The remaining recommended appropriations include operating transfers to other funds (\$21.1 million), funds for fixed assets/equipment (\$4.3 million), and funding for operational contingencies (\$5.4 million).

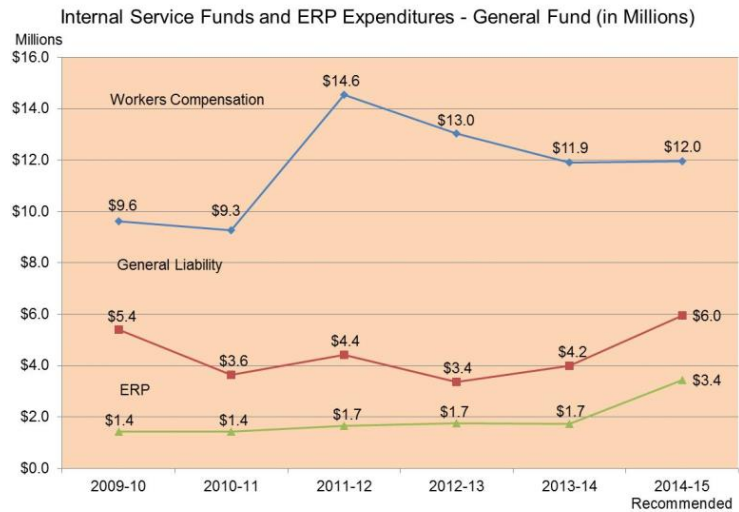
Cost Drivers

The recommended budget for 2014-15 includes increased expenditures of \$22.8 million over the current year adopted budget. Much of this increase reflects increases in the underlying cost of providing baseline service levels. One area of increased expenditures is salaries. Most bargaining agreements provide the first wage increase in five years, adding an estimated \$8.4 million in financing need since the current year spending plan was adopted. Approximately \$3.4 million of this impact is occurring in departments with safety employees.

Salary and Benefit Expenditures - General Fund (in Millions)

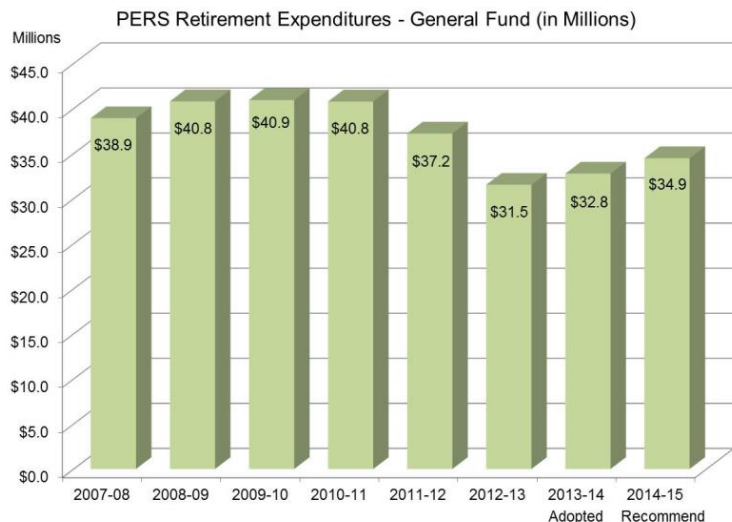


Another area of increased general fund expenditures is in the County’s general liability program. The general liability program provides for all liability judgments, settlements, and claims against the County, including claims that are not covered by the County’s excess insurance policy. The program is financed by charges to departments based on a combination of loss history and staffing levels. General Liability cost allocations to departments will increase \$1.8 million in 2014-15, which includes a \$1.4 million payment towards the program’s actuarially-estimated deficit under a 5-year repayment plan.



The County is also preparing to upgrade the enterprise resource planning (ERP) system, which includes the Performance Budget, Advantage Financial, SymPro Debt and Investment, Advantage Human Resource Management and Learning Development Network. Charges to departments in support of the ERP will increase \$1.7 million next fiscal year, mostly due to the cost of the upgrade. Initial planning for the upgrade began in April 2014 to be followed by development of more detailed project plans in the coming months.

Another cost driver is the County’s contributions to CalPERS on behalf of employees’ pensions. The County’s contributions toward employee pensions declined after 2010-11 as employee associations entered into agreements to pay more towards their retirement. In 2013-14, *miscellaneous plan* employees further increased contributions from 3.5% to 7% of salary. These agreements produced significant savings and helped departments weather budget reductions and avoid significant job losses. Overall County contributions continue to increase due to growth in total positions (mostly in realigned programs and programs implementing ACA) and continued PERS rate increases due to new mortality assumptions and changes in actuarial practices. Beginning July 1, 2013, overall rates are increasing about one percent of payroll each year to pay down unfunded liabilities. These liabilities total approximately \$477.0 million (nearly the size of the annual general fund budget) based on the most recent actuarial analyses provided by CalPERS. The rate increase alone will add an estimated \$1.4 million in general fund costs in 2014-15 with higher levels of increases to follow over the next four years based on information provided by CalPERS.



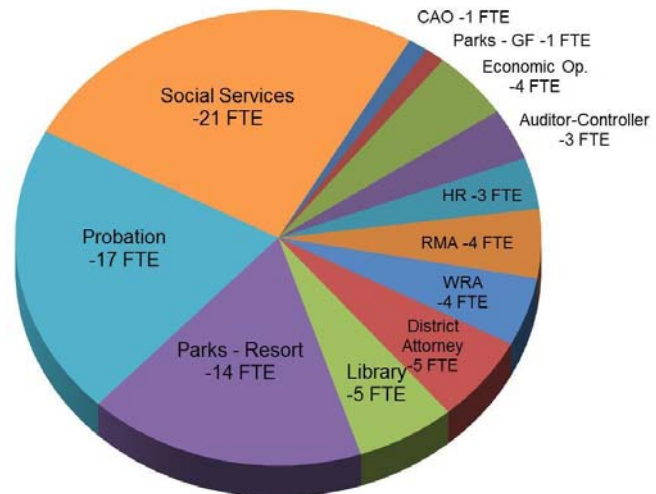
Other examples of rising costs include \$1.2 million in information technology infrastructure replacement and \$313,418 in additional general fund contributions needed to cover the County's share of the Next Generation Radio (NGEN) project extension next fiscal year. In total, the County Administrative Office anticipates the cost of existing staffing and services to grow more than \$17 million due to these and other cost pressures.

Baseline Budget Reductions

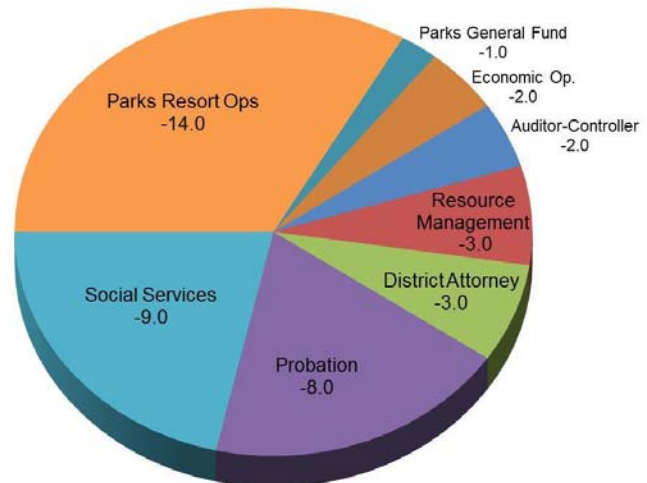
The County's cost pressures are creating considerable fiscal stress for departments and resulted in baseline budget submissions containing position and service level reductions. At the same time, some departments are experiencing pressures unique to their programs, such as the parks resort operations and the loss of revenue related to low water levels. Departmental baseline budgets include a countywide reduction of 82 positions, including the loss of 40 vacancies and 42 filled positions. Major areas of baseline position reductions include: social services (loss of 12 vacancies and nine filled positions), Probation (loss of nine vacancies and eight filled positions), Parks – Resort Operations (loss of 14 filled positions), District Attorney (loss of two vacancies and three filled positions), and the Monterey County Free Library (loss of five vacancies).

To avoid position reductions and mitigate potential operational impacts of rising costs and other fiscal pressures, departments submitted augmentation requests totaling \$28.6 million in appropriations, supported by \$7.0 million in program revenue and \$21.6 million in requested general fund contributions. These requests include the restoration of 20 vacancies and all 42 filled positions, and would add an additional 35.5 new positions. Most of the new position requests would restore positions lost in prior budget cycles or add staffing that can be supported by program revenues, generally in health and social services programs to meet mandates under State-County realignment and the Affordable Care Act. Departments also submitted non-staffing-related requests, such as augmentations to fund various cost drivers,

Baseline Position Reductions (Filled and Vacant)



Baseline Position Reductions (Filled Only)



vehicle purchases, resource management agency projects, public defender contract attorneys and trial related expenses, general plan implementation, and social services programs.

Augmentations

Available discretionary funding to support department augmentations totals \$4.3 million, much less than the requested \$21.6 million. In developing the recommended budget, the County Administrative Office targeted funding to the restoration of filled positions to preserve the County's service levels. The County Administrative Office recommends restoring a total of 36 general fund positions, including two vacancies (funded from within the requesting department's existing resources), 27 filled positions, and seven new positions that can be financed by departmental revenues. The budget also includes 18.5 new positions funded outside the general fund by the health department.

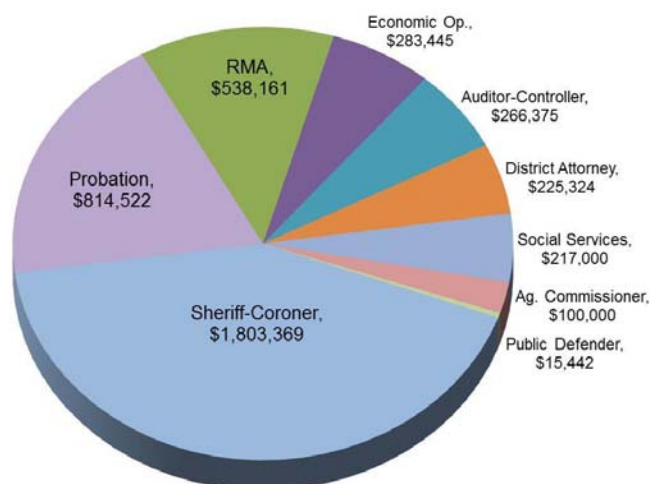
Specific augmentations of general fund contributions include:

- \$1.8 million for the Sheriff's Office to avoid reductions in staff by funding cost increases for various support functions, including increased cost for the general liability insurance program, building use charges, increased data processing and communications charges, and higher inmate hospital charges;
- \$814,522 to retain eight filled positions in the juvenile evening reporting center, juvenile hall echo unit, and juvenile probation victim restitution program which could no longer be supported due to countywide cost increases;
- \$538,161 for the Resource Management Agency, including \$194,971 to offset increased utility costs for shared County buildings and \$343,190 to retain three filled positions in Planning;
- \$283,445 for Economic Opportunity to retain two housing and redevelopment filled positions;
- \$266,375 for the Auditor-Controller to retain two filled auditor positions;
- \$225,324 for the District Attorney to retain three filled positions, including two deputy district attorneys that work on felony cases and one district attorney investigator;

Requested vs. Recommended Augmentations (2014-15)

General Fund	2014-15 Requested Augmentations	2014-15 Recommended Augmentations
Appropriations	\$28,586,766	\$7,275,588
Department Revenues	7,017,622	3,011,950
General Fund Contributions	21,569,144	4,263,638

GFC Augmentations by Department (2014-15)



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- \$217,000 for Social Services in support of the general assistance programs and retention of four filled adult social workers and five filled family and children service's social workers requiring no additional general fund contributions;
- \$100,000 for the Agricultural Commissioner to meet maintenance of effort requirements of the State to avoid losing an estimated \$1.6 million in gas tax revenue; and
- \$15,442 for the Public Defender to cover its share of cost for the ERP upgrade.

A summary of requested and recommended general fund contributions, including recommended positions, is provided in the table below.

Recommended Augmentations of General Fund Contributions by Department

Department	Dept. Requested GFC Increase	CAO Recommend GFC Increase	Recommended Position Augmentations:			
			Restore Vacancy	Restore Filled	New Position ¹	Total
Agricultural Commissioner	\$100,000	\$100,000	0.0	0.0	0.0	0.0
Auditor-Controller	567,383	266,375	0.0	2.0	0.0	2.0
Cooperative Extension Service	92,436	0	0.0	0.0	0.0	0.0
County Admin Office	43,210	0	0.0	0.0	0.0	0.0
District Attorney	411,972	225,324	2.0	3.0	0.0	5.0
Economic Opportunity	370,130	283,445	0.0	2.0	0.0	2.0
Emergency Communications	342,924	0	0.0	0.0	0.0	0.0
Health	1,076,912	0	0.0	0.0	4.0	4.0
Human Resources	332,595	0	0.0	0.0	3.0	3.0
Library	137,825	0	0.0	0.0	0.0	0.0
Parks	1,765,474	0	0.0	0.0	0.0	0.0
Probation	1,217,914	814,522	0.0	8.0	0.0	8.0
Public Defender	946,564	15,442	0.0	0.0	0.0	0.0
Resource Management Agency	5,019,297	538,161	0.0	3.0	0.0	3.0
Sheriff-Coroner	6,762,730	1,803,369	0.0	0.0	0.0	0.0
Social Services	<u>2,381,778</u>	<u>217,000</u>	<u>0.0</u>	<u>9.0</u>	<u>0.0</u>	<u>9.0</u>
Totals	\$21,569,144	\$4,263,638	2.0	27.0	7.0	36.0

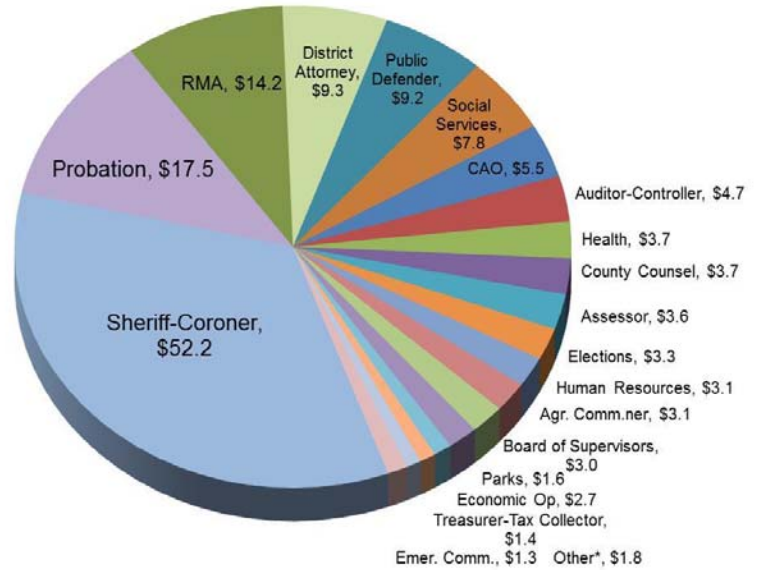
1. New positions for Health are funded by departmental revenue. New positions for the Human Resources Learning & Organizational Development Center are funded through a reduction in temporary help funding.

The recommended budget does not include funding to address the remaining 15 filled positions in the Parks Department, of which 14 work at the resorts. The resorts operate with the intent of being self-sustaining enterprises supported by visitors without general fund subsidies. However, the resorts suffer from chronic revenue shortfalls, exacerbated by the severe drought, low water levels, and the declining number of visitors. The Parks Department requested \$1.7 million in general fund monies to retain these staff and perform basic maintenance of the resort facilities. In the absence of additional discretionary monies, funding these non-general fund requests would require reductions to other program areas. Alternative solutions to minimize employee impacts will be provided at the upcoming budget hearings.

General Fund Contributions

Many County programs do not have a dedicated revenue stream to fully offset operating costs. As a result, these programs receive support from the County's discretionary (non-program) revenues in the form of general fund contributions, as determined by the Board. The recommended budget allocates half of available general fund contributions to support the public safety function, with the largest share (\$52.2 million or 29%) allocated to the Sheriff's Office, followed by \$17.5 million (10% of the total) for Probation. The District Attorney and Public Defender receive \$9.3 million and \$9.2 million, respectively. General fund contributions for other departments include: \$14.2 million for the Resource Management Agency, \$7.8 million for Social Services, and \$3.7 million for Health. General fund contributions comprise a relatively small portion of financing for the County's health and social services programs, which rely primarily on federal and State aid. Other departments earn little or no revenue and depend primarily on general fund contributions for their support, including the County Administrative Office, Auditor-Controller, Board of Supervisors, Human Resources, Equal Opportunity, and County Counsel. The table on the next page details recommended general fund contributions by department, with comparisons to the current year adopted budget and prior year actuals.

2014-15 General Fund Contributions by Department (in Millions)



* Includes Clerk of the Board, Equal Employment Opportunity, Child Support Services, & Cooperative Extension. Chart excludes non-departmental costs such as bond payments, trial courts, contributions to fire districts and other agencies, and various miscellaneous countywide expenditures.

General Fund Contributions by Department

Department ¹	2012-13 Actual	2013-14 Adopted	2014-15 Recommend	Growth Compared to 2013-14 Adopted:	
				Dollars	%
Agricultural Commissioner	\$2,392,189	\$2,964,685	\$3,064,685	\$100,000	3.4%
Assessor-County Clerk-Rec.	2,880,566	3,600,950	3,614,008	13,058	0.4%
Auditor-Controller	4,494,009	4,393,573	4,659,948	266,375	6.1%
Board of Supervisors	2,907,422	2,842,182	3,023,941	181,759	6.4%
Child Support Services	(94,157)	(413,110)	(183,694)	229,416	-55.5%
Clerk of the Board	581,585	800,954	800,834	(120)	0.0%
Cooperative Extension Service	387,364	412,017	412,309	292	0.1%
County Admin Office	4,525,573	5,184,632	5,522,983	338,351	6.5%
County Counsel	2,165,153	2,542,714	3,692,721	1,150,007	45.2%
District Attorney	9,543,319	9,077,058	9,302,382	225,324	2.5%
Economic Opportunity	2,140,272	2,416,171	2,658,965	242,794	10.0%
Elections	2,700,393	3,634,543	3,258,512	(376,031)	-10.3%
Emergency Communications	5,983,851	1,327,957	1,336,926	8,969	0.7%
Equal Opportunity Office	543,152	747,050	747,050	-	0.0%
Health	4,662,948	3,749,824	3,749,826	2	0.0%
Human Resources	2,504,842	3,225,121	3,071,789	(153,332)	-4.8%
Parks	617,077	1,624,938	1,624,938	-	0.0%
Probation	16,071,139	16,720,526	17,535,048	814,522	4.9%
Public Defender	9,084,075	9,166,687	9,182,130	15,443	0.2%
Resource Management Agency	10,764,928	13,157,716	14,188,877	1,031,161	7.8%
Sheriff-Coroner	48,588,880	50,350,067	52,153,437	1,803,370	3.6%
Social Services	7,039,810	8,007,814	7,820,025	(187,789)	-2.3%
Treasurer-Tax Collector	706,045	1,390,684	1,390,687	3	0.0%
Non-Departmental Costs ¹	41,879,013	32,730,930	28,119,960	(4,610,970)	-14.1%
Totals	183,069,448	179,655,683	180,748,287	1,092,604	0.6%

¹. Includes costs such as the appropriation for contingencies, bond payments, funding for trial courts maintenance of effort, indigent medical care, contributions to fire districts and other agencies, and various miscellaneous countywide expenditures.

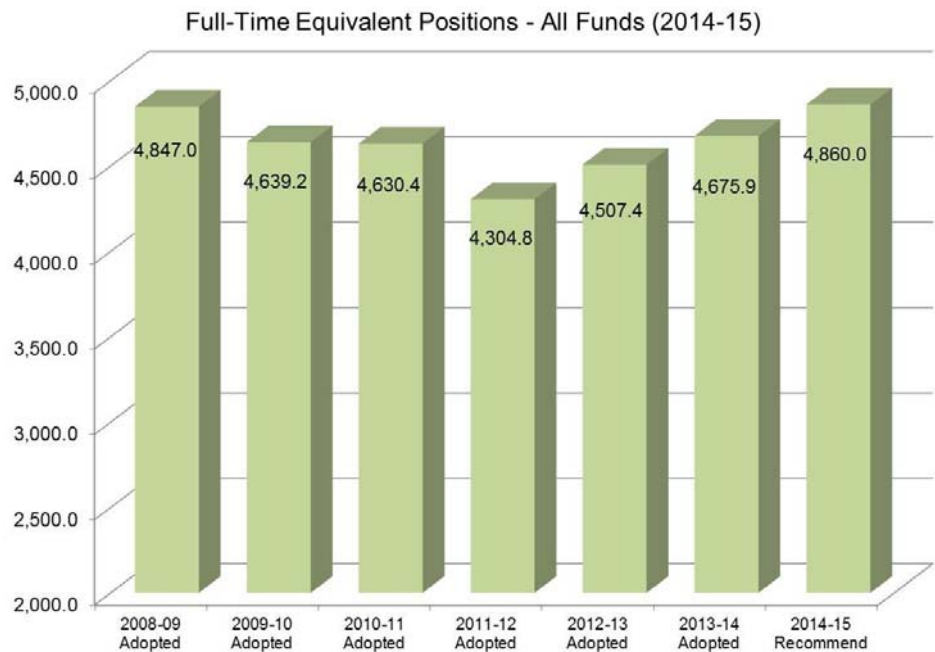
Monterey County's Employees

As political subdivisions of the State, counties are charged with delivering a multitude of services, mandated by federal/State laws and/or local priorities. By their nature, County programs and services require a dedicated workforce to address a diverse combination of responsibilities:

- As prescribed by law – Adult Detention (jails), Juvenile Detention, Juvenile Justice Programs, Probation (juvenile & adult), Coroner/Medical Examiner, Forensic Labs, District Attorney (prosecutions), Indigent Defense, Law Library, Elections, Veterans’ Services, Agricultural Commissioner, Weights and Measures, Cooperative Extension, Assessor, Treasurer-Tax Collector, Auditor-Controller, Landfill, Homeless Shelters, Communicable Disease Control, Immunizations, Environmental Health, Indigent Burials
- On behalf of the State – CalWORKS, Adult and Child Protective Services, Food Stamps, Foster Care, Public Administrator, Public Guardian-Conservator, Recorder/ Vital Statistics, Regional Parks, Drug and Alcohol Abuse Services, In-Home Supportive Services, Medical Care Services, Mental Health Services, Public Health/Laboratory Services, Women, Infants & Children (WIC)
- Local priorities for public health and safety: Unincorporated municipal services, building inspection and code enforcement, planning and zoning, police protection, economic development, emergency services, fire protection, housing, library services, parks and recreation, pest control, streets/roads/ highways, sewers, storm drains, water delivery, weed abatement

The County’s employees are its most critical resource for delivering the multitude of services represented in the above categories. The recommended budget includes 4,860.0 positions, increasing by 184 positions since adoption of the 2013-14 budget. More than half (109) of these positions were added at Natividad Medical Center in preparation for trauma services, with many of the remaining positions added in Health and

Social Services (83 and 21 positions, respectively) for implementation and enrollment activities associated with the Affordable Care Act (ACA) and activities related to health and welfare realignment. Meanwhile, some departments experienced reductions in positions due to cost increases and other fiscal pressures, with the biggest losses occurring in the recommended budgets for Parks (loss of 15 filled positions), Probation (loss of nine vacancies), the County Library (loss of five vacancies), and the Water Resources Agency (loss of four vacant positions).



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Strategic Reserve

Existing policy establishes provisions for a strategic reserve equal to 10% of general fund revenues for the following purposes:

- To build the County’s capacity for funding settlement of legal judgments that exceed reserves normally designated for litigation; and

Monterey County FY 2014-15 Recommended Budget – Executive Summary

- To offset short-term revenue reductions due to economic downturns, and natural disasters as determined by the County Administrative Officer or the Board.

Due to the positive fund balance achieved by Natividad Medical Center in earlier years, the Board of Supervisors and the hospital's Board of Trustees agreed to a transfer of \$14.2 million of unbudgeted fund balance in 2010-11 to provide a reserve on behalf of Natividad Medical Center, to be included in the general fund strategic reserve. An additional \$8.0 million was added from the general fund operating surplus achieved in 2012-13. These two events increased the general fund strategic reserve to \$60.3 million.

OTHER FUNDS

Natividad Medical Center

Natividad Medical Center (NMC) is a County "enterprise fund," defined as a governmental fund that provides goods and services to the public for a fee, which makes the entity self-supporting. The 2014-15 budget for NMC uses the following assumptions for revenue and operating expenses:

- Net patient revenues are expected to increase 18.3% in 2014-15, with annual increases between 3.3% and 11.5% annually over the next several years.

Natividad Medical Center	2013-14 Adopted	2013-14 Estimate	2014-15 Recommended
Net Patient Revenue:	\$ 134,787,140	\$ 136,930,121	\$ 159,499,614
Government Revenue:	37,749,867	41,189,000	34,782,000
Other Revenue:	-	-	-
Total Revenue:	172,537,007	178,119,121	194,281,614
Operating Expenses:	170,667,503	\$ 175,587,845	\$ 193,268,091
Capital Expenditures:	19,060,583	22,664,735	17,540,967
Total Expenditures:	189,728,086	198,252,580	210,809,058
Use of Fund Balance:	\$ (17,191,079)	\$ (20,133,459)	\$ (16,527,444)

- Governmental revenues are expected to decline 7.9% in 2014-15 under the ACA.
- Operating and capital expenditures are budgeted to increase 11.1% in 2014-15.

Based on these assumptions, NMC expects to use \$20.1 million in fund balance in 2013-14 (including capital expenditures) and \$16.5 million in 2014-15. This reveals a consumption of \$36.6 million in operating and capital expenditures in the current and budget year that operations are unable to fund.

Road Fund

The Road Fund is a special revenue fund established according to State law to account for revenues that are legally restricted for County road and bridge construction and related maintenance projects.

The recommended budget for the Road Fund reflects a balanced budget where expenditures are offset by anticipated revenues. The Road Fund is primarily funded by State and local fuel taxes as well as federal and State grants. The Road Fund also receives a portion of the County's anticipated Transient Occupancy Tax (TOT). For 2014-15 the Road Fund share of the TOT is 21% or \$3,819,050, of which \$2,000,000 provides funding to support the Pavement Management Program and \$1,819,050 will be used towards the River Road Overlay project. In addition, the Road Fund receives general funds for reimbursement of activity associated with managing the Carmel Lagoon sandbar.

While the Road Fund budget for 2014-15 does not rely on the use of available fund balance to derive a balanced budget, there remain potential risks to the fund, including macro-economic factors such as fluctuations in the price of or demand for

motor fuel and increases in the cost of construction materials such as concrete and asphalt. These factors may affect future expenditure levels, as project activities performed by this fund are largely dependent on these commodities. Strategies may be required to manage any additional revenue decreases resulting from a downturn in the economy or potential state budget reductions or realignment of funding.

Road Fund	Adopted 2013-14	Estimated 2013-14	Recommended 2014-15
Beginning Fund Balance:	\$ 3,401,602	\$ 1,083,644	\$ 1,232,544
Revenue:	28,959,120	29,462,202	31,284,915
Cancellation of Reserves:	-	-	-
Expenditures:	32,360,722	29,313,302	31,284,915
Provision for Reserves:	-	-	-
Ending Available Fund Balance:	\$ -	\$ 1,232,544	\$ 1,232,544

County Library Fund

The Monterey County Free Libraries (MCFL) is a special taxing authority under the County Library Law of 1911, established to provide a network of libraries that serve the diverse communities of Monterey County. As such, the fund's operations are primarily financed through its own share of property tax.

Monterey County Free Libraries Fund	Adopted 2013-14	Estimated 2013-14	Recommended 2014-15
Beginning Fund Balance	\$ 1,771,680	\$ 1,771,680	\$ 848,747
Revenue	7,153,402	7,250,377	8,144,771
Cancellation of Reserves	-	-	-
Expenditures	8,076,335	7,457,131	8,451,751
Provisions for Reserves	-	-	-
Ending Available Fund Balance	\$ 848,747	\$ 1,564,926	\$ 541,767

The recommended budget provides for maintaining Library Services at basic levels for 2014-2015.

Demand for library services remain high because the prolonged economic challenges and because of the lack of alternative resources in many of the communities MCFL serves. The majority of MCFL's budget goes toward maintaining multiple locations and for staff salaries; resources for the purchase of books, computers and other library materials remain limited.

Revenue included in the recommended budget is projected to increase over the 2013-14 adopted budget. This is due to increases occurring in property tax revenue allocated to MCFL, as well as projected refunds from the Redevelopment Property Tax Trust Fund.

Recommended appropriations increased by \$180,169, a 2.3% increase over the 2013-14 adopted budget, mostly the result of increased salaries and benefits authorized by current bargaining agreements.

The County Library has a strategic plan which will seek alternative and diversified sources of funding to supplement its budget in order to fill the growing gap between fiscal resources and community

needs. The strategic plan includes goals to continually seek new ways to minimize the imbalance between revenues and the added increased expenditures; collaborating with various Library Friends groups and the Foundation for Monterey County Free Library on fundraising events, grant applications and outreach to attempt to increase their funding contributions; and seeking to obtain grants/donations for ongoing programs.

Behavioral Health Fund

The Behavioral Health Fund is a special revenue fund effective July 1, 2012.

Behavioral Health provides mental health and substance abuse services to Monterey County residents. The Mental Health Program, pursuant to Welfare and Institutions Code Section 5600, provides a continuum of County operated and community-based mental

Behavioral Health Fund	Adopted 2013-14	Estimated 2013-14	Recommended 2014-15
Beginning Fund Balance:	\$ -	\$ 22,682,630	\$ 18,047,458
Revenue:	73,682,510	63,966,257	73,578,816
Cancellation of Reserves:	-	-	-
Expenditures:	73,634,968	68,601,429	78,015,816
Provisions for Reserves:	-	-	-
Ending Available Fund Balance:	\$ 47,542	\$ 18,047,458	\$ 13,610,458

health services through various contracts. The program provides a range of inpatient, social rehabilitation, supportive housing, and outpatient services to Monterey County Medi-Cal beneficiaries who meet the State Department of Mental Health's medical necessity definition. Services provided in the Alcohol and Drug Program include residential, transitional housing, perinatal residential, outpatient, prevention, early intervention, narcotic replacement, drinking driver programs, drug court, and drug diversion Penal Code 1000.

The recommended budget for the Behavioral Health Fund shows that expenses and revenues will increase due to the continuing implementation of the Affordable Care Act. The Health Department continues to coordinate with the Auditor-Controller's Office and County Administrative office on the appropriate recognition and accounting of mental health revenue.

Behavioral Health has a strong array of community based culturally competent behavioral health contract providers. However, the department is challenged with the development of better access to services, more prevention efforts, and even more efficient use of our resources. Behavioral Health will continue to balance integration and transformation of service delivery with quality behavioral health care.

Water Resources Agency

The Monterey County Water Resources Agency (WRA) is responsible for management of groundwater resources and flood control protection for the County. The WRA budget includes a total of 25 funds. This section focuses on 11 major funds. These major funds represent such areas as WRA Administration, Pajaro River Levee, General

Countywide (i.e. ALERT system, flood plain management and land use planning, flood monitoring, etc.), Nacimiento and San Antonio Non-Operation and Maintenance Services (i.e. hydrology and water quality programs, well permitting, data collection and other grant related activities), Nacimiento and San Antonio Operations and Maintenance, Castroville Seawater Intrusion Project (CSIP) Operations and Maintenance, Reclamation Ditch Operation and Maintenance, Nacimiento Hydroelectric Plant Operations and Maintenance, Salinas River Diversion Facility (SRDF) Operations and Maintenance, and Salinas Valley Reclamation Project (SVRP).

Estimated 2014-15 revenues total \$18.4 million. Expenditures are budgeted at \$20.8 million, a \$1.1 million decrease over the current year adopted budget. The gap between operating revenues and expenditures results in a planned use of fund balance in 2014-15 totaling \$2.3 million.

The Agency is working towards the goal of reducing expenditures to build the appropriate relationship between revenue and expenditures and is working toward a structural budget under the Monterey County Financial Guidelines. This includes maintaining a positive fund balance, a structurally balanced budget, and developing a funding reserve policy that is in conformance with industry best practices.

Budget Hearings

Budget hearings for the 2014-15 recommended budget are scheduled to begin on Tuesday, June 10, 2014. The budget hearing schedule will be available on-line at the Monterey County Clerk of the Board's website by no later than Wednesday, June 4, 2014.

Appropriation Limits

Article XIII B of the California State Constitution, Proposition 4, or the Gann Limitation, requires local agencies to calculate an appropriations limit, compile revenues that are subject to this limit, and make a comparison between the two. If the local agency's revenues (tax proceeds) exceed the limit, the law allows the voters to approve the increase, or the political entity must return the excess revenues to the taxpayers within two years.

The calculations for the County's general fund and library fund appropriations limit are prepared by the Auditor-Controller's Office with assistance from the County Administrative Office. All districts are within their limits. Calculations for 2014-15 are listed on the next page.

Water Resources Agency	Adopted 2013-14	Estimated 2013-14	Recommended 2014-15
Beginning Fund Balance	\$ 13,629,545	\$ 14,246,180	\$ 13,108,778
Revenue	21,137,304	20,486,789	18,472,126
Cancellation of Reserves	-	-	-
Expenditures	21,961,066	21,624,191	20,832,825
Provisions for Reserves	-	-	-
Ending Available Fund Balance	\$ 12,805,783	\$ 13,108,778	\$ 10,748,079



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Appropriation Limits

COUNTY OF MONTEREY APPROPRIATION LIMITS FOR THE 2014-2015 FISCAL YEAR Pursuant to Article XIII B of the California Constitution

<u>FUND</u>	<u>1978-79 Base Year</u>	<u>Appropriation Limit</u>	<u>Estimated Tax proceeds</u>
County General and Library Funds	\$ 33,688,425	\$ 562,017,432	\$ 174,274,280
<u>Special Districts</u>			
052 CSA # 9 Oak Park	42,702	320,906	29,490
053 CSA # 10 Laguna Seca Ranch	9,658	72,580	-
055 CSA # 14 Castroville	530,743	3,988,546	-
056 CSA # 15 Serra Village, Toro Park	87,250	655,686	121,748
059 CSA # 20 Royal Estates	4,977	37,402	1,671
062 CSA # 25 Carmel Valley Country Club	9,339	70,183	30,589
063 CSA # 26 New Moss Landing Heights	1,026	7,710	2,110
066 CSA # 32 Green Valley Acres	1,836	13,798	2,915
069 CSA # 35 Paradise Park	5,283	39,702	4,308
072 CSA # 41 Gabilan Acres	2,727	20,493	6,885
076 CSA # 47 Carmel Views	5,013	37,673	15,421
077 CSA # 50 Rioway Track	944	7,094	944
079 CSA # 52 Cerro Del Oso	2,055	15,443	3,287
081 CSA # 54 Manzanita	219	1,646	951
085 CSA # 58 Vista Corado	1,406	10,566	1,961
086 CSA # 62 Rancho Del Monte	5,363	40,303	7,759
128 Storm Drain Maintenance # 2	17,628	132,475	19,694
129 Gonzales Slough Maintenance	5,955	44,752	4,102
151 Pajaro County Sanitation District	254,092	1,909,507	183,870
152 Moss Landing County Sanitation District	37,531	282,046	81,241



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Recommendations

RECOMMENDATIONS

It is recommended that the Board of Supervisors:

1. Hold a Public Hearing on June 10, 2014 at 9:00 a.m. to adopt the Fiscal Year (FY) 2014-15 Appropriation Limits pursuant to Article XIII B of the California State Constitution.
2. Commence Budget Hearings with the County Administrative Office summary presentation of the FY 2014-15 Recommended Budget on June 10, 2014 at 9:00 a.m. and continue Budget Hearings on June 11 & 12, 2014 beginning at 9:00 a.m. if necessary.
3. Authorize the County Administrative Office and Auditor-Controller to prepare the FY 2014-15 Adopted Budget Resolution reflecting changes made by the Board during budget hearings, to make any changes in budget units to reflect any position and/or account adjustments approved by the Board during or prior to budget hearings.
4. Authorize the County Administrative Office and Auditor-Controller to appropriate \$1,336,439 in 1050-8038-7614 from any remaining Fiscal Year 2013-14 unbudgeted/unassigned available fund balance for the purpose of transferring to the Workers' Compensation Internal Service Fund in order to provide reimbursements for claims paid on behalf of the General Fund which have since been recouped.
5. Authorize the County Administrative Office and Auditor-Controller, in the event that any unbudgeted/unassigned fund balance is available and remaining as determined through the final audited year-end FY 2013-14, to allocate such fund balance in the following order of priority:
 - a. Capital Projects Assignment (3123), not to exceed \$1,025,966 to assist in funding the Juvenile Hall capital project.
 - b. Accrued Leave Assignment (3115), not to exceed 25% of FY 2013-14 reported Compensated Absences liability to provide funding for retirements/buyouts that exceed the ability of General Fund departments to cover within current operations.
- c. Strategic Reserve (3111), not to exceed established Board policy of 10% of estimated FY 2014-15 General Fund revenues (excluding NMC Strategic Reserve).
- d. Public Safety Sales Tax (3128), for purpose of revenue stabilization up to \$500,000.
- e. Vehicle Replacement Assignment (3116), for benefit of a Public Safety vehicle reserve up to \$500,000.
- f. General Fund Contingency (3113) for benefit of unanticipated events or emergencies as prescribed in the County General Financial Policy 9.1, all remaining unbudgeted/unreserved fund balance.
6. Authorize the County Administrative Office and the Auditor-Controller to transfer or release to/from assignments associated with the following self-funded programs in the event they require additional funds or have excess funds at the end of Fiscal Year 2013-14:
 - a. Vehicle Replacement Program (3116).
 - b. Laguna Seca Track Assignment (3129).
 - c. Information Technology Charges Assignment (3124).
7. Authorize the County Administrative Office to adjust the FY 2014-15 Adopted Budgets for the Other Funds under the authority of the Board of Supervisors to reflect the FY 2013-14 year-end final Available Fund Balance.



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FY 2014-15 Forecast

Introduction

Monterey County's Three-Year Financial Forecast provides policy makers and the public with an assessment of the County's financial health based on past, current, and emerging economic conditions. The forecast is not a spending plan or budget. It does not attempt to predict or include possible local implications of pending Federal issues, yet to be determined impacts of the State's fiscal condition, or future decisions and policies of the Board of Supervisors (Board). Rather, the forecast serves as a tool for measuring future year needs and resources based on current year adopted budget policies.

Development of the Three-Year Forecast is a cooperative effort between all departments and the County Administrative Office (CAO). In developing projections for County discretionary revenues, the CAO's office relies on considerable input from the offices of the Assessor, Treasurer-Tax Collector, and Auditor-Controller. These subject matter experts provide insight on key economic indicators and conditions that may further influence the County's financial health, including assessed property valuations, property tax growth and flow of collections, local sales tax and transient occupancy tax trends, and County debt issues. Department heads and their staff provide critical expertise and input relevant to operational needs and funding sources, as well as current trends and statutory requirements that may influence their respective departmental forecasts. The CAO's office reviews and consolidates details of individual department forecasts and prepares an overall countywide analysis of approaching years' funding assumptions and expenditure needs.

Forecast outcomes are intended to provide a moving forward projection of General Fund and individual department costs for existing levels of staffing and services. Projected totals are developed based on current year statutes, policies, and operations. Salary and benefits expenditures include any Board approved employee group salary and benefits changes, assumed increased costs for employee

healthcare insurance and PERS retirement, earned step increases, and related changes in salary-driven costs such as Social Security and Medicare. Changes in estimated revenues are based on the most recent financial data and available information about Federal and State funding levels, and approved changes in fees and service charges as of December 31, 2013.

Final outcomes present a "road map" to help guide deliberations and strategies for maintaining existing service levels, and preserving the County's long-term fiscal stability.

Budget Development and Reporting Cycle

The Board conducts annual budget hearings in early June of each year to ensure adoption of a balanced budget by the July 1 start of the next fiscal year. Planning and development of the immediately approaching fiscal year budget is generally initiated at mid-year to meet development and deliberation timelines. As a first step, at mid-year departments begin preparing year-end estimates and projections for budget requirements and funding sources. The forecast is a critical element of the budget preparation process, constructed to provide a comprehensive review of future year spending needs and anticipated revenues. Through the strategic process initiated by development of the forecast, the Board gains a budgetary context for developing and modifying budget policies to address emerging financial trends and potential for concerns.

Ultimately, this model is designed to facilitate decision-making based on two fundamental questions: "What is the financial future of the County without change?" and "What path do we wish to take for the future?"

General Fund Forecast at a Glance

The chart below shows the results of department estimates for the current year-end and through the next three fiscal years. At \$513.5 million, the year-end estimate for expenditures reflects a savings of \$15.4 million compared to the \$530.6 million

included in the Adopted Budget. Year-end revenues are estimated to total \$513.5 million, \$11.9 million less than the Adopted Budget. Expenditures increase to \$540.9 million in FY 2014-15, with offsetting funding of \$532.6 million. Projected expenditures in

FY 2015-16 total \$560.6 million, offset by \$544.9 million in revenues. Expenditures increase to \$572.1 million in the final year of the forecast, and projected revenues total \$553.8 million.

General Fund Forecast at a Glance

General Fund	FY 2012-13	FY 2013-14		2014-15	2015-16	2016-17
	Actual	Adopted	Year-end Estimate ¹	Forecast ¹		
Available Financing:						
Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Canc'l. of Designtns/Encmbrncs	5.1	5.2	-	-	-	-
Revenues	<u>489.2</u>	<u>525.4</u>	<u>513.5</u>	<u>532.6</u>	<u>544.9</u>	<u>553.8</u>
Total Financing Sources	\$ 494.3	\$ 530.6	\$ 513.5	\$ 532.6	\$ 544.9	\$ 553.8
Financing Uses:						
Assignments	\$ 17.5	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditures	<u>476.5</u>	<u>530.6</u>	<u>515.3</u>	<u>540.9</u>	<u>560.6</u>	<u>572.1</u>
Total Financing Uses	\$ 493.9	\$ 530.6	\$ 515.3	\$ 540.9	\$ 560.6	\$ 572.1
Fund Balance-General Fund	\$ 0.4	\$ 0.0	\$ (1.8)	\$ (8.3)	\$ (15.7)	\$ (18.3)

Note: Totals may not add due to rounding; dollars in millions.

¹Year-end Estimate and Forecast totals exclude contingencies.

Data Source: AMS Advantage Performance Budgeting system, FSQs for General Fund "Current Year Budget" and "Three Year Forecast w/Prior Yr Actuals"

The General Fund:

Maintaining Structural Balance

The three-year forecast presented to the Board of Supervisors in March 2013 highlighted the significant progress Monterey County has made toward long-term structural integrity even while still working through some of the lingering financial impacts of the 2007-2009 economic downturn. After four years of budget reductions, the County ended FY 2011-12 with a general fund operating surplus of \$5.5 million, marking the County's first year of operating surplus since the onset of the recession. Through the Board's ongoing oversight and adoption of prudent strategic policies, combined with continuing cost-saving efforts from all departments, the County followed in FY 2012-13 with another year of structural balance, ending the year with a general fund operating surplus of \$12.8 million.

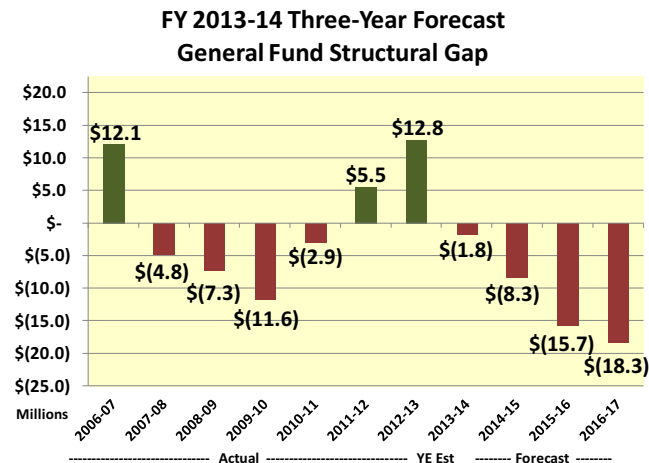
Monterey County's ability to retain fiscal balance reflects collaborative strategies and fiscal sacrifices across all departments. Through the difficult journey out of the nationwide fiscal decline, departments have adopted a much stronger culture of everyday

diligence and spending restraint even while striving to meet changing business needs and address unplanned and emerging issues. Understanding that most County functions lack adequate fiscal resources to regain any levels of budgetary flexibility that may have existed prior to the onset of the Great Recession, it is important to recognize that departments continue to successfully engage in these efforts. Based on departmental data for projected expenditures needs and anticipated funding sources through the next three fiscal years, efforts for cost savings and maximum efficiencies will continue to be necessary components of day-to-day business operations throughout Monterey County functions.

Reflecting outcomes of departmental projections, the following Chart illustrates the ongoing challenge to Monterey County's ability to maintain current service levels. Annual anticipated expenditures requirements continue to exceed expected revenues, and without corrective steps cannot be sustained.

Forecasted totals for the General Fund reveal an \$8.3 million deficit between spending needs and available

funding.¹ The gap expands to \$15.7 million in FY 2015-16 and \$18.3 million in FY 2016-17.



Forecast totals are developed based on current year statutes, policies, operations, and authorized positions. Forecast totals for salary and benefits expenditures include increased costs for employee healthcare insurance and PERS retirement, and known increases for Board-approved employee group salary increases, pending step increases for existing staff, and related salary-driven costs for PERS Retirement, FICA, and Medicare. Changes in revenue are based on the most recent financial data and available information about Federal and State funding levels, and Board approved changes in fees and service charges.

Though Monterey County ended FY 2012-13 with the healthiest fund balance since FY 2005-06, current forecast results indicate that adoption of a FY 2014-15 balanced budget will require in-depth analysis and collaboration between all County functions to ensure that recommended funding is aligned with organizational priorities as set forth by statute, existing codes and policies, and Board-adopted Strategic Initiatives.

Forecast findings highlight the importance of maintaining a countywide culture of spending restraint. Even with projections for steady revenue growth, cost increases continue to outpace the County's ability to fund them. This trend is likely to be the "norm" well into the future. It is within this

¹ Totals exclude Contingencies.

context that County departments moved forward to develop FY 2014-15 baseline budget requests.

General Fund

The general fund is the County's largest fund, and supports basic governmental functions related to public safety, land use and environment, public assistance, health and sanitation, recreation and education, and finance and administration. The FY 2013-14 Adopted Budget includes appropriations of \$530.6 million. This total is \$54.2 million (11.4%) higher than FY 2012-13 actual expenditures. A large portion of this growth is related to the realignment of former State programs to local government through adoption of AB 118 (Chapter 40, Statutes of 2011) in FY 2011-12. California's realignment revised and expanded certain health and social services responsibilities to counties. Likewise, adoption of AB 109 (Chapter 5, Statutes of 2011) realigned responsibilities for certain lower level offenders, adult parolees and juvenile offenders from the State to local jurisdictions.

In 2012, California voters approved a ballot measure to protect revenues associated with the realigned programs. There is no certainty that these revenues will be sufficient to support the increased local responsibilities.

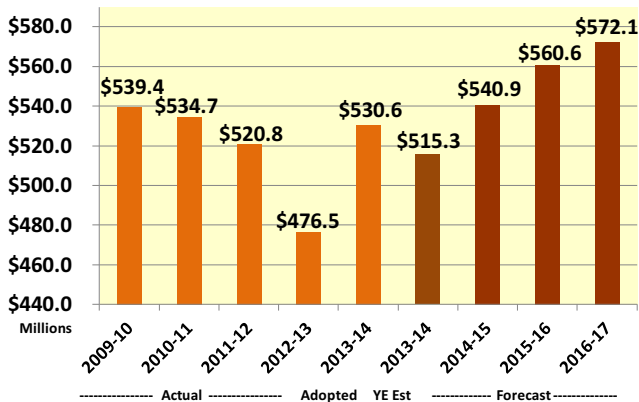
As part of its realignment of responsibilities to local government, the State required a new fund for behavioral health programs. To implement this requirement, the County transferred \$65.2 million in combined existing and new funding for behavioral health programs into the new fund in FY 2012-13. A number of graphs in subsequent sections of this report show the results of the transfer as a reduction in General Fund expenditures and revenues beginning in that year.

General Fund Expenditures

Compared to the FY 2013-14 Adopted Budget, the FY 2014-15 expenditures projection of \$540.9 million reflects a reasonable increase of \$10.3 million (1.9%). When the FY 2014-15 projected costs are measured against the total costs that departments estimate that they will actually spend by year-end FY 2013-14, however, the projected increase in expenditures is \$25.6 million (5.0%).

Totals for FY 2015-16 show an additional increase of \$19.7 million (3.6%) to \$560.6 million, and growing by another \$11.5 million (2.0%) in FY 2016-17.

General Fund Expenditures



The largest portion of the estimated FY 2013-14 cost savings is related to departments holding positions vacant in response to lower than anticipated revenues. Factors driving costs upward in forecast years include departmental assumptions to fill vacant positions, approved salary increases and related salary-driven costs, and assumptions for retirement and health insurance expenditures increases.

Departmental forecasts include costs for bargaining group MOU changes approved in the current year. Approved changes for most employee groups include a current year salary increase of 3.5% effective in November, 2013. This increase was negotiated in exchange for an agreement that employees pay the full “employee share” of PERS retirement costs, also valued at 3.5% of base earned salary, formerly covered by the County. Effective on July 1, 2014, most employee groups will receive another 2.0% salary increase, followed by 3.0% in FY 2015-16, the final year of approved agreements. The annual cumulative cost of these increases is reflected in the chart below. These cost changes are included in forecast totals prepared by all County departments.

Countywide Costs for Approved Salary Changes

Fiscal Year	Salaries	PERS		FICA	Total
		Retirement			
FY 2013-14	\$ 9,169,005	\$ (5,590,443)		\$ 597,986	\$ 4,176,548
FY 2014-15	4,929,427	612,774		346,511	5,888,712
FY 2015-16	7,783,782	1,000,311		533,668	9,317,761
Total:	\$ 21,882,214	\$ (3,977,358)		\$ 1,478,165	\$ 19,383,021

Totals include all employee group approved changes.

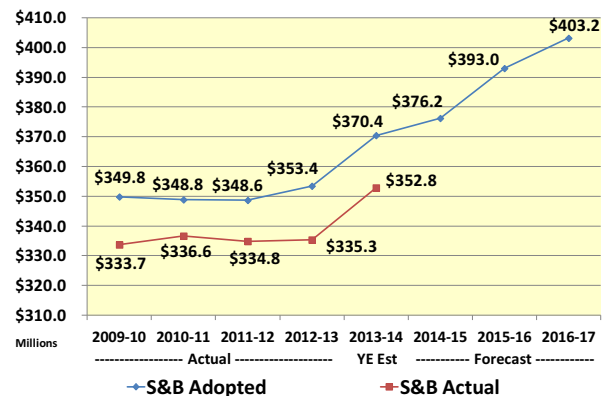
Assumes like changes to unrepresented employee groups in same years.

General Fund Cost Challenges

General Fund fiscal resources continue to be constrained by growing costs for retirement, health care premiums, and requirements for pre-funding retiree health care. Additionally, departmental operational capacity is threatened by rising costs for General Liability Insurance, County infrastructure and facility needs, and the critical need for replacement and/or upgrades to information technology systems.

- **Filling Vacancies:** By far the biggest cost driver in forecast years is an assumption by departments that vacant positions will be filled. This has been a recurring scenario in recent forecasts. As depicted in the following graph, actual salary and benefits expenditures at year-end are typically well below approved budget levels.

General Fund Salary & Benefit Expenditures



NOTE: To preserve continuity for purposes of this analysis, the annual totals reflected in the above graphic include former general fund behavioral health costs, which were extracted into a separate fund beginning in FY 2012-13.

The difference between adopted salary and benefits budgets and actual year-end expenditures has ranged from a low of \$12.2 million (3.5%) in FY 2010-11, to a high of \$18.1 million (5.1%) at year-end FY 2012-13. Departmental year-end estimates for FY 2013-14 reflect \$17.6 million (4.8%) in savings compared to the Adopted Budget.

In recent years, departments have pushed themselves to “do more with less,” in ongoing efforts to control costs. Many departments

continue to hold positions vacant in response to lower than anticipated revenues and/or to cover expenses for unplanned and unbudgeted issues such as aging technology and other equipment or service needs. While these efforts over time have most certainly helped departments to more thoroughly define where opportunities may exist for improved efficiencies, this method for maintaining budget balance creates growing difficulties for departments on a number of levels. It is reasonable to assume that increased pressures to fill positions in response to growing service demands combined with potential “burn-out” of existing staff as they work to cover the job requirements of unfilled positions will at some point make “balancing budgets with vacancies” unsustainable.

- General Liability Insurance:** Across the State and the nation, public entities spend millions on lawsuits each year, and Monterey County is no exception. Monterey County self-insures its general liability fund with a total aggregate limit (inclusive of excess insurance) of \$150 million. In addition to adhering to accounting standards, specific policies and procedures apply when a County is self-insured. The Governmental Accounting Standards Board (GASB) requires the County to record a liability on its financial statements for the cost of “ultimate reasonable resolution” associated with all reported claims and anticipated claims. The County additionally shall maintain reserves and make funding contributions equal to or exceeding the present value of expected losses and a reasonable margin for contingencies.²

General Liability charges are defined as “Recoverable” and “Non-recoverable” for purposes of cost recovery for County programs such as Child Support Services and most Health and Social Service functions, which receive reimbursements from Federal and State sources.

“Non-recoverable” charges are specifically related to the Pajaro settlement and previous Lakes settlements, and do not qualify as reimbursable expenses from these sources.

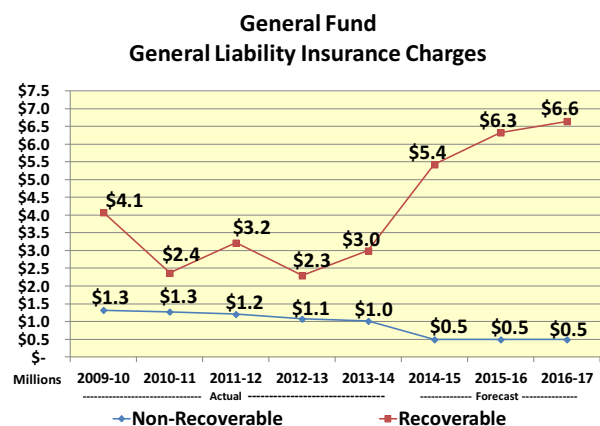
² Monterey County Risk Management

Fiscal year 2013-14 is the final year for charges related to the Pajaro settlement.

Countywide, “Recoverable” General Liability insurance charges reflect an increase of 89.2% in FY 2014-15, rising from a cost of \$4.2 million in the current year to \$7.8 million. The countywide increase totals \$3.8 million. The escalation in costs is based on a \$1.0 million increase in “severity of losses,” \$0.6 million increase in countywide overhead, and an increase of \$2.1 million to rebuild reserves due to a current deficit position resulting from liability costs consuming available assets.³

Departments were notified that charges are expected to increase by another 16.6% to \$9.3 million in FY 2015-16, and by 5.0%, totaling \$9.8 million in FY 2016-17. Related cost increases have been included in expenditures totals for each of the forecast years.

General Fund departments experienced an overall 18.9% increase for general liability charges in FY 2013-14, with costs growing from \$3.4 million in FY 2012-13 to \$4.0 million. The total rises by 47.8% to \$5.9 million in FY 2014-15. Combined estimated costs for both recoverable and non-recoverable charges in FY 2015-16 and FY 2016-17 grow to \$6.8 million and \$7.1 million respectively.



Based on the methodology for distributing general liability charges to County functions, impacts to individual departments vary widely. It

³ Ibid

is important to note that in a number of cases, estimated FY 2014-15 General Liability cost increases to some County departments could require reductions in existing service levels in order to balance costs within currently assumed available levels of General Fund Contribution (GFC).

It is well understood that litigation and related costs impact governmental finances across the nation. At the current rate of growth, Monterey County's general liability costs pose a serious threat to future year operational capacity. This issue requires engaged partnership between all County departments and risk managers to understand and negotiate through risk challenges and to develop long-term solutions focused on managing the County's risk factors on an ongoing basis.

- **Capital Costs:** The Board of Supervisors has recognized that Monterey County's current and future capital needs far exceed available financing sources. Discussion in the FY 2013-14 Capital Budget Summary (*FY 2013-14 Recommended Budget, p. 651-659*) estimated capital costs at \$149.1 million, of which \$94.5 million (63.4%) was funded. The Resource Management Agency (RMA) expects to finalize a draft revised Five Year Capital Improvement Plan (CIP) for presentation and consideration by the Board's Capital Improvements Committee (CIC), Budget Committee, and the full Board of Supervisors by the end of FY 2013-14. Current high priority, high cost items include, but are not limited to, design and renovation of the East and West Wings, the Jail Housing Addition, replacement of the County's out-dated Juvenile Hall, and technology upgrades/replacement. Estimated general fund cost commitments for these projects are as follows:

- ⇒ **East/West Wing Renovation** - \$31.0 million (proposed funding through debt financing/annual debt service costs to be determined).
- ⇒ **Jail Housing Addition** - Recent Board action fully funded the County's \$8.9 million general fund match requirement

for the conditional award of \$80.0 million in State funds for the jail housing addition.

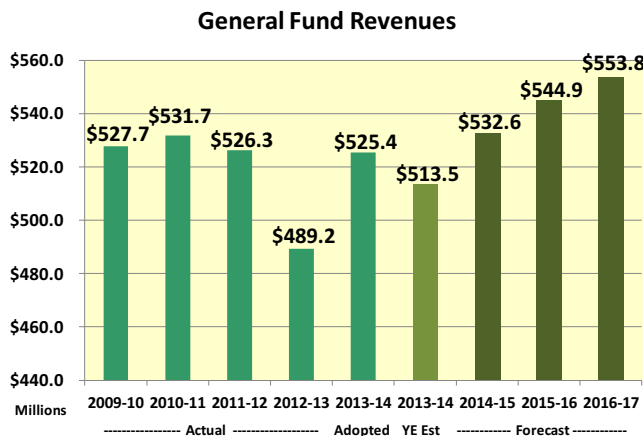
- ⇒ **New Juvenile Hall** - Phase I project costs are estimated at \$52.4 million, offset by approximately \$35.0 million from State grants. Based on pending grant approval, the remaining cost to the County is \$17.4 million, including the 25% County match requirement of \$12.3 million. Funding proposals previously approved by the Board include covering the County's share of costs through debt financing. Recent information from the State, however, implies that grant approval is partially conditioned on the County's ability to show it has "cash in hand" for its share of costs. Based on this requirement and pending grant deadlines, Monterey County will need to approve funding for at least the \$12.3 million match by no later than November 2014. Currently approved funding toward this commitment is approximately \$1.1 million.

- ⇒ **Information Technology Infrastructure Replacement** - To keep up with ongoing and escalating access, security, and obsolescence issues related to Countywide information technology requirements, the Information Technology Department (ITD) is proceeding with replacement of critical phone and IT systems at an estimated cost of \$11 million. Proposed replacement costs will be recovered through increased service charges through FY 2019-20. Increased costs in FY 2014-15 total \$1.2 million. Billing for the ITD replacement reimbursement will be separate from regularly occurring IT service charges. Because future year charges for capital replacement were still under discussion with department heads when departments were preparing forecast year data, related cost increases are not reflected in forecasted expenditures.

⇒ **Enhancements/Upgrades for Enterprise Resource Project (ERP)** - With similar technology issues as those in ITD, the Auditor-Controller's Office is proceeding with proposed upgrades for the Enterprise Resource Program (ERP) system, with costs to be paid through increased charges to service users. Based on a proposed lease option, the related cost increase in FY 2014-15 is about \$1.5 million. Because FY 2014-15 charges were not yet distributed to departments, proposed future year costs are not reflected in forecasted expenditures.

General Fund Revenues

At an estimated year-end total of \$513.5 million, FY 2013-14 revenues reflect a shortfall of \$11.9 million (2.3%) compared to budget. As detailed in expenditures discussions in earlier sections of this report, departments show a collective year-end reduction of \$15.4 million (2.9%) in expenditures. These results indicate that the majority of departments are taking necessary actions to monitor finances throughout the budget year to ensure that shortfalls in budgeted revenues are offset by reductions in spending.



In prior years the general fund received almost half of its revenue from the State, both in the form of direct allocations and from Federal sources passed through State departments. The transfer of specific State and Federal funds to the new behavioral health fund in FY 2012-13 is reflected as a funding reduction in the General Fund. As shown in the

Chart above, revenue from governmental sources is estimated at 39.0% at the end of FY 2013-14. Most of the remaining General Fund State and Federal Aid revenue supports mandated public assistance and health programs.

General Fund revenues are projected to grow at modest increments in the forecast years. The projected total in FY 2014-15 is \$7.2 million (1.4%) higher than the FY 2013-14 Adopted Budget. Based on departmental projections, revenues will increase by \$12.3 million (2.3%) in FY 2015-16, followed by an increase of \$8.8 million (1.6%) in FY 2016-17.

It is generally assumed that, barring sudden unanticipated changes in revenue streams, pending budget requests for revenue in the immediately approaching fiscal year will not vary significantly from the current year-end estimate. Though collectively department projections show revenue for FY 2014-15 growing by a modest 1.4% compared to the FY 2013-14 Adopted Budget, this projection assumes revenue will exceed current year-end totals by \$19.1 million (3.7%). As departments proceed with development of FY 2014-15 budget requests, it is important that assumed revenue increases receive thorough and prudent review to understand new revenues and other reasons why next year's revenue might increase by \$19.1 million or 3.7% over the current year-end estimate even though the current year-end estimate reflects an \$11.9 million (2.3%) shortfall compared to budget.

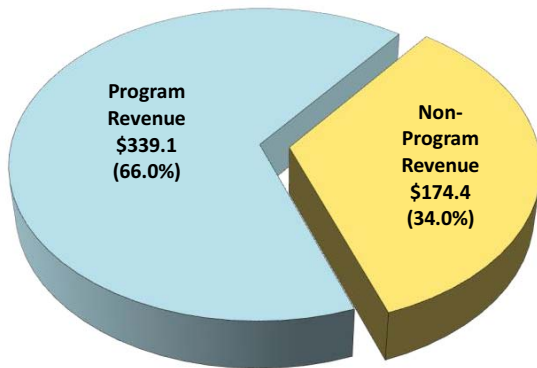
Non-Program Revenue

General fund revenues are categorized as "program" and "non-program" based on the source of and purpose for the funding. Program revenues, primarily from State and Federal sources, are typically provided for a statutory purpose and must by law be spent on designated activities, such as health and social services programs. Other program revenues include charges that pay for specific costs related to services provided, or license and permit charges, penalties, and fines and fees that reimburse for costs related to their purpose.

Non-program revenues are the County's only true source of *discretionary* revenues, and include property taxes, transient occupancy tax (TOT), sales

and use tax, vehicle license fees (VLF), and a number of other smaller revenue sources that support local government. As discretionary funding, non-program revenues provide the County with some level of flexibility to address local needs and priorities. Monterey County historically designates its discretionary revenues to support public safety and Countywide finance and other administrative functions, and to meet matching requirements as a condition for receiving Federal and State assistance.

**General Fund
Program vs. Non-Program Revenue**

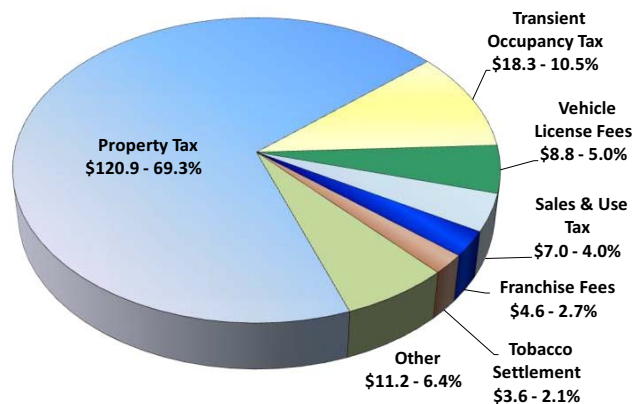


Year-end estimated non-program revenues total \$174.4 million, about one-third of all general fund revenue. Program funding for State and Federal mandates, mostly related to health and social services and realigned public safety programs, is estimated to end the year at a total of \$339.1 million.

Sources of Non-Program Revenue

The various sources of non-program revenue are reflected by type in the following chart. Property tax revenue comprises the bulk of non-program revenue, with an estimated current year-end total of \$120.9 million (69.3%) in 2012-13. Year-end transient occupancy tax (TOT) revenue is estimated at \$18.3 million (10.5%). Vehicle license fees (VLF) are expected to end the year at \$8.8 million (5.0%). Other significant non-program revenues include sales and use tax of \$7.0 million (4.0%), franchise fees of \$4.6 million (2.7%), tobacco settlement funds of \$3.6 million (2.1%) and other sources totaling \$11.2 million (6.4%).

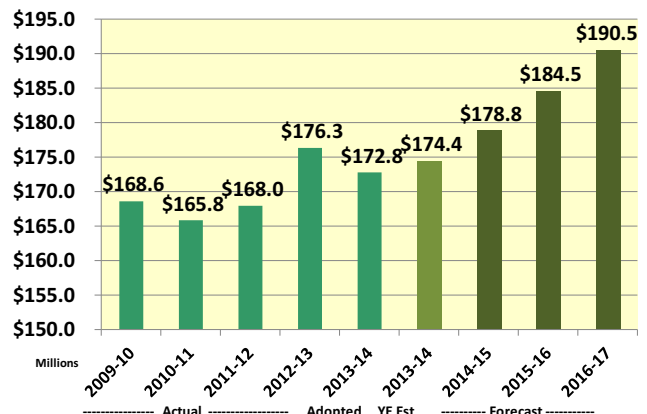
Non-Program Revenue



Projections for Non-Program Revenue

Monterey County hit its highest level of non-program revenue in FY 2007-08, with a year-end total of \$186.0 million. This was followed by successive and dramatic declines through the next three fiscal years as impacts of the Great Recession rapidly deteriorated previously healthy levels of growth in funding. As illustrated in the chart below, non-program revenue continues slow but steady growth. It should be noted that FY 2012-13 was boosted by receipt of \$4.0 million in residual funds following the State's dissolution of Redevelopment agencies. Based on current trends, projections show Monterey County finally recovering to FY 2007-08 levels of non-program revenue by FY 2016-17.

Non-Program Revenue



General Fund Department Forecast Details

The following portion of this report provides individual summaries of forecasts as submitted by County departments. Details include each

department's year-end estimated and pending year forecasted expenditures, revenues and the resulting financing need, assuming a flat general fund contribution (GFC) in each of the forecast years.

General fund contributions represent the level of discretionary general fund revenue appropriated by the Board each fiscal year. Departments use these revenues to supplement program-specific revenues to finance their operations. Preliminary estimates released to all departments in December 2013 assume total GFC available for appropriation in FY 2014-15 remains at the current year Board approved level for County departments.

Current year GFC includes totals appropriated by the Board as part of the FY 2013-14 Adopted Budget, and Board approved modifications, if any. It is understood that the assumed *flat* GFC is provided for "planning purposes" only.

By comparing departments' forecasted need to a "baseline" amount of available funding (GFC), the resulting forecast summaries will help identify potential areas where service capacity may be threatened by projected changes in expenditures and revenues in immediately pending budget years. Departmental summaries offer a tool to assist the Board of Supervisors with final priority decisions for the distribution of these funds in the upcoming budget process.

Currently Monterey County functions and services are provided through 26 departments or agencies. Two of these, the Monterey County Free Library (MCFL) and Natividad Medical Center (NMC), are budgeted outside the general fund. These and other major County functions supported through other funds, such as Parks Resorts, Roads and Bridges, and Behavioral Health, are discussed at the end of this report. The remaining 24 departments are

included in the general fund. Twenty-two of these departments rely on at least some level of financial support through budgeted contributions from the general fund (i.e., GFC). Child Support Services (CSS) and Information Technology (IT) are currently funded entirely without GFC. CSS is historically funded through a combination of Federal and State subventions provided as reimbursement for mandated programs and services. The negative GFC reflected for CSS represents recovery of overhead costs from the department's funding sources. Information Technology is self-supporting, offsetting 100% of its costs through charges for services to its customers.

The Water Resources Agency (WRA) is excluded in these discussions. Since the WRA functions and reports through the Board of Supervisors of the WRA, it is responsible for presenting a separate reporting of its current and projected fiscal outlook.

Outlook for General Fund Departments

Based on current year-end details, twelve departments estimate ending FY 2013-14 at or below Board authorized levels of GFC, with a combined surplus of \$1.8 million. In contrast, year-end estimates for ten general fund departments show that they may end the year over budget, with a combined deficit of \$3.8 million. The end result to the General Fund is a year-end deficit of just below \$2.0 million.

In compliance with Board adopted policy, County Administrative Office (CAO) analysts work closely with those departments identifying current year-end budget over-runs, so that necessary steps are taken to ensure they report through the Board's Budget Committee to end the year with a balanced budget.

Agricultural Commissioner - The Agricultural Commissioner estimates it will end the current year within its budgeted GFC. The department relies heavily on revenue from unclaimed gas tax, distributed based on maintenance of effort (MOE) requirements related to the County's annual GFC to the department. When the department's use of GFC does not meet MOE requirements, it is likely to experience reductions in program revenue in the following year. In an effort to maintain annual levels of departmental revenue, the Agricultural Commissioner attempts to balance annual expenditures against these funding dynamics. Revenue is expected to increase, but not at a rate that matches anticipated growth in expenditures. Increasing deficits in the forecast years are due to employee step advances, higher PERS retirement expenditures, and other cost drivers.

Department Code: 2810	Adopted	Yr-end Est	Forecast		
Agricultural Commissioner	FY 2013-14	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
EXPENDITURES					
Total Forecasted Expenditures	\$ 9,452,256	\$ 9,452,256	\$ 9,849,764	\$ 10,006,617	\$ 10,141,690
% Change - Expenditures		0.0%	4.2%	1.6%	1.3%
REVENUES					
Total Forecasted Revenues	\$ 6,487,571	\$ 6,487,574	\$ 6,706,791	\$ 6,779,551	\$ 6,787,617
% Change - Revenues		0.0%	3.4%	1.1%	0.1%
Forecasted Financing Need (GFC)	\$ 2,964,685	\$ 2,964,682	\$ 3,142,973	\$ 3,227,066	\$ 3,354,073
Phase I General Fund Contribution		\$ 2,964,685	\$ 2,964,685	\$ 2,964,685	\$ 2,964,685
Financing Surplus/(Deficit)		\$ 3	\$ (178,288)	\$ (262,381)	\$ (389,388)
% Surplus/(Deficit) to Expenditures		0.0%	-1.8%	-2.6%	-3.8%

Assessor-County Clerk/Recorder - The Assessor-County Clerk/Recorder estimates it will end the current year with a GFC surplus of \$129,014. Expenditures were under budget due to some salary savings as a result of unexpected resignations and vacancies. There has been an increase in revenue for marriage licenses due to the approval of same-sex marriages. Revenues are forecasted to marginally increase in 2014-15 as a result of the increase in the assessment roll. Revenues are projected to remain "flat" in 2015-16 and 2016-17, while expenditures are expected to increase due to cost of living increases, step advances, and rising health rates.

Department Code: 1180	Adopted	Yr-end Est	Forecast		
Assessor-County Clerk/Recorder	FY 2013-14	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
EXPENDITURES					
Total Forecasted Expenditures	\$ 7,106,842	\$ 6,742,063	\$ 7,323,025	\$ 7,715,368	\$ 7,910,247
% Change - Expenditures		-5.1%	8.6%	5.4%	2.5%
REVENUES					
Total Forecasted Revenues	\$ 3,505,892	\$ 3,270,127	\$ 3,725,892	\$ 3,836,030	\$ 3,951,675
% Change - Revenues		-6.7%	13.9%	3.0%	3.0%
Forecasted Financing Need (GFC)	\$ 3,600,950	\$ 3,471,936	\$ 3,597,133	\$ 3,879,338	\$ 3,958,572
Phase I General Fund Contribution		\$ 3,600,950	\$ 3,600,950	\$ 3,600,950	\$ 3,600,950
Financing Surplus/(Deficit)		\$ 129,014	\$ 3,817	\$ (278,388)	\$ (357,622)
% Surplus/(Deficit) to Expenditures		1.9%	0.1%	-3.6%	-4.5%

Auditor-Controller - The Auditor-Controller's Office includes eleven budget units, nine of which are budgeted in the general fund. However, some of the units support countywide non-departmental costs that are not directly Auditor-Controller core operations, such as short term borrowing and the annual County audit. The table summarizes the finances for departmental operations. The Auditor-Controller estimates it will end the fiscal year with a deficit of \$50,151. The overage is estimated based on unbudgeted costs for annual leave buyback requests from staff.

Department Code: 1110	Adopted	Yr-end Est	Forecast		
Auditor-Controller	FY 2013-14	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
EXPENDITURES					
Total Forecasted Expenditures	\$ 4,794,835	\$ 4,868,377	\$ 5,164,040	\$ 5,517,327	\$ 5,668,430
% Change - Expenditures		1.5%	6.1%	6.8%	2.7%
REVENUES					
Total Forecasted Revenues	\$ 401,262	\$ 424,653	\$ 396,613	\$ 407,080	\$ 414,159
% Change - Revenues		5.8%	-6.6%	2.6%	1.7%
Forecasted Financing Need (GFC)	\$ 4,393,573	\$ 4,443,724	\$ 4,767,427	\$ 5,110,247	\$ 5,254,271
Phase I General Fund Contribution		\$ 4,393,573	\$ 4,393,573	\$ 4,393,573	\$ 4,393,573
Financing Surplus/(Deficit)		\$ (50,151)	\$ (373,854)	\$ (716,674)	\$ (860,698)
% Surplus/(Deficit) to Expenditures		-1.0%	-7.2%	-13.0%	-15.2%

Board of Supervisors - The budget for the Board of Supervisors includes six general fund units, providing for each of the five districts and a general pool that covers shared expenses not specific to any one district. Based on financial data for the first half of the fiscal year, the Board's budget will end FY 2014-15 within budgeted appropriations. The deficits emerging in the forecast years are driven by cost increases related to earned step advancements, anticipated increases in PERS retirement rates, health insurance premiums, general liability, and Information Technology charges.

Department Code: 1000	Adopted	Yr-end Est	Forecast		
Board of Supervisors	FY 2013-14	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
EXPENDITURES					
Total Forecasted Expenditures	\$ 2,842,182	\$ 2,841,250	\$ 2,919,323	\$ 3,060,206	\$ 3,105,344
% Change - Expenditures		0.0%	2.7%	4.8%	1.5%
REVENUES					
Total Forecasted Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
% Change - Revenues		0.0%	0.0%	0.0%	0.0%
Forecasted Financing Need (GFC)	\$ 2,842,182	\$ 2,841,250	\$ 2,919,323	\$ 3,060,206	\$ 3,105,344
Phase I General Fund Contribution		\$ 2,842,182	\$ 2,842,182	\$ 2,842,182	\$ 2,842,182
Financing Surplus/(Deficit)		\$ 932	\$ (77,141)	\$ (218,024)	\$ (263,162)
% Surplus/(Deficit) to Expenditures		0.0%	-2.6%	-7.1%	-8.5%

Child Support Services - Child Support Services is funded entirely through federal and state subventions for mandated services. The negative GFC represents Countywide Cost Allocation Plan (COWCAP) recovery from these funding sources. The GFC will be adjusted based on final COWCAP numbers provided by the Auditor Controller's Office. The department expects the GFC to be lower in FY 2014-15 based on FY 2013-14 actual COWCAP charges. In FY 2015-16 and FY 2016-17, the department will be requesting funds from the County General Fund if the allocation from the State remains flat.

Department Code: 2250	Adopted	Yr-end Est	Forecast		
Child Support Services	FY 2013-14	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
EXPENDITURES					
Total Forecasted Expenditures	\$ 10,694,050	\$ 10,926,013	\$ 10,896,397	\$ 11,347,876	\$ 11,570,625
% Change - Expenditures		2.2%	-0.3%	4.1%	2.0%
REVENUES					
Total Forecasted Revenues	\$ 11,107,160	\$ 11,003,217	\$ 11,086,729	\$ 11,386,006	\$ 11,533,020
% Change - Revenues		-0.9%	0.8%	2.7%	1.3%
Forecasted Financing Need (GFC)	\$ (413,110)	\$ (77,204)	\$ (190,332)	\$ (38,130)	\$ 37,605
Phase I General Fund Contribution		\$ (413,110)	\$ (413,110)	\$ (413,110)	\$ (413,110)
Financing Surplus/(Deficit)		\$ (335,906)	\$ (222,778)	\$ (374,980)	\$ (450,715)
% Surplus/(Deficit) to Expenditures		-3.1%	-2.0%	-3.3%	-3.9%

Clerk of the Board - The Clerk of the Board expects to end the fiscal year under its appropriations by \$43,447. Expenditures are expected to continue rising in the forecast years due to step advances and benefit cost drivers.

Department Code: 1300	Adopted	Yr-end Est	Forecast		
Clerk of the Board	FY 2013-14	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
EXPENDITURES					
Total Forecasted Expenditures	\$ 825,954	\$ 782,507	\$ 803,237	\$ 838,741	\$ 855,118
% Change - Expenditures		-5.3%	2.6%	4.4%	2.0%
REVENUES					
Total Forecasted Revenues	\$ 25,000	\$ 25,000	\$ 20,000	\$ 20,000	\$ 20,000
% Change - Revenues		0.0%	-20.0%	0.0%	0.0%
Forecasted Financing Need (GFC)	\$ 800,954	\$ 757,507	\$ 783,237	\$ 818,741	\$ 835,118
Phase I General Fund Contribution		\$ 800,954	\$ 800,954	\$ 800,954	\$ 800,954
Financing Surplus/(Deficit)		\$ 43,447	\$ 17,717	\$ (17,787)	\$ (34,164)
% Surplus/(Deficit) to Expenditures		5.6%	2.2%	-2.1%	-4.0%

Cooperative Extension - The year-end estimate for Cooperative Extension shows a surplus of \$1,031 for FY 2014-15 and reaches a GFC deficit of \$42,792 by FY 2016-17.

Department Code: 6210	Adopted	Yr-end Est	Forecast		
Cooperative Extension	FY 2013-14	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
EXPENDITURES					
Total Forecasted Expenditures	\$ 532,420	\$ 511,151	\$ 538,686	\$ 576,160	\$ 585,858
% Change - Expenditures		-4.0%	5.4%	7.0%	1.7%
REVENUES					
Total Forecasted Revenues	\$ 120,403	\$ 100,165	\$ 126,669	\$ 130,086	\$ 131,049
% Change - Revenues		-16.8%	26.5%	2.7%	0.7%
Forecasted Financing Need (GFC)	\$ 412,017	\$ 410,986	\$ 412,017	\$ 446,074	\$ 454,809
Phase I General Fund Contribution		\$ 412,017	\$ 412,017	\$ 412,017	\$ 412,017
Financing Surplus/(Deficit)		\$ 1,031	\$ -	\$ (34,057)	\$ (42,792)
% Surplus/(Deficit) to Expenditures		0.2%	0.0%	-5.9%	-7.3%

County Administrative Office - The County Administrative Office (CAO) budget units are structured into two categories based on their function; CAO Departmental and CAO Non-Departmental. The CAO Departmental category is comprised of five budget units in the general fund, which include staff and support specific functions. The units include Administration and Finance, Budget and Analysis, Contracts/Purchasing, Intergovernmental and Legislative Affairs, and Office of Emergency Services. The CAO Non-Departmental category is comprised of ten units, nine of which are within the General Fund and one dedicated fund. These

units address budget functions not directly related to CAO operations, including Board approved contributions to outside agencies, Trial Court MOE requirements, operational contingencies, Countywide memberships, medical care services, other financing uses, and non-program revenue. The table summarizes the fiscal activities for the CAO Departmental units. The CAO estimates that the departmental units will end the current year with expenditures of \$5.6 million and revenues of \$0.3 million. The current GFC of \$5.2 million does not reflect recent budget modifications totaling \$0.23 million, which result in a modified total GFC of \$5.4 million. Based on these modifications, the department will end the year with a surplus of approximately \$90,000. Assuming GFC allocations remain at current levels, the CAO projects a deficit of \$0.3 million in FY 2014-15, growing to \$0.9 million by 2016-17 if mitigating actions are not taken. The deficits are primarily the result of step advances, recently approved salary increases, and increased costs for associated benefits.

Department Code: 1050	Adopted	Yr-end Est	Forecast		
County Administrative Office	FY 2013-14	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
EXPENDITURES					
Total Forecasted Expenditures	\$ 5,488,465	\$ 5,634,908	\$ 5,819,781	\$ 6,038,623	\$ 6,360,156
% Change - Expenditures		2.7%	3.3%	3.8%	5.3%
REVENUES					
Total Forecasted Revenues	\$ 303,833	\$ 308,000	\$ 308,000	\$ 308,000	\$ 308,000
% Change - Revenues		1.4%	0.0%	0.0%	0.0%
Forecasted Financing Need (GFC)	\$ 5,184,632	\$ 5,326,908	\$ 5,511,781	\$ 5,730,623	\$ 6,052,156
Phase I General Fund Contribution		\$ 5,184,632	\$ 5,184,632	\$ 5,184,632	\$ 5,184,632
Financing Surplus/(Deficit)		\$ (142,276)	\$ (327,149)	\$ (545,991)	\$ (867,524)
% Surplus/(Deficit) to Expenditures		-2.5%	-5.6%	-9.0%	-13.6%

County Counsel - County Counsel estimates it will end the current year with \$3.3 million in expenditures and \$417,470 in revenues, resulting in a year-end use of GFC total of \$2.8 million. These results would produce an end-of-the-year surplus of \$513,356. A deficit is projected for the third forecast year as a result of higher salary and benefit costs (employee step advances, rising PERS contribution rates, etc.).

Department Code: 1210	Adopted	Yr-end Est	Forecast		
County Counsel	FY 2013-14	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
EXPENDITURES					
Total Forecasted Expenditures	\$ 3,747,565	\$ 3,258,014	\$ 3,410,393	\$ 3,510,653	\$ 4,335,214
% Change - Expenditures		-13.1%	4.7%	2.9%	23.5%
REVENUES					
Total Forecasted Revenues	\$ 393,665	\$ 417,470	\$ 393,665	\$ 393,665	\$ 393,665
% Change - Revenues		6.0%	-5.7%	0.0%	0.0%
Forecasted Financing Need (GFC)	\$ 3,353,900	\$ 2,840,544	\$ 3,016,728	\$ 3,116,988	\$ 3,941,549
Phase I General Fund Contribution		\$ 3,353,900	\$ 3,353,900	\$ 3,353,900	\$ 3,353,900
Financing Surplus/(Deficit)		\$ 513,356	\$ 337,172	\$ 236,912	\$ (587,649)
% Surplus/(Deficit) to Expenditures		15.8%	9.9%	6.7%	-13.6%

District Attorney - The Office of the District Attorney projects year end expenditures of \$19.1 million, revenues of \$10.7 million and \$8.5 million in use of GFC, resulting in year-end GFC savings of approximately \$620,164. The savings is primarily related to salary savings resulting from lengthy recruitment processes to fill vacant positions. The forecast also indicates deficits ranging between \$639,134 and \$1,103,568 in the forecast years. These deficits are due to an assumption that GFC financing will remain flat through the forecast years, while salaries, benefits, retirement and health care costs are projected to increase.

Department Code: 2240	Adopted	Yr-end Est	Forecast		
District Attorney	FY 2013-14	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
EXPENDITURES					
Total Forecasted Expenditures	\$ 20,668,524	\$ 19,146,426	\$ 20,908,724	\$ 21,293,141	\$ 21,710,549
% Change - Expenditures		-7.4%	9.2%	1.8%	2.0%
REVENUES					
Total Forecasted Revenues	\$ 11,591,466	\$ 10,689,532	\$ 11,192,279	\$ 11,372,134	\$ 11,529,923
% Change - Revenues		-7.8%	4.7%	1.6%	1.4%
Forecasted Financing Need (GFC)	\$ 9,077,058	\$ 8,456,894	\$ 9,716,445	\$ 9,921,007	\$ 10,180,626
Phase I General Fund Contribution		\$ 9,077,058	\$ 9,077,058	\$ 9,077,058	\$ 9,077,058
Financing Surplus/(Deficit)		\$ 620,164	\$ (639,387)	\$ (843,949)	\$ (1,103,568)
% Surplus/(Deficit) to Expenditures		3.2%	-3.1%	-4.0%	-5.1%

Economic Development Department - The Economic Development Department's (EDD) general fund units estimate year-end expenditures of \$2.7 million, revenues of \$233,715, and \$2.4 million in use of GFC. Compared to budgeted GFC, the department would end the year with a small deficit of \$7,776. It should be noted that the current year estimates include \$214,877 in unbudgeted revenue received from the East Garrison Developer, UCP, as reimbursement for expenditures incurred last fiscal year which has been deposited into EDD's General Fund Unit 8221. The EDD is preparing to go before the Budget Committee and then the Board of Supervisors to request an increase in revenue and appropriations in order to use these funds to offset a potentially larger deficit than the currently reflected \$7,776. EDD experienced temporary vacancies of two positions during the fiscal year. To address workload, departmental expenditures included costs for temporary employee help and other resources. It's anticipated that salary savings will be sufficient to cover the additional expense. EDD projects a deficit emerging in FY 2014-15 mostly attributable to increased salaries, corresponding benefits, significant increase in General Liability allocations, as well as having to absorb similar cost increases from service departments who pass along the impacts of any cost increases to their customers. Unless other means are taken to offset escalating costs, the increase will impact EDD's ability to maintain existing resources.

Department Code: 1070	Adopted	Yr-end Est	Forecast		
Economic Development	FY 2013-14	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
EXPENDITURES					
Total Forecasted Expenditures	\$ 2,442,785	\$ 2,657,662	\$ 2,442,785	\$ 2,442,785	\$ 2,442,785
% Change - Expenditures		8.8%	-8.1%	0.0%	0.0%
REVENUES					
Total Forecasted Revenues	\$ 26,614	\$ 233,715	\$ 25,377	\$ 35,627	\$ 25,377
% Change - Revenues		778.2%	-89.1%	40.4%	-28.8%
Forecasted Financing Need (GFC)	\$ 2,416,171	\$ 2,423,947	\$ 2,417,408	\$ 2,407,158	\$ 2,417,408
Phase I General Fund Contribution		\$ 2,416,171	\$ 2,416,171	\$ 2,416,171	\$ 2,416,171
Financing Surplus/(Deficit)		\$ (7,776)	\$ (1,237)	\$ 9,013	\$ (1,237)
% Surplus/(Deficit) to Expenditures		-0.3%	-0.1%	0.4%	-0.1%

Elections - Elections administers all federal, state, County, and local public elections. Departmental expenditures and revenues vary based on the number of statewide general scheduled and unscheduled special elections in a given year. The Department expects to end the current year within its budgeted GFC. Projected expenditures and revenues reflect estimated charges for one scheduled election in FY 2014-15, two scheduled elections in FY 2015-16 and one scheduled election in FY 2016-17.

Department Code: 1410	Adopted	Yr-end Est	Forecast		
Elections	FY 2013-14	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
EXPENDITURES					
Total Forecasted Expenditures	\$ 4,889,543	\$ 4,878,152	\$ 4,212,015	\$ 5,243,497	\$ 4,539,885
% Change - Expenditures		-0.2%	-13.7%	24.5%	-13.4%
REVENUES					
Total Forecasted Revenues	\$ 1,255,000	\$ 1,313,000	\$ 860,000	\$ 1,212,500	\$ 910,000
% Change - Revenues		4.6%	-34.5%	41.0%	-24.9%
Forecasted Financing Need (GFC)	\$ 3,634,543	\$ 3,565,152	\$ 3,352,015	\$ 4,030,997	\$ 3,629,885
Phase I General Fund Contribution		\$ 3,634,543	\$ 3,634,543	\$ 3,634,543	\$ 3,634,543
Financing Surplus/(Deficit)		\$ 69,391	\$ 282,528	\$ (396,454)	\$ 4,658
% Surplus/(Deficit) to Expenditures		1.4%	6.7%	-7.6%	0.1%

Emergency Communications - Emergency Communications expects to end the fiscal year within budgeted appropriations. The Department may receive higher-than-budgeted revenues at year-end due to the late receipt of state funding but the amount and timeline is still being negotiated. These funds were earned in FY 2011-12 but will not be received until the current fiscal year, resulting in an unplanned deficit in FY 2011-12 and a corresponding surplus at the end of FY 2013-14. Recommended general fund contributions for FY 2014-15 will be developed by departmental staff and submitted to the Emergency Communications Users Advisory Council (ECUAC) prior to the budget process. In the meantime, GFC amounts for next fiscal year and the out years of the forecast are reflected as "To Be Determined" amounts. Once the ECUAC has determined its requested funding levels, user agencies (including the County) must consider appropriating these expenditures through their respective Board/City Councils. While the department has projected a status quo budget for operations, the department has forecasted costs of NGEN project extension in the forecast for 2015 and 2016. The Department is working with the County Administrative Office to identify the source of those funds but has presented this cost within the three year forecast to provide visibility of the impact.

Department Code: 1520	Adopted	Yr-end Est	Forecast		
Emergency Communications	FY 2013-14	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
EXPENDITURES					
Total Forecasted Expenditures	\$ 10,688,950	\$ 10,650,419	\$ 11,999,259	\$ 12,295,905	\$ 11,639,997
% Change - Expenditures		-0.4%	12.7%	2.5%	-5.3%
REVENUES					
Total Forecasted Revenues	\$ 9,360,993	\$ 9,321,739	\$ 10,631,800	\$ 10,911,800	\$ 10,289,649
% Change - Revenues		-0.4%	14.1%	2.6%	-5.7%
Forecasted Financing Need (GFC)	\$ 1,327,957	\$ 1,328,680	\$ 1,367,459	\$ 1,384,105	\$ 1,350,348
Phase I General Fund Contribution		\$ 1,327,957	\$ 1,327,957	\$ 1,327,957	\$ 1,327,957
Financing Surplus/(Deficit)		\$ (723)	\$ (39,502)	\$ (56,148)	\$ (22,391)
% Surplus/(Deficit) to Expenditures		0.0%	-0.3%	-0.5%	-0.2%

Equal Opportunity Office - The Equal Opportunity Office (EOO) expects to end Fiscal Year 2013-14 within budget; and with no additional impact to GFC. The forecasted increases in FY2014-15, FY 2015-16 and FY 2016-17 are due to the increase in salary of the Equal Opportunity Officer and other payroll related charges.

Department Code: 1080	Adopted	Yr-end Est	Forecast		
Equal Opportunity Office	FY 2013-14	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
EXPENDITURES					
Total Forecasted Expenditures	\$ 747,050	\$ 747,050	\$ 747,752	\$ 774,654	\$ 786,650
% Change - Expenditures		0.0%	0.1%	3.6%	1.5%
REVENUES					
Total Forecasted Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
% Change - Revenues		0.0%	0.0%	0.0%	0.0%
Forecasted Financing Need (GFC)	\$ 747,050	\$ 747,050	\$ 747,752	\$ 774,654	\$ 786,650
Phase I General Fund Contribution		\$ 747,050	\$ 747,050	\$ 747,050	\$ 747,050
Financing Surplus/(Deficit)		\$ -	\$ (702)	\$ (27,604)	\$ (39,600)
% Surplus/(Deficit) to Expenditures		0.0%	-0.1%	-3.6%	-5.0%

Health - The Health Department provides a wide array of services including but not limited to animal services, behavioral health, public health, clinic services and environmental health. The Department estimates year-end expenditures of \$65.0 million, revenues of \$61.1 million, and a financing need of \$3.86 million at year-end, exceeding the adopted GFC by \$112,993. The increased cost is due to increased County Counsel charges for the Public Guardian unit. The Department is anticipating a need for increased General Fund Contribution in the three outlying years due to negotiated salary increases.

Department Code: 4000	Adopted	Yr-end Est	Forecast		
Health	FY 2013-14	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
EXPENDITURES					
Total Forecasted Expenditures	\$ 70,675,699	\$ 64,992,934	\$ 70,238,527	\$ 71,431,821	\$ 71,903,898
% Change - Expenditures		-8.0%	8.1%	1.7%	0.7%
REVENUES					
Total Forecasted Revenues	\$ 66,925,875	\$ 61,130,117	\$ 66,037,742	\$ 66,993,691	\$ 67,398,579
% Change - Revenues		-8.7%	8.0%	1.4%	0.6%
Forecasted Financing Need (GFC)	\$ 3,749,824	\$ 3,862,817	\$ 4,200,785	\$ 4,438,130	\$ 4,505,319
Phase I General Fund Contribution		\$ 3,749,824	\$ 3,749,824	\$ 3,749,824	\$ 3,749,824
Financing Surplus/(Deficit)		\$ (112,993)	\$ (450,961)	\$ (688,306)	\$ (755,495)
% Surplus/(Deficit) to Expenditures		-0.2%	-0.6%	-1.0%	-1.1%

Human Resources – The Human Resources Department projects year-end expenditures of \$3.2 million and ending general fund contributions of \$3.2 million. The forecasted deficits are due to a projected 3% increase (per year) in the cost of Services and Supplies, negotiated pay increases, and increased benefit expenditures.

Department Code: 1060	Adopted	Yr-end Est	Forecast		
Human Resources Department	FY 2013-14	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
EXPENDITURES					
Total Forecasted Expenditures	\$ 3,227,471	\$ 3,225,121	\$ 3,518,741	\$ 3,633,051	\$ 3,644,593
% Change - Expenditures		-0.1%	9.1%	3.2%	0.3%
REVENUES					
Total Forecasted Revenues	\$ 2,350	\$ -	\$ (15,000)	\$ (15,000)	\$ (15,000)
% Change - Revenues		-100.0%	#DIV/0!	0.0%	0.0%
Forecasted Financing Need (GFC)	\$ 3,225,121	\$ 3,225,121	\$ 3,533,741	\$ 3,648,051	\$ 3,659,593
Phase I General Fund Contribution		\$ 3,225,121	\$ 3,225,121	\$ 3,225,121	\$ 3,225,121
Financing Surplus/(Deficit)		\$ -	\$ (308,620)	\$ (422,930)	\$ (434,472)
% Surplus/(Deficit) to Expenditures		0.0%	-8.8%	-11.6%	-11.9%

Information Technology - Information Technology currently includes three general fund units, providing information technology, records retention, and telecommunication services to County departments and a number of outside agencies. As a net zero cost general fund department, Information Technology recovers all departmental costs through charges for the services it provides. As such, expenditures should not exceed available funding. The department forecast presented in this report is provided as a "place-holder." Information Technology will reorganize business units beginning in FY 2014-15, not currently accommodated in the forecast model. The department is preparing a stand-alone report to the Budget Committee that more appropriately represents its future year expenditures and cost recovery plans based on anticipated organizational changes.

Department Code: 1930	Adopted	Yr-end Est	Forecast		
Information Technology	FY 2013-14	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
EXPENDITURES					
Expenditures	\$ 19,289,966	\$ 18,885,602	\$ 19,289,966	\$ 19,289,966	\$ 19,289,966
Inter/Intra Fund Reimbursements	\$(18,085,806)	\$(17,681,442)	\$(18,085,806)	\$(18,085,806)	\$(18,085,806)
Total Forecasted Expenditures	\$ 1,204,160	\$ 1,204,160	\$ 1,204,160	\$ 1,204,160	\$ 1,204,160
% Change - Expenditures		0.0%	0.0%	0.0%	0.0%
REVENUES					
Total Forecasted Revenues	\$ 1,204,160	\$ 1,204,160	\$ 1,204,160	\$ 1,204,160	\$ 1,204,160
% Change - Revenues		0.0%	0.0%	0.0%	0.0%
Forecasted Financing Need (GFC)	\$ -	\$ -	\$ -	\$ -	\$ -
Phase I General Fund Contribution		\$ -	\$ -	\$ -	\$ -
Financing Surplus/(Deficit)		\$ -	\$ -	\$ -	\$ -
% Surplus/(Deficit) to Expenditures		0.0%	0.0%	0.0%	0.0%

Parks - The Parks Department continues to seek opportunities to increase visitation numbers and improve collections of day-use fees. Current year expenditures and revenues are tracking with budgeted levels. The Department projects a potential deficit over the three-year forecast due primarily to increased cost of General Liability allocations and employee salary and benefits.

Department Code: 7500	Adopted	Yr-end Est	Forecast		
Parks	FY 2013-14	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
EXPENDITURES					
Total Forecasted Expenditures	\$ 4,513,188	\$ 4,500,778	\$ 4,889,381	\$ 5,063,999	\$ 5,195,972
% Change - Expenditures		-0.3%	8.6%	3.6%	2.6%
REVENUES					
Total Forecasted Revenues	\$ 2,888,250	\$ 2,876,250	\$ 2,932,798	\$ 3,011,948	\$ 3,091,478
% Change - Revenues		-0.4%	2.0%	2.7%	2.6%
Forecasted Financing Need (GFC)	\$ 1,624,938	\$ 1,624,528	\$ 1,956,583	\$ 2,052,051	\$ 2,104,494
Phase I General Fund Contribution		\$ 1,624,938	\$ 1,624,938	\$ 1,624,938	\$ 1,624,938
Financing Surplus/(Deficit)		\$ 410	\$ (331,645)	\$ (427,113)	\$ (479,556)
% Surplus/(Deficit) to Expenditures		0.0%	-6.8%	-8.4%	-9.2%

Probation - The Probation Department continues to manage within its general fund contribution budget. Year-end revenue reflects a shortfall primarily due to a federal statewide hold on the 1st Quarter Title IV-E federal claim, estimated at \$499,221 for Monterey County. The department is working with the California Department of Social Services(CDSS) to implement a statewide action plan for the current year 1st Quarter Title IV-E reimbursement. Deficits projected in the forecast years are primarily related to MOU approved salary and benefit increases. The deficits assume vacancies are filled and also reflect higher costs related to employee health insurance, PERS and general liability insurance.

Department Code: 2550	Adopted	Yr-end Est	Forecast		
Probation	FY 2013-14	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
EXPENDITURES					
Total Forecasted Expenditures	\$ 39,508,061	\$ 39,248,771	\$ 41,857,474	\$ 44,416,593	\$ 45,512,559
% Change - Expenditures		-0.7%	6.6%	6.1%	2.5%
REVENUES					
Total Forecasted Revenues	\$ 22,787,535	\$ 22,029,024	\$ 22,999,814	\$ 23,078,679	\$ 23,162,596
% Change - Revenues		-3.3%	4.4%	0.3%	0.4%
Forecasted Financing Need (GFC)	\$ 16,720,526	\$ 17,219,747	\$ 18,857,660	\$ 21,337,914	\$ 22,349,963
Phase I General Fund Contribution		\$ 16,720,526	\$ 16,720,526	\$ 16,720,526	\$ 16,720,526
Financing Surplus/(Deficit)		\$ (499,221)	\$ (2,137,134)	\$ (4,617,388)	\$ (5,629,437)
% Surplus/(Deficit) to Expenditures		-1.3%	-5.1%	-10.4%	-12.4%

Public Defender - The Public Defender's function and budget is largely dependent on the number and type of cases assigned for representation by the Superior Court. The Public Defender also has statutory authority to represent inmates regarding conditions of punishment and confinement. The Department estimates year end expenditures of \$9.9 million, revenue of \$311,000 and ending general fund contributions of \$9.6 million. Compared to budget, the department would end the current year \$453,378 over its currently authorized GFC. Numerous homicides and other unanticipated prosecutions have been assigned which will require significant resource demands. There are currently six pending capital punishment cases represented by the ADO or Panel Attorneys. Larger deficits are projected in the forecast years due to workload demands arising from increasingly serious cases being filed, not just the raw numbers of cases. Additional expenditures include earned step advances, promotions and retirement costs, increases in employee health care costs and infrastructure and service costs. Lastly, the County has asked for a significant benchmark study for comparative purposes with other similarly situated counties. This will provide County funding authorities with additional important data regarding the department's resource needs.

Department Code: 2270	Adopted	Yr-end Est	Forecast		
Public Defender	FY 2013-14	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
EXPENDITURES					
Total Forecasted Expenditures	\$ 9,477,815	\$ 9,931,193	\$ 10,243,190	\$ 10,515,852	\$ 10,715,808
% Change - Expenditures		4.8%	3.1%	2.7%	1.9%
REVENUES					
Total Forecasted Revenues	\$ 311,128	\$ 311,128	\$ 312,000	\$ 312,000	\$ 312,000
% Change - Revenues		0.0%	0.3%	0.0%	0.0%
Forecasted Financing Need (GFC)	\$ 9,166,687	\$ 9,620,065	\$ 9,931,190	\$ 10,203,852	\$ 10,403,808
Phase I General Fund Contribution		\$ 9,166,687	\$ 9,166,687	\$ 9,166,687	\$ 9,166,687
Financing Surplus/(Deficit)		\$ (453,378)	\$ (764,503)	\$ (1,037,165)	\$ (1,237,121)
% Surplus/(Deficit) to Expenditures		-4.6%	-7.5%	-9.9%	-11.5%

Resource Management Agency (General Fund) - The FY 2013-14 year-end estimate for the Resource Management Agency (RMA) reflects a deficit of \$415,200. RMA plans to return to the Board to request an increase in appropriations and revenues corresponding with the projected increase in revenues. Current year revenue growth reflects an increase in permit activity in Building and Planning, which translates into a higher workload that necessitates an increase in resources. RMA will closely monitor its operations to ensure it manages within the Board approved general fund contribution, modified as necessary. The Agency expects a deficit emerging in FY 2014-15 mostly attributable to increased salaries and corresponding benefits, the significant increase in General Liability charges, and cost impacts from service departments that reflect recovery of similar cost increases through service charges to their customers. Unless other funding sources

become available to offset the cost increases either through increased permit fees or general fund allocations, accommodating the magnitude of annual increases will impact the Agency's ability to maintain existing service levels.

Department Code: 3000	Adopted	Yr-end Est	Forecast		
Resource Management Agency	FY 2013-14	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
EXPENDITURES					
Total Forecasted Expenditures	\$ 19,430,258	\$ 20,540,762	\$ 21,493,970	\$ 22,877,352	\$ 23,633,034
% Change - Expenditures		5.7%	4.6%	6.4%	3.3%
REVENUES					
Total Forecasted Revenues	\$ 6,272,542	\$ 6,967,846	\$ 7,087,613	\$ 7,396,859	\$ 7,465,433
% Change - Revenues		11.1%	1.7%	4.4%	0.9%
Forecasted Financing Need (GFC)	\$ 13,157,716	\$ 13,572,916	\$ 14,406,357	\$ 15,480,493	\$ 16,167,601
Phase I General Fund Contribution		\$ 13,157,716	\$ 13,157,716	\$ 13,157,716	\$ 13,157,716
Financing Surplus/(Deficit)		\$ (415,200)	\$ (1,248,641)	\$ (2,322,777)	\$ (3,009,885)
% Surplus/(Deficit) to Expenditures		-2.0%	-5.8%	-10.2%	-12.7%

Sheriff-Coroner - The Sheriff's Office expects to end the current year with \$80.4 million in expenditures, \$31.3 million in revenues, and general fund contributions of \$49.1 million. Compared to budget, the Office estimates that it will exceed budgeted GFC in FY 2013-14 by \$1.8 million. Factors contributing to the potential deficit include unbudgeted negotiated pay rate and stipend increases and unbudgeted increases in employer's portion of retirement contribution for Deputy Sheriffs' Association. Additionally, the Office anticipates deficits in the forecast years due to increasing costs such as salaries, General Liability, IT infrastructure, facilities maintenance and fleet maintenance and replacement. In addition retirement and employee health insurance costs are expected to continue to grow.

Department Code: 2300	Adopted	Yr-end Est	Forecast		
Sheriff-Coroner	FY 2013-14	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
EXPENDITURES					
Total Forecasted Expenditures	\$ 80,640,407	\$ 80,383,679	\$ 84,366,842	\$ 89,219,106	\$ 92,945,563
% Change - Expenditures		-0.3%	5.0%	5.8%	4.2%
REVENUES					
Total Forecasted Revenues	\$ 33,290,340	\$ 31,259,615	\$ 33,933,574	\$ 34,380,660	\$ 34,178,920
% Change - Revenues		-6.1%	8.6%	1.3%	-0.6%
Forecasted Financing Need (GFC)	\$ 47,350,067	\$ 49,124,064	\$ 50,433,268	\$ 54,838,446	\$ 58,766,643
Phase I General Fund Contribution		\$ 47,350,067	\$ 47,350,067	\$ 47,350,067	\$ 47,350,067
Financing Surplus/(Deficit)		\$ (1,773,997)	\$ (3,083,201)	\$ (7,488,379)	\$ (11,416,576)
% Surplus/(Deficit) to Expenditures		-2.2%	-3.7%	-8.4%	-12.3%

Social & Employment Services (DSES) - The Department of Social Services (DSS) estimates year-end expenditures of \$165.3 million, revenue of \$157 million and General Fund Contribution (GFC) of \$8.3 million. Although the year-end forecast estimates exceeding budget by \$0.35 million, the estimate was completed at a time when only one quarter of fiscal data was available to estimate earned revenues. Due to increased staffing in Medi-Cal and Health Care Reform outreach to implement the Affordable Care Act, more of DSS allocable management and operations costs will be funded by Medi-Cal and not the General Fund. Based on two quarters of fiscal data now available, it appears that this strategy of maximizing effort to implement health reform will result in sufficient savings to Child Welfare to close the deficit and complete the year within budget. The larger deficits projected in the forecasted years are strictly related to mandated entitlement program increases for cost of living adjustments (COLAs) for Foster Care and Adoptions caseload (including probation youth) as well as

an annual 3.5% increase in IHSS MOE. Realignment will most likely cover a substantial amount of these costs two years out from when the costs are incurred, assuming the sales tax revenues for the state continues to increase. Given many unknowns in state and federal financing for out years, revenue estimates reflect status quo revenues and do not make assumptions about increases in realignment revenues.

Department Code: 5010	Adopted	Yr-end Est	Forecast		
Department of Social Services	FY 2013-14	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
EXPENDITURES					
Total Forecasted Expenditures	\$169,147,822	\$165,365,235	\$171,922,924	\$177,224,374	\$181,007,087
% Change - Expenditures		-2.2%	4.0%	3.1%	2.1%
REVENUES					
Total Forecasted Revenues	\$161,140,008	\$157,006,053	\$160,590,070	\$163,815,759	\$166,580,353
% Change - Revenues		-2.6%	2.3%	2.0%	1.7%
Forecasted Financing Need (GFC)	\$ 8,007,814	\$ 8,359,182	\$ 11,332,854	\$ 13,408,615	\$ 14,426,734
Phase I General Fund Contribution		\$ 8,007,814	\$ 8,007,814	\$ 8,007,814	\$ 8,007,814
Financing Surplus/(Deficit)		\$ (351,368)	\$ (3,325,040)	\$ (5,400,801)	\$ (6,418,920)
% Surplus/(Deficit) to Expenditures		-0.2%	-1.9%	-3.0%	-3.5%

Treasurer-Tax Collector - The Treasurer-Tax Collector expects to end FY 2013-14 with a General Fund Contribution surplus of \$62,396. This surplus is due primarily to salary savings from temporary position vacancies. Deficits and surpluses in future years assume recently vacated positions will be filled at lower step levels and cost savings due to the implementation of new banking contracts and technological advances. Cost increases result primarily from growth in salaries, health care and retirement costs.

Department Code: 1170	Adopted	Yr-end Est	Forecast		
Treasurer-Tax Collector	FY 2013-14	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
EXPENDITURES					
Total Forecasted Expenditures	\$ 6,955,776	\$ 6,826,498	\$ 6,854,826	\$ 6,918,433	\$ 7,064,655
% Change - Expenditures		-1.9%	0.4%	0.9%	2.1%
REVENUES					
Total Forecasted Revenues	\$ 5,565,092	\$ 5,498,210	\$ 5,439,834	\$ 5,558,063	\$ 5,682,726
% Change - Revenues		-1.2%	-1.1%	2.2%	2.2%
Forecasted Financing Need (GFC)	\$ 1,390,684	\$ 1,328,288	\$ 1,414,992	\$ 1,360,370	\$ 1,381,929
Phase I General Fund Contribution		\$ 1,390,684	\$ 1,390,684	\$ 1,390,684	\$ 1,390,684
Financing Surplus/(Deficit)		\$ 62,396	\$ (24,308)	\$ 30,314	\$ 8,755
% Surplus/(Deficit) to Expenditures		0.9%	-0.4%	0.4%	0.1%

OTHER MAJOR FUNDS

Natividad Medical Center - Natividad Medical Center (NMC) is a County "Enterprise Fund," defined as a governmental fund that provides goods and services to the public for a fee, which makes the entity self-supporting. Significant changes are underway in the marketplace and will continue to develop over the next few years as National Healthcare Reform is reshaping the delivery of care. For example, effective January 1, 2014, the Affordable Care Act (ACA) provided access to healthcare insurance for those who could not afford health coverage; and effective January 1, 2015, trauma services will be available at Natividad Medical Center.

- **Volume:** Net patient revenues are expected to experience moderate growth. Growth will be driven by affordable insurance health benefit coverage through the various channels from the Affordable Care Act and local access for trauma services. It is estimated FY 2014 will see a moderate increase of \$2.1

million, which is 1.6% higher than the FY 2013-14 Adopted Budget. Net revenues will increase by an annual average of 11% over the next three years, FY 2015 \$22.9 million; FY 2016 \$22.2 million and FY 2017 \$5.9 million.

- **Government Revenues:** Government revenues for FY 2014 are estimated to grow by \$3.4 million, which is 9.1% higher than the FY 2013-14 Adopted Budget. FY 2014 to FY 2015 is estimated to decrease by \$6.5 million, a 16% decrease as a result of estimated decreases in funding for the Medical Service Program - uninsured, State's Disproportionate Share funding, Provider Fee and Meaningful Use from Information Technology. The forecast for FY 2016 and FY 2017 show an average annual decrease of approximately 8% from State's disproportionate share funding and Information Technology, where FY 2016 and FY 2017 show a \$3.4 million and \$2.1 million decrease, respectively.
- **Operating/Capital Expenses:** It is estimated for FY 2014, operating expenditures will grow by \$4.9 million and capital expenditures will grow an additional \$3.6 million with total expenditures increasing by \$8.5 million, a 4% increase over the FY 2014 Adopted Budget. The growth will result in an additional \$2.9 million of Fund Balance use. Operating expenses are estimated to increase by \$11.0 million from FY 2014 to FY 2015, a 9.8% increase in preparation and to implement the Trauma program by January 1, 2015. Expenses in future years will increase at a lower rate of 5.5% (\$10.7 million) and 1.1% (\$2.2 million) in FY 2016 and FY 2017, respectively as the Trauma program matures. Capital expenditures will similarly see declines in each respective fiscal year in response to full implementation of the Trauma program. An estimated annual average of \$15.6 million over the forecasted years will be needed for capital requirements for on-going operations. Additionally, the capital requirement for the Trauma program is estimated at \$2.0 million in total.

Net Results: Fiscal years 2014 through 2016 require large expenditures in preparation and implementation of the Trauma program. Expenditures will exceed revenue in FY 2014 by \$20.1 million, FY 2015 by \$14.7 million and FY 2016 by \$5.5 million, and use of Fund Balance will be required. With the estimated growth in revenues and slowing in expenditures, FY 2017 will start to show the investment returns from the Trauma program as revenues will start to exceed expenses.

Department Code: 9600	Adopted	Yr-end Est	Forecast		
Natividad Medical Center	FY 2013-14	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
Net Patient Revenue	\$134,787,140	\$136,930,121	\$159,901,528	\$182,189,243	\$188,139,686
Government Revenue	37,749,867	41,189,000	34,662,000	31,262,000	29,162,000
Other Revenue	-	-	-	-	-
Total Revenue	\$172,537,007	\$178,119,121	\$194,563,528	\$213,451,243	\$217,301,686
Operating Expenditures	\$170,667,503	\$175,587,845	\$192,789,832	\$203,537,305	\$205,736,564
Capital Expenditures	19,060,583	22,664,735	16,500,000	15,500,000	10,000,000
Total Expenditures	\$189,728,086	\$198,252,580	\$209,289,832	\$219,037,305	\$215,736,564
Use of Fund Balance	\$ (17,191,079)	\$ (20,133,459)	\$ (14,726,304)	\$ (5,586,062)	\$ 1,565,122

Road Fund (Fund 002) - The road fund is a special revenue fund established according to state law to account for revenues that are legally restricted for County road and bridge construction and related maintenance projects.

The forecast for the road fund reflects a lower fund balance than what was anticipated when the FY 2013-14 baseline budget was submitted. This reduction is related to the Auditor-Controller's change in methodology,

reducing the year-end closing period by 30 days. As a result, the current year estimate reflects year-end revenues higher exceeding the originally budgeted level, due to late receipt of FY 2012-13 revenues that were subsequently recognized in FY 2013-14. Expenditures are anticipated to be lower than originally budgeted due to delays in road construction project schedules. In some cases, these delays are attributable to the need to secure funding before proceeding with the project. It should be noted that these road construction projects are primarily funded by federal and state grants, received as reimbursement based on actual qualifying expenditures. Road maintenance activities are funded through the State and Local fuel taxes. Additionally, the County's general fund provides funding to support the Pavement Management Program, as well as the County's Storm Water Management Program.

Potential risks to the fund include macro-economic factors such as fluctuations in the price of or demand for motor fuel and increases in the cost of construction materials such as concrete and asphalt. All of these factors may affect the expenditure side of the forecast as the project activities performed by this fund are largely dependent on these commodities.

The three-year forecast indicates a potential for a structural gap where-in revenues will not offset expenditures. Staff is developing a sustainable work program and strategizing on how best to manage any additional revenue decreases resulting from downward fluctuations in the economy, and potential State and Federal budget reductions or realignment of funding. It is anticipated that the Road Fund may receive additional funds over the next three years from the State RSTP of \$300,000 each year. These additional revenues were unknown when the forecasts were developed and therefore are not reflected in the figures below.

Fund 002	Adopted	Yr-end Est	Forecast		
RMA - Public Works/Road Fund	FY 2013-14	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
Beginning Fund Balance	\$ 3,401,602	\$ 1,083,644	\$ 1,232,544	\$ (225,611)	\$ (1,119,095)
Revenue	28,959,120	29,462,202	30,241,109	31,642,464	31,876,028
Cancellation of Reserves/Desig.	-	-	-	-	-
Total Funding Sources	\$ 32,360,722	\$ 30,545,846	\$ 31,473,653	\$ 31,416,853	\$ 30,756,933
Expenditures	\$ 32,360,722	\$ 29,313,302	\$ 31,699,264	\$ 32,535,948	\$ 33,004,558
Provisions for Reserves/Desig.	-	-	-	-	-
Total Funding Requirements	\$ 32,360,722	\$ 29,313,302	\$ 31,699,264	\$ 32,535,948	\$ 33,004,558
Ending Available Fund Balance	\$ -	\$ 1,232,544	\$ (225,611)	\$ (1,119,095)	\$ (2,247,625)

Monterey County Free Libraries (Fund 003) - The Monterey County Free Libraries (MCFL) is a special taxing authority under the County Library Law of 1911, established to provide a network of information centers that serve the diverse communities of Monterey County. As such, the fund's operations are primarily financed through its own share of property tax.

The forecast for the Library Fund indicates that expenses are projected to exceed the fund's dedicated revenue sources, causing the gradual erosion of fund balance each year, resulting in a negative fund balance at the beginning of FY 2015-16. The fund has worked to stabilize expenditures, while seeking other revenues to offset the decline in property tax revenues since the 2007-2009 Recession.

On the expenditures side, salaries and benefits represent approximately 65.0% of the Library's total expenditures. Discretionary spending in the Library is a minimal part of the budget; however the department continues to strive to reduce all discretionary expenditures.

With regard to revenues, the department is projecting the property tax revenue decline has ended, with slight annual increases anticipated. The current year-end revenue estimate is \$7.1 million. The remaining forecast

years project a growth rate of about 3.0%-3.5% over the next three years. Despite anticipated increases in property tax revenues, growth in departmental expenses are outpacing growth in offsetting funding. The department is exploring several grant and various other options to help mitigate this situation.

MCFL has implemented its “Financial Plan” to meet the policies set forth in the Monterey County Financial Policies in regards to financial performance. The plan includes attempting to maintain a positive fund balance, and building reserves and a contingency fund.

Fund 003	Adopted	Yr-end Est	Forecast		
Monterey County Free Libraries	FY 2013-14	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
Beginning Fund Balance	\$ 922,933	\$ 1,244,110	\$ 213,415	\$ (555,719)	\$ (1,309,473)
Revenue	7,153,402	7,134,402	7,844,771	8,108,813	8,380,798
Cancellation of Reserves/Desig.	-	-	-	-	-
Total Funding Sources	\$ 8,076,335	\$ 8,378,512	\$ 8,058,186	\$ 7,553,094	\$ 7,071,325
Expenditures	8,076,335	8,165,097	8,613,905	8,862,567	9,155,438
Provisions for Reserves/Desig.	-	-	-	-	-
Total Funding Requirements	\$ 8,076,335	\$ 8,165,097	\$ 8,613,905	\$ 8,862,567	\$ 9,155,438
Ending Available Fund Balance	\$ -	\$ 213,415	\$ (555,719)	\$ (1,309,473)	\$ (2,084,113)

Behavioral Health (Fund 023) - The Behavioral Health Bureau provides mental health and substance abuse services to Monterey County residents. The Mental Health Program, pursuant to Welfare and Institutions Code Section 5600, provides a continuum of County operated and community-based mental health services through various contracts. The program provides a range of inpatient, social rehabilitation, supportive housing, and outpatient services to Monterey County Medi-Cal beneficiaries who meet the State Department of Mental Health’s medical necessity definition. Services provided in the Alcohol and Drug Program include residential, transitional housing, perinatal residential, outpatient, prevention, early intervention, narcotic replacement, drinking driver programs, drug court, and drug diversion Penal Code 1000.

The Health Department Behavioral Health Bureau estimates year-end expenditures of \$68.6 million, revenues of \$64.0 million, and an ending fund balance of \$18.05 million. These estimates are in-line with budgeted amounts. The Department is anticipating an increase in use of fund balance in the outlying years mostly due to negotiated salary increases and planned use of reserves for ongoing operations.

Behavioral Health has a strong array of community based culturally competent behavioral health contract providers. However, we are challenged with the development of better access to services, more prevention efforts, and even more efficient use of our resources. We will continue to balance integration and transformation of service delivery with quality behavioral health care.

Fund 023	Adopted	Yr-end Est	Forecast		
Behavioral Health	FY 2013-14	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
Beginning Fund Balance	\$ -	\$22,682,630	\$18,047,457	\$13,547,831	\$ 7,936,091
Revenue	73,682,510	63,966,257	65,656,883	65,656,883	65,656,883
Cancellation of Reserves/Desig.	-	-	-	-	-
Total Funding Sources	\$73,682,510	\$86,648,887	\$83,704,340	\$79,204,714	\$73,592,974
Expenditures	73,634,968	68,601,430	70,156,509	71,268,623	71,327,967
Provisions for Reserves/Desig.	-	-	-	-	-
Total Funding Requirements	\$73,634,968	\$68,601,430	\$70,156,509	\$71,268,623	\$71,327,967
Ending Available Fund Balance	\$ 47,542	\$18,047,457	\$13,547,831	\$ 7,936,091	\$ 2,265,007

Parks - Lakes Resorts - The Adopted Budget for Parks Resorts Fund 452 includes \$8.4 million in appropriations. There was no beginning fund balance to offset the appropriations. The year-end estimate continues to reflect ongoing challenges to Lakes Resorts operations. Year-end expenditures are estimated at \$7.2 million which is offset by almost \$6.0 million in revenue.

Currently, the Lakes Resorts Enterprise Fund continues to lack sufficient revenues to support expenditures. Recreational patronage at the Lakes Resorts continues to be negatively impacted by California's drought (State of Emergency declared by the Governor on January 17, 2014), significantly impacting the revenue needed for status-quo operations. This is compounded by scheduled releases from the reservoir for agricultural needs in the Salinas Valley.

Projected expenditures in the forecast years reflect negotiated salary increases and benefits changes approved by the Board of Supervisors. Additional expenditure increases for the allocation of General Liability Insurance charges is also impacting future year operational capacity. Projected revenues are based on the replenishment of water to both Lake San Antonio and Lake Nacimiento in future years. The road to recovery over the three-year forecast term will take a combination of actions which are currently being vetted through the County Administrative Office.

Fund 452	Adopted	Yr-end Est	Forecast		
Parks - Lakes Resorts	FY 2013-14	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue	8,435,580	5,964,080	5,678,820	6,743,945	7,482,477
Cancellation of Reserves/Desig.	-	-	-	-	-
Total Funding Sources	\$ 8,435,580	\$ 5,964,080	\$ 5,678,820	\$ 6,743,945	\$ 7,482,477
Expenditures	\$ 8,432,078	\$ 7,222,725	\$ 6,933,699	\$ 7,262,533	\$ 7,630,897
Provisions for Reserves/Desig.	-	-	-	-	-
Total Funding Requirements	\$ 8,432,078	\$ 7,222,725	\$ 6,933,699	\$ 7,262,533	\$ 7,630,897
Ending Available Fund Balance	\$ 3,502	\$ (1,258,645)	\$ (1,254,879)	\$ (518,588)	\$ (148,420)

Expenditure/Revenue History by Department for All Funds

Department		FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Estimated	FY 2014-15 Recommended
Board of Supervisors								
1000	Expenditures	\$ 2,819,805	\$ 2,927,178	\$ 2,898,412	\$ 2,933,046	\$ 2,907,910	\$ 2,841,250	\$ 3,023,941
1000	Revenue	\$ 480	\$ -	\$ 326	\$ -	\$ 488	\$ -	\$ -
	GF Contribution	\$ 2,819,325	\$ 2,927,178	\$ 2,898,086	\$ 2,933,046	\$ 2,907,422	\$ 2,841,250	\$ 3,023,941
County Administrative Office								
1050	Expenditures	\$ 73,748,471	\$ 69,501,799	\$ 63,618,261	\$ 64,963,535	\$ 44,311,430	\$ 52,859,943	\$ 53,935,039
1050	Revenue	\$ 210,743,412	\$ 198,768,610	\$ 211,000,691	\$ 215,294,879	\$ 184,752,485	\$ 182,517,960	\$ 183,703,838
	GF Contribution/Fund Balance	\$ (136,994,941)	\$ (129,266,811)	\$ (147,382,430)	\$ (150,331,344)	\$ (140,441,055)	\$ (129,658,017)	\$ (129,768,799)
1050 CAO BR	Expenditures	\$ 10,724,208	\$ 9,172,265	\$ 8,957,619	\$ 8,057,502	\$ 4,985,750	\$ 5,634,908	\$ 6,229,149
1050 CAO BR	Revenue	\$ 1,174,182	\$ 1,165,948	\$ 951,768	\$ 1,052,884	\$ 460,178	\$ 308,000	\$ 706,166
	GF Contribution	\$ 9,550,026	\$ 8,006,317	\$ 8,005,851	\$ 7,004,618	\$ 4,525,572	\$ 5,326,908	\$ 5,522,983
1050 CAON BR	Expenditures	\$ 63,024,262	\$ 60,329,534	\$ 54,660,642	\$ 56,906,033	\$ 39,325,680	\$ 47,225,035	\$ 47,705,890
1050 CAON BR	Revenue	\$ 209,569,229	\$ 197,602,661	\$ 210,048,923	\$ 214,241,995	\$ 184,292,307	\$ 182,209,960	\$ 182,997,672
	GF Contribution/Fund Balance	\$ (146,544,967)	\$ (137,273,127)	\$ (155,388,281)	\$ (157,335,962)	\$ (144,966,627)	\$ (134,984,925)	\$ (135,291,782)
Human Resources *								
1060	Expenditures					\$ 10,442,261	\$ 11,045,550	\$ 12,729,208
1060	Revenue					\$ 10,322,044	\$ 9,271,808	\$ 8,415,919
	GF Contribution/Fund Balance					\$ 120,216	\$ 1,773,742	\$ 4,313,289
Economic Opportunity*								
1070	Expenditures			\$ -	\$ 13,440,117	\$ 10,706,998	\$ 25,965,361	\$ 21,496,135
1070	Revenue			\$ 21,430	\$ 11,884,851	\$ 5,779,054	\$ 23,228,923	\$ 17,747,776
	GF Contribution/Fund Balance			\$ (21,430)	\$ 1,555,266	\$ 4,927,944	\$ 2,736,438	\$ 3,748,359
Equal Opportunity Office								
1080	Expenditures	\$ 547,293	\$ 519,041	\$ 696,650	\$ 608,746	\$ 584,454	\$ 747,050	\$ 747,050
1080	Revenue	\$ -	\$ -	\$ -	\$ 78,113	\$ 41,301	\$ -	\$ -
	GF Contribution	\$ 547,293	\$ 519,041	\$ 696,650	\$ 530,633	\$ 543,152	\$ 747,050	\$ 747,050
Auditor/Controller								
1110	Expenditures	\$ 60,910,460	\$ 66,481,941	\$ 32,818,204	\$ 15,544,834	\$ 15,226,582	\$ 15,775,206	\$ 15,522,692
1110	Revenue	\$ 64,553,449	\$ 69,013,016	\$ 35,935,815	\$ 17,484,676	\$ 17,486,543	\$ 16,897,278	\$ 16,543,388
	GF Contribution/Fund Balance	\$ (3,642,989)	\$ (2,531,075)	\$ (3,117,611)	\$ (1,939,842)	\$ (2,259,961)	\$ (1,122,072)	\$ (1,020,696)
Auditor/Controller -								
1110 AUDC DV	Expenditures	\$ 5,269,962	\$ 5,235,660	\$ 5,052,677	\$ 4,950,507	\$ 4,967,737	\$ 4,868,377.00	\$ 5,056,561.00
1110 AUDC DV	Revenue	\$ 716,773	\$ 889,421	\$ 406,235	\$ 685,249	\$ 473,728	\$ 424,653.00	\$ 396,613.00
	GF Contribution	\$ 4,553,190	\$ 4,346,239	\$ 4,646,442	\$ 4,265,258	\$ 4,494,009	\$ 4,443,724.00	\$ 4,659,948
Auditor/Controller -								
1110 ACNO DV	Expenditures	\$ 55,640,497	\$ 61,246,280	\$ 27,765,527	\$ 10,594,327	\$ 10,258,845	\$ 10,906,829	\$ 10,466,131
1110 ACNO DV	Revenue	\$ 63,836,677	\$ 68,123,595	\$ 35,529,580	\$ 16,799,427	\$ 17,012,815	\$ 16,472,625	\$ 16,146,775
	GF Contribution/Fund Balance	\$ (8,196,179)	\$ (6,877,315)	\$ (7,764,053)	\$ (6,205,100)	\$ (6,753,970)	\$ (5,565,796)	\$ (5,680,644)
Treasurer/Tax Collector								
1170	Expenditures	\$ 5,142,476	\$ 5,483,708	\$ 6,163,532	\$ 5,829,363	\$ 5,975,981	\$ 6,826,498	\$ 6,951,670
1170	Revenue	\$ 4,119,445	\$ 4,743,876	\$ 5,349,534	\$ 5,041,509	\$ 5,269,936	\$ 5,498,210	\$ 5,560,983
	GF Contribution	\$ 1,023,031	\$ 739,832	\$ 813,998	\$ 787,854	\$ 706,045	\$ 1,328,288	\$ 1,390,687
Assessor/County Clerk/Recorder								
1180	Expenditures	\$ 7,162,873	\$ 6,342,931	\$ 6,753,859	\$ 7,238,974	\$ 6,269,915	\$ 6,742,063	\$ 7,339,900
1180	Revenue	\$ 2,625,291	\$ 2,572,142	\$ 3,054,337	\$ 3,667,832	\$ 3,389,350	\$ 3,270,127	\$ 3,725,892
	GF Contribution	\$ 4,537,582	\$ 3,770,789	\$ 3,699,522	\$ 3,571,142	\$ 2,880,566	\$ 3,471,936	\$ 3,614,008
County Counsel								
1210	Expenditures	\$ 2,858,821	\$ 3,217,945	\$ 2,689,614	\$ 2,740,432	\$ 26,431,830	\$ 29,937,605	\$ 33,170,386
1210	Revenue	\$ 261,921	\$ 204,784	\$ 319,351	\$ 312,105	\$ 30,194,216	\$ 24,909,992	\$ 26,410,069
	GF Contribution	\$ 2,596,900	\$ 3,013,161	\$ 2,370,263	\$ 2,428,327	\$ (3,762,386)	\$ 5,027,613	\$ 6,760,317
Clerk of the Board								
1300	Expenditures	\$ 483,449	\$ 667,646	\$ 567,739	\$ 599,911	\$ 611,823	\$ 782,507	\$ 820,834
1300	Revenue	\$ 40,881	\$ 23,986	\$ (22,446)	\$ 35,997	\$ 30,238	\$ 25,000	\$ 20,000
	GF Contribution	\$ 442,568	\$ 643,660	\$ 590,185	\$ 563,914	\$ 581,585	\$ 757,507	\$ 800,834
Elections								
1410	Expenditures	\$ 4,102,721	\$ 3,780,932	\$ 3,054,420	\$ 3,979,641	\$ 3,581,941.18	\$ 4,878,152	\$ 4,141,012
1410	Revenue	\$ 2,553,006	\$ 913,178	\$ 2,120,947	\$ 1,103,433	\$ 881,547.99	\$ 1,313,000	\$ 882,500
	GF Contribution	\$ 1,549,715	\$ 2,867,754	\$ 933,473	\$ 2,876,208	\$ 2,700,393	\$ 3,565,152	\$ 3,258,512
Emergency Communications								
1520	Expenditures	\$ 9,408,512	\$ 8,406,432	\$ 10,698,927	\$ 12,969,749	\$ 11,622,252	\$ 14,482,505	\$ 16,002,684
1520	Revenue	\$ 7,716,372	\$ 7,325,489	\$ 16,629,830	\$ 8,428,371	\$ 7,359,867	\$ 13,153,825	\$ 14,665,758
	GF Contribution/Fund Balance	\$ 1,692,140	\$ 1,080,943	\$ (5,930,903)	\$ 4,541,378	\$ 4,262,384	\$ 1,328,680	\$ 1,336,926
Information Technology								
1930	Expenditures	\$ 2,161,341	\$ 1,624,848	\$ 2,356,050	\$ 367,491	\$ 1,710,335	\$ 1,204,160	\$ 1,013,145
1930	Revenue	\$ 1,274,428	\$ 822,734	\$ 1,001,537	\$ 1,194,888	\$ 1,011,861	\$ 1,204,160	\$ 1,013,145
	GF Contribution	\$ 886,914	\$ 802,114	\$ 1,354,513	\$ (827,397)	\$ 698,474	\$ -	\$ -
District Attorney								
2240	Expenditures	\$ 15,911,432	\$ 16,496,721	\$ 17,156,474	\$ 18,537,824	\$ 19,391,244	\$ 19,495,089	\$ 22,533,565
2240	Revenue	\$ 7,693,904	\$ 7,609,256	\$ 8,484,541	\$ 9,365,517	\$ 9,963,459	\$ 11,038,195	\$ 13,231,183
	GF Contribution	\$ 8,217,529	\$ 8,887,465	\$ 8,671,933	\$ 9,172,307	\$ 9,427,785	\$ 8,456,894	\$ 9,302,382
Child Support Services								
2250	Expenditures	\$ 10,746,112	\$ 10,734,968	\$ 11,114,393	\$ 10,707,437	\$ 10,429,786	\$ 10,926,013	\$ 10,909,036
2250	Revenue	\$ 11,063,156	\$ 10,710,396	\$ 12,167,796	\$ 10,799,155	\$ 10,523,944	\$ 11,003,217	\$ 11,092,730
	GF Contribution	\$ (317,045)	\$ 24,572	\$ (1,053,403)	\$ (91,718)	\$ (94,157)	\$ (77,204)	\$ (183,694)
Public Defender								
2270	Expenditures	\$ 9,321,937	\$ 9,872,146	\$ 9,781,506	\$ 9,895,384	\$ 9,535,837	\$ 9,931,193	\$ 9,669,702
2270	Revenue	\$ 171,769	\$ 87,729	\$ 460,276	\$ 865,866	\$ 397,709	\$ 311,128	\$ 487,572
	GF Contribution	\$ 9,150,169	\$ 9,784,417	\$ 9,321,230	\$ 9,029,518	\$ 9,138,128	\$ 10,242,321	\$ 9,182,130
Sheriff/Coroner								
2300	Expenditures	\$ 77,709,046	\$ 75,253,502	\$ 75,017,512	\$ 78,503,954	\$ 78,826,990	\$ 85,383,679	\$ 89,791,577
2300	Revenue	\$ 23,503,676	\$ 21,903,722	\$ 23,673,023	\$ 29,532,801	\$ 30,474,602	\$ 36,509,615	\$ 41,211,315
	GF Contribution	\$ 54,205,370	\$ 53,349,780	\$ 51,344,489	\$ 48,971,153	\$ 48,352,388	\$ 48,874,064	\$ 48,580,262

Department		FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Estimated	FY 2014-15 Recommended
Probation								
2550	Expenditures	\$ 33,386,929	\$ 34,531,882	\$ 36,480,446	\$ 41,195,708	\$ 44,893,928	\$ 39,248,771	\$ 58,258,003
2550	Revenue	\$ 15,934,620	\$ 16,442,179	\$ 18,351,683	\$ 26,732,071	\$ 31,938,910	\$ 22,029,024	\$ 40,722,955
	GF Contribution	\$ 17,452,309	\$ 18,089,703	\$ 18,128,763	\$ 14,463,637	\$ 12,955,018	\$ 17,219,747	\$ 17,535,048
Agricultural Commissioner								
2810	Expenditures	\$ 8,061,744	\$ 8,917,436	\$ 9,831,436	\$ 9,306,477	\$ 9,159,378	\$ 9,452,256	\$ 9,726,703
2810	Revenue	\$ 5,288,951	\$ 6,470,002	\$ 6,237,102	\$ 7,204,773	\$ 6,767,189	\$ 6,487,571	\$ 6,662,018
	GF Contribution	\$ 2,772,793	\$ 2,447,434	\$ 3,594,334	\$ 2,101,704	\$ 2,392,189	\$ 2,964,685	\$ 3,064,685
Resource Management Agency								
3000	Expenditures	\$ 121,111,929	\$ 91,847,207	\$ 66,576,134	\$ 58,795,199	\$ 59,611,785	\$ 69,526,982	\$ 75,386,840
3000	Revenue	\$ 60,420,622	\$ 58,042,554	\$ 52,099,060	\$ 41,583,745	\$ 40,982,788	\$ 43,299,263	\$ 55,148,881
	GF Contribution/Fund Balance	\$ 60,691,306	\$ 33,804,653	\$ 14,477,074	\$ 17,211,454	\$ 18,628,996	\$ 26,227,719	\$ 20,237,959
Resource Management Agency								
3000 RMAA BR	Expenditures	\$ 937,635	\$ 275,075	\$ 270,572	\$ 243,739	\$ 431,364	\$ 512,207	\$ 834,949
3000 RMAA BR	Revenue	\$ -	\$ 1,186	\$ 4,785	\$ 5,673	\$ 10,594	\$ 70,000	\$ -
	GF Contribution	\$ 937,635	\$ 273,889	\$ 265,787	\$ 238,066	\$ 420,770	\$ 442,207	\$ 834,949
Resource Management Agency								
3000 BLDS BR	Expenditures	\$ 5,794,362	\$ 5,338,802	\$ 5,520,707	\$ 4,766,077	\$ 4,449,891	\$ 4,939,473	\$ 5,796,019
3000 BLDS BR	Revenue	\$ 2,243,354	\$ 2,945,260	\$ 3,703,916	\$ 3,559,779	\$ 3,515,335	\$ 3,755,266	\$ 4,649,138
	GF Contribution	\$ 3,551,008	\$ 2,393,542	\$ 1,816,791	\$ 1,206,298	\$ 934,556	\$ 1,184,207	\$ 1,146,881
Resource Management Agency								
3000 PLNG BR	Expenditures	\$ 5,333,924	\$ 5,670,622	\$ 5,406,066	\$ 5,105,783	\$ 4,930,935	\$ 5,698,872	\$ 6,020,179
3000 PLNG BR	Revenue	\$ 1,429,247	\$ 1,105,342	\$ 1,325,591	\$ 1,523,109	\$ 1,437,402	\$ 1,688,805	\$ 1,655,044
	GF Contribution	\$ 3,904,677	\$ 4,565,280	\$ 4,080,475	\$ 3,582,674	\$ 3,493,534	\$ 4,010,067	\$ 4,365,135
Resource Management Agency								
3000 PWCS BR	Expenditures	\$ 3,100,877	\$ 3,283,683	\$ 4,520,778	\$ 3,995,018	\$ 4,025,176	\$ 2,914,647	\$ 2,648,556
3000 PWCS BR	Revenue	\$ 2,384,209	\$ 4,094,596	\$ 4,977,458	\$ 3,582,454	\$ 5,511,400	\$ 2,166,494	\$ 2,491,627
	Fund Balance	\$ 716,668	\$ (810,913)	\$ (456,680)	\$ 412,564	\$ (1,486,224)	\$ 748,153	\$ 156,929
Resource Management Agency								
3000 PWRK GR	Expenditures	\$ 92,722,747	\$ 60,746,012	\$ 38,394,141	\$ 44,684,583	\$ 45,221,996	\$ 54,853,337	\$ 57,408,744
3000 PWRK GR	Revenue	\$ 40,779,214	\$ 34,282,575	\$ 27,714,442	\$ 32,890,455	\$ 30,293,111	\$ 35,423,933	\$ 44,649,091
	GF Contribution/Fund Balance	\$ 51,943,533	\$ 26,463,437	\$ 10,679,699	\$ 11,794,128	\$ 14,928,885	\$ 19,429,404	\$ 12,759,653
Resource Management Agency								
3000 RHO BR	Expenditures	\$ 13,222,384	\$ 16,533,013	\$ 12,463,869				
3000 RHO BR	Revenue	\$ 13,584,598	\$ 15,613,594	\$ 14,372,869				
	GF Contribution/Fund Balance	\$ (362,214)	\$ 919,419	\$ (1,909,000)				
Health								
4000	Expenditures	\$ 124,337,607	\$ 120,219,241	\$ 120,988,717	\$ 120,268,561	\$ 140,241,891	\$ 148,391,025	\$ 170,883,479
4000	Revenue	\$ 115,507,728	\$ 113,909,240	\$ 107,232,068	\$ 110,268,335	\$ 160,006,008	\$ 140,440,518	\$ 159,492,261
	GF Contribution/Fund Balance	\$ 8,829,879	\$ 6,310,001	\$ 13,756,649	\$ 10,000,226	\$ (19,764,117)	\$ 7,950,507	\$ 11,391,218
Social & Employment Services								
5010	Expenditures	\$ 157,051,854	\$ 168,088,748	\$ 170,046,262	\$ 169,622,170	\$ 191,786,707	\$ 207,944,001	\$ 218,257,268
5010	Revenue	\$ 145,612,002	\$ 157,765,477	\$ 161,660,115	\$ 161,098,502	\$ 186,087,295	\$ 199,584,819	\$ 210,437,243
	GF Contribution/Fund Balance	\$ 11,439,852	\$ 10,323,271	\$ 8,386,147	\$ 8,523,668	\$ 5,699,412	\$ 8,359,182	\$ 7,820,025
Library								
6110	Expenditures	\$ 7,287,879	\$ 7,119,888	\$ 7,892,672	\$ 7,215,801	\$ 7,275,047	\$ 8,165,097	\$ 8,451,751
6110	Revenue	\$ 7,509,558	\$ 7,074,179	\$ 7,259,994	\$ 7,018,503	\$ 7,802,627	\$ 7,134,402	\$ 8,144,771
	Fund Balance	\$ (221,679)	\$ 45,709	\$ 632,678	\$ 197,298	\$ (527,580)	\$ 1,030,695	\$ 306,980
Cooperative Extension Service								
6210	Expenditures	\$ 559,025	\$ 541,356	\$ 519,546	\$ 529,550	\$ 523,130	\$ 511,151	\$ 544,044
6210	Revenue	\$ 80,829	\$ 161,548	\$ 54,834	\$ 146,388	\$ 135,767	\$ 100,165	\$ 131,735
	GF Contribution	\$ 478,196	\$ 379,808	\$ 464,712	\$ 383,162	\$ 387,363	\$ 410,986	\$ 412,309
Parks								
7500	Expenditures	\$ 11,251,488	\$ 11,372,269	\$ 10,704,745	\$ 15,231,218	\$ 13,099,377	\$ 11,755,153	\$ 8,960,825
7500	Revenue	\$ 9,149,693	\$ 8,032,788	\$ 10,094,653	\$ 15,001,652	\$ 13,459,631	\$ 8,861,266	\$ 7,313,823
	GF Contribution/Fund Balance	\$ 2,101,796	\$ 3,339,481	\$ 610,092	\$ 229,566	\$ (360,254)	\$ 2,893,887	\$ 1,647,002
Water Resources Agency								
9300	Expenditures	\$ 40,298,232	\$ 32,090,614	\$ 21,732,727	\$ 25,254,274	\$ 25,306,253	\$ 23,762,154	\$ 22,970,688
9300	Revenue	\$ 45,398,188	\$ 25,621,532	\$ 21,299,046	\$ 23,302,423	\$ 24,572,485	\$ 22,624,752	\$ 20,609,989
	Fund Balance	\$ (5,099,956)	\$ 6,469,082	\$ 433,681	\$ 1,951,851	\$ 733,768	\$ 1,137,402	\$ 2,360,699
Natividad Medical Center								
9600	Expenditures	\$ 159,278,455	\$ 166,389,658	\$ 203,839,424	\$ 193,510,608	\$ 209,335,789	\$ 198,252,580	\$ 210,842,146
9600	Revenue	\$ 165,709,835	\$ 176,060,679	\$ 240,948,204	\$ 199,373,262	\$ 218,611,559	\$ 178,119,121	\$ 194,281,614
	Fund Balance	\$ (6,431,379)	\$ (9,671,021)	\$ (37,108,780)	\$ (5,862,654)	\$ (9,275,770)	\$ 20,133,459	\$ 16,560,532
Countywide Totals								
	Expenditures	\$ 945,659,891	\$ 922,430,037	\$ 893,997,662	\$ 908,808,988	\$ 959,800,853	\$ 1,016,832,994	\$ 1,094,079,323
	Revenue	\$ 906,933,214	\$ 894,279,096	\$ 945,433,747	\$ 890,125,296	\$ 1,008,242,903	\$ 968,833,339	\$ 1,047,657,358
	GF Contribution/Fund Balance	\$ 38,726,676	\$ 28,150,941	\$ (51,436,085)	\$ 18,683,692	\$ (48,442,050)	\$ 47,999,655	\$ 46,421,965

Monterey County Strategic Initiatives

POLICY AREA	STRATEGIC INITIATIVES
Economic Development <i>"Enhancing the well-being and prosperity of Monterey County Residents"</i>	Through collaboration, strengthen economic development to ensure a diversified and healthy economy.
Administration <i>"Efficient and Effective Government Operations"</i>	Promote an organization that practices efficient and effective resource management and is recognized for responsiveness, strong customer orientation, accountability and transparency.
Health And Human Services <i>"Health and Wellness for Monterey County Residents"</i>	Improve health and quality of life through County supported policies, programs, and services; promoting access to equitable opportunities for healthy choices and healthy environments in collaboration with communities.
Infrastructure <i>"Meeting our Facilities, Water, Technology and Transportation Needs"</i>	Plan and develop a sustainable, physical infrastructure that improves the quality of life for County residents and supports economic development results.
Public Safety <i>"Creating Safe Communities"</i>	Reduce violent crime and homicides, create a safe environment for people to achieve their potential, leading businesses and communities to thrive and grow.

Economic Development Key Objective:

- Create better paying jobs, reduce poverty and increase the revenue base through business expansion while adding to the economic vitality of the County.

Administration Key Objectives:

- Achieve a balanced budget each year that sustains core services and efficiently allocates resources.
- Recruit and retain a diverse, talented workforce that supports the mission of Monterey County.
- Foster innovation in order to improve efficiency and effectiveness of County services.

Health and Human Services Key Objectives:

- Reduce regional, socio-economic inequities in health outcomes.
- Improve health outcomes through health and wellness promotion and access to top quality healthcare.

- Advocate for a sufficient allocation of funds from local, state and federal governments that will enable the County to carry out its authorized health care programs.

Infrastructure Key Objectives:

- Improve the conditions of County roads and bridges.
- Promote the use of best environmental practices for County facilities and operations.
- Provide for adequate County facilities and infrastructure.
- Protect water quality and provide for adequate water supply.

Public Safety Key Objectives:

- Create and sustain a comprehensive approach to reducing violence by implementing best practices, crime prevention and justice system efficiencies.
- Attain safe and appropriate facilities to house adult and juvenile offenders that prepare them for successful re-entry to society.



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General Financial Policies

11. PURPOSE AND BACKGROUND

The stewardship of public funds is one of the greatest responsibilities given to the officials and managers of the County of Monterey. Therefore, the development, establishment, maintenance and adoption of prudent financial policies enables County officials to protect public interests, ensure transparency and build trust. The Board of Supervisors (Board) has approved budget policies to guide the County in managing its finances.

This document centralizes County financial policies in order to establish a framework for overall fiscal planning, management and guidance. These policies will be reviewed, updated, and brought before the Board as needed but at least annually for adoption. This continued review and adoption by the Board will promote sound financial management and assist in maintaining the County's stability, efficiency and effectiveness by insuring the Board's financial guidance is provided before all County actions.

These policies are to be used by all County departments to meet their obligation to operate in a financially prudent manner and have been established to provide general financial guidance and are intended to provide sound direction in the management of the County's financial affairs. The Recommended Budget will be prepared with adherence to these policies.

2. GENERAL FINANCIAL PHILOSOPHY

2.1 General Financial Philosophy

The financial policies of the County of Monterey provide a sufficient financial base and the resources necessary to support and sustain an adequate and responsible level of community services to ensure public safety, enhance the physical infrastructure and environment of the County, and improve and sustain the quality of life within our community.

The cornerstone and highest priority of Monterey County's financial policies is "fiscal integrity." It shall be the goal of the County to achieve a strong financial condition with the ability to:

- a. Ensure the County maintains a sufficient financial base to withstand local and regional economic impacts;
- b. Maintain sound financial practices, which promotes the County's ability to adjust efficiently to the community's changing service requirements;
- c. Effectively maintain and improve the County's infrastructure and capital assets;
- d. Prudently plan, coordinate, review and implement responsible community development;

- e. Provide law enforcement and other protective services to assure public health and safety;
- f. Regularly review programs and operational methods, to improve processes that result in higher productivity, elimination of repetitive and duplicative functions, promote collaboration with other government entities and the private sector where cost and risk is minimized in the delivery of services within the community;
- g. Provide a framework for the wise and prudent use of debt financing, and maintain a good credit rating in the financial community, which assures the community that the County is well managed and operates in a sound fiscal environment; and
- h. Promote service users contributing their fair share of program costs.

2.2 General Financial Policies

- a. The County Administrative Office will recommend a balanced budget that aligns annual expenditures with estimated annual revenues and minimizes the use of Fund Balance or other one-time financing sources for ongoing operating expenditures.
- b. The County Administrative Office will work with Department Heads to reach consensus on the Recommended Budget through cooperative discussion with departments and through budget workshops with Department Heads.
- c. The Adopted Budget should allow (within financial constraints) each department a level of flexibility to internally mitigate most unanticipated costs except those caused by natural disasters such as floods, earthquakes or other extenuating circumstances including litigation.
- d. Through the Board's Legislative Committee, the County will work with the California State Association of Counties (CSAC), State representatives, legislative advocates in the State Capitol and other local government organizations to assure any State Programs administered by the County are adequately funded and any realignment of State and County responsibilities are expenditure/revenue neutral.
- e. The County Administrative Office and Auditor-Controller will maintain a financial training program for Board Members.
- f. Recognizing that each departmental budget is unique and has varying levels of financial tolerance for increased costs (such as labor negotiated items), the Board authorizes the County Administrative Office to work with each department so that such increased unbudgeted costs of conducting

business will not adversely impact the current level of services provided to the community.

3. STRATEGIC PLANNING

3.1 Strategic Planning (Three-Year Forecast)

The County of Monterey utilizes a strategic budgeting and forecasting model, which allows policies to be developed, initiated and where need be, modified, in a budgetary context spanning a period of three years. The strategic model demonstrates the County's ability to accomplish long-term goals by providing budgetary impacts of current budget decisions. New General Government services are "reviewed" within the framework of long-term financial self-sufficiency. This approach allows the Board to be aware of the probable long-term outcome of alternative decisions and to select the one that effectively serves the interests of the community within the financial resources of the County. In the event a New General Government service was approved with the expectation of self-sufficiency and this is not realized, the managing department shall bring this issue to the Board as soon as it is discovered.

The strategic model identifies fund balances, revenue patterns, expenditure trends and cash requirements, which are subject to constant change. The model is not a future budget or recommended services or programs, it however is a guide to assist in making recommendations and building future budgets. Due to the dynamic nature of government, as well as historical experience; it is understood that an Operating Budget may experience change several times during the course of a fiscal year. This makes the model relevant because it does not assume a "trend rate" is destined, moreover qualifies that it is expected that all things will not remain constant. What it is designed to do is facilitate decision-making based on two fundamental questions: "What is the financial future of the County without change?" and "What path do we wish to take for the future?"

The annual three-year model is done in February/March of each year, prepared by the County Administrative Office, with the subject matter expert assistance of departments. The timeframe allows departments to obtain prior year audited results and six-months of actual financial data in the current fiscal year. The model serves as a current year estimate and a three-year financial outlook for building the next year's Recommended Budget.

4. ROLES AND FUNCTIONS

4.1 Role of County Administrative Office

The County Administrative Office serves as the chief policy advisor to the County Administrative Officer and the Board, promotes responsible resource allocation, strives to protect the financial position and integrity of the County, and provides independent analysis on policy issues. The County Administrative Officer is the Fund Manager for the General Fund and on behalf of the Board makes independent recommendations regarding all other Funds under their jurisdiction.

4.2 Principal Functions of the County Administrative Office

Principal functions of the County Administrative Office include:

- Promoting continuous improvement of the structures, systems, processes, and effectiveness of County programs;
- Recommending effective fiscal policies to carryout County programs;
- Verifying Board policies are consistently applied;
- Preparing the County's annual financial plan (budget);
- Developing financial forecasts;
- Evaluating potential federal, state, and local budget impacts;
- Monitoring revenues and expenditures for conformance with the annual budget;
- Ensuring that items brought before the Board are accurate, complete, fully justified, and reviewed by appropriate stakeholders.

4.3 Principal Functions of County Departments

Departments are considered the content expert for the functions they perform. They are responsible for:

- Carrying out their operations in an efficient and cost effective manner while adhering to all county, state and federal laws, regulations and policies;
- Preparing budgets and financial estimates with attention to accuracy based on their operations expertise, county, state and federal funding changes, and economic indicators affecting revenues, expenditures and service levels;
- Reviewing, evaluating and assessing potential federal and state budget issues that may impact local budgets;
- Monitoring on a monthly basis revenue and expenditure performance and conformance with the annual budget and developing and performing financial forecasts;
- Meeting the Board's mission, goals and policies;
- Ensuring any items brought before the Board are transparent, accurate, complete, fully justified and reviewed by all appropriate stakeholders.

5. SERVICES AND FUND STRUCTURE

5.1 Mandated and Optional Government Services

Monterey County provides a broad range of mandated and optional government services. The general government operations of the County are accounted for in the General Fund. The General Fund is used to account for revenues and expenditures unless another specified fund has been created to account for a specific item, activity, or program. It is the County's largest single fund, responsible for the provision of most of the County's services. Within the General Fund, or funded primarily by the General Fund, there are five broad categories of services and programs: Administration, Land Use and Environment, Recreation and Education, Health and Human Services, and Public Safety.

The General Fund is financed primarily through program revenue (intergovernmental), property taxes and local sales and use taxes (non-program).

5.2 Other Funds

In addition to the General Fund, the County maintains a number of special revenue, special district, enterprise, internal service, capital

project, public ways and facilities, and debt service funds to account for those activities not provided by the General Fund. The following is a brief description of the County's other funds:

- Monterey County will establish and maintain Special Revenue Funds, which will be used to account for proceeds and expenditures from specific revenue sources to finance designated activities, which are required by statute, regulation, ordinance, and resolution or board order.
- The County operates special district and enterprise funds to account for Paramedic Emergency Medical Service, Recreational Services and Natividad Medical Center.
- Internal service funds are currently used to manage the County's self-insurance programs: such as, Workers' Compensation, General Liability and other self-insurance programs. Future initiatives may utilize Internal Service Funds to account for internal service department's activities where appropriate.
- Capital project funds are used for Facilities Maintenance, Capital Improvements Management, and specified Capital Projects.
- The Public Ways and Facilities fund is used for staffing and operations of the Public Works Department.
- Debt service funds are used to provide repayment of debt for Certificates of Participation (COP), short-term borrowing and other obligations and debt.

5.3 Major Funds

Sufficient fund balances and reserve levels are critical measures in the County of Monterey's financial management policies, and strategies. They are key factors in the County's strategies to sustain service delivery and obtain external financing. All funds of the County are to be kept in a positive cash balance position. In the event a fund anticipates going in a negative cash position, the Fund Manager shall immediately bring to the Board's Budget Committee a report outlining the reason(s) along with a "Financial Plan" to insure the Fund regains a positive cash balance. All major funds are expected to develop and maintain both reserve and contingency policies and have these adopted by the Board. "Major Funds" are as follows, but not limited to: 1) General Fund; 2) Natividad Medical Center; 3) Water Resource Agency Fund; 4) Road Fund; 5) Library Fund; and 6) Lakes Fund. The County Administrative Officer or designee shall have authority to determine funds that will be considered "Major Funds" for financial purposes.

5.4 Minimum Number of Funds

The County will maintain the minimum number of funds necessary to satisfy statutory, regulatory, and accounting requirements. Funds are created by the Auditor-Controller or designee.

5.5 Creation and Closing of Funds and Budgets to Be Documented

The creation and/or closure of funds and budget units shall be documented by order from the Board.

6. OPERATING BUDGET POLICIES

6.1 County Budget

The County Budget is the central financial planning document that embodies all County departments' goals, objectives, priorities, and levels of service and the associated operating revenue and expenditures. In so doing, it establishes a relationship between expenditures and revenues, in which departments are to operate. Appropriation authority is granted on the relationship between expected expenditures and revenue and therefore appropriation authority is granted contingent on this relationship meeting the budget plan. In the event that revenues are reduced the Board will work with the departments to bring their department budget back in-line. If a department finds that this relationship is not materializing, the department must take all actions available to reestablish a revenue and expenditure relationship that conforms to the original budget plan or amended by the Board. The budget is adopted annually and shall be presented to the Board in June of each year and prepared in such a manner where it is understandable to the public. Additionally, the budget may be modified as approved by the Board during the fiscal year.

6.2 Balanced Budget

The County must adopt a "statutorily" balanced budget, however to insure ongoing sustainability the County of Monterey adopts a "structurally" balanced budget. A budget is statutorily balanced when total estimated financing sources (beginning fund balance plus revenues) equal the total appropriation (expenditures plus ending Fund balance). At no time shall spending in a given year exceed total current revenues plus any Fund Balance carryover from the prior year. A statutorily balanced budget utilizes beginning fund balance as a financing source. In contrast, a structurally balanced budget matches total ongoing expenditures to the annual estimated revenues. In a structurally balanced budget, beginning fund balance may "not" be used as a financing source for ongoing expenditures. The County's goals are to maintain annual expenditure increases at a conservative growth rate, and to limit expenditures to anticipated annual revenues. Ongoing expenditures shall be provided based on sound anticipated ongoing revenue and not include "one-time" items such as capital outlay, projects or temporary program funding. Sound anticipated ongoing revenue is recurring revenue, such as, taxes and fees. Reduction of reliance on Fund Balance for operating purposes shall be a fiscal objective and included as a goal for every department to align annual operating expenditures with annual operating revenues.

6.3 Ongoing Maintenance and Operations Needs

The County will adequately fund ongoing maintenance and operational needs with ongoing annual revenue without prejudice. Without prior direction and approval by the Board and support by its Budget Committee, the use of one-time revenues or short-term borrowing is not allowed as a resource to finance ongoing maintenance and operational needs.

6.4 Adequate Maintenance of Capital Facilities and Equipment

The County of Monterey shall establish as a primary fiscal responsibility the preservation, maintenance, future improvement and when applicable, orderly replacement of the County's capital facilities and equipment. To assist the County in avoiding fiscal emergencies and unplanned maintenance costs, the designated departments to provide these services shall include in the annual budget a

comprehensive biennial plan in coordination with the Capital Improvement Plan.

6.5 CalPERS Retirement Systems

The Budget will provide adequate funding for all retirement systems. Currently the County contracts with the California Public Employees Retirement System (CalPERS) for provision of retirement benefits under their defined benefit program. Additional as a participant, the County is required to annually fund at a minimum the cost for retiree health benefits otherwise known as Other Post Employment Benefits (OPEB). Under a new accounting standard (GASB 45), all public agencies must measure and report their OPEB liabilities (predominantly, retiree health care costs). In order to provide long-term funding for this benefit, on June 8, 2009, the Board authorized joining CalPERS California Employers' Retiree Benefit Trust (CERBT) and began pre-funding annually through the Recommended Budget the County's OPEB liabilities.

6.6 Budget Deficits

Departments who estimate they will have a budget deficit shall prepare and submit a Budget Committee Report outlining the cause of the problem, the alternatives available to mitigate the projected budget deficit, and the department's recommended action. All additions to appropriations, major plans to reduce service levels or plans to request Contingency funding requires approval by the Board as long as it is consistent with State and Federal law.

6.7 Responsibility for Budget Management and Budgetary Control System

The County shall maintain a budgetary control system to help it adhere to the budget. County Officers and Department Heads have primary responsibility for management of the budgets within their departments. The responsibility to manage budgets includes providing accurate and timely budget estimates, monitoring revenues to ensure timely receipt in the amounts anticipated, ensuring that expenditures are in compliance with the law, adopted resolutions, policies and within appropriations relative to revenues, ensuring prompt notification to the Budget and Analysis Division when either revenues or expenditures are not as anticipated, and the preparation and justification for budget revisions, supplements, and emergencies as necessary.

6.8 Preparation of Financial Reports

The County Administrative Office annually prepares:

- A Budget End of Year Report (BEYR) to retrospectively report on actual financial performance at both a detail and summary level;
- A Three Year Forecast and Current Year Estimate providing forward looking perspective and current year performance to advise the Board on future challenges and provide a base for building the following year's Recommended Budget;
- Quarterly Reports on the current performance of the General Fund to keep the Board up-to-date and informed on current financial performance.

The Auditor-Controller's Office annually prepares various reports including:

- The Countywide Annual Financial Report (CAFR) as required by the State. The purpose of CAFR is to report on the financial position and activities of the County by presenting information above and beyond what is required by generally accepted accounting principles or State Law. The intent is to also provide its readers a broader view and understanding of the County's financial operations.
- Single Audit is prepared in compliance with the U.S. Office of Management and Budget Circular A-133 Compliance Supplement. The County's federally funded activities are reported to assure County adherence to laws, regulations, contracts and grants applicable to its major federal programs.
- Cost Allocation Plan is required by the Federal Management Circular A-87, "Cost Principles for State and Local Governments". The schedule confirms then allocates the indirect costs of the County to operating and non-general County departments.
- The countywide annual Tax Rate Book.

6.9 Publication of Budget

The County Administrator shall publish annually a Recommended Budget document that provides information about the budget to all interested parties. The Auditor-Controller shall annually publish an Adopted Budget document to meet the requirements of the State Controller's Office.

6.10 Establish Countywide Priorities

The Board has a continuous process of establishing Countywide priorities for ensuing years and has implemented the process of incorporating these priorities in the budget within the framework of the law. Understanding that Elected Officials and Department Heads are charged with the actual provision of services to the community, the Board shall set broad priorities to ensure flexibility to departments to concentrate on these priorities. In setting these priorities, the Board and County Administrative Office recognize that countywide elected officials have constitutional and/or statutorily created mandates and are answerable to the electorate.

6.11 Authorization of Elected Officials

In determining service levels, the Board and CAO recognize that countywide elected officials have constitutional and/or statutorily created mandates and are answerable to the electorate. Although the Board adopts a budget for each department the countywide elected officials will determine the services that they will provide within the adopted budgetary constraints. The General Financial Policies recognize that Elected Department Heads have independent constitutional and/or statutory powers to direct service levels and priorities within their departments. These powers are independent of the Board in part because these officials (like Board members) serve at the pleasure of the electorate in Monterey County. However, the Board is responsible for allocating fiscal appropriations to all County Departments.

6.12 Board's Mission, Goals, Policies and Priorities

The County departments and the County Administrative Office shall incorporate the Board's mission, goals, policies and priorities in the formulation of the Recommended Budget proposal. The mission is to excel at providing quality services for the benefit of all Monterey County residents while developing, maintaining and enhancing the resources of the area. Inclusive in the goals is to assure a sustainable and diversified economy that builds on Monterey County's local assets; enhance and improve County services to assure an adequate safety net and quality of life for all County residents; assure a strong public safety system which protects the public and minimizes the fear of crime while promoting justice; and assures the financial stability of the County.

6.13 County's Budget Development Procedures

The County's budget development procedure is an annual process, which weighs all competing requests for County resources within expected fiscal constraints. Each year, the updated strategic planning initiatives of the Board will be included in the budget document as a narrative, as well as reflected in Department objectives, performance measures and budget requests. Departments will submit base budget requests to support status quo levels of service. Increases over prior year must be supported by explanation for such changes in the cost of providing goods and services. Requests for augmentations to existing service levels must be fully justified using the County's *Budget Change Proposal* (BCP) process. Generally, requests for new or expanded services or programs will only be considered when a new revenue source can support the ongoing cost or when there is an offsetting reduction to an existing service or program. Requests for augmentations requiring ongoing resources made outside the budget process are discouraged.

6.14 Budget Adoption Level

In accordance with the California Government Codes, Sections 29000 and 29143 commonly known as the Budget Act, the County enacts the annual financial plan (budget) through the passage of a resolution. The resolution mandates the maximum authorized expenditures for the fiscal year. In the Performance Budgeting system an "Appropriation Unit" represents one or more "Units" and it is used to define the budgetary limits of those "Unit(s)". A "Unit" represents a program or group of programs providing a similar service. The assignment of an appropriation unit is guided by State Controller financial reporting requirements and/or County requirements.

6.15 Capital Item Overview, Definitions and Thresholds

The County defines capital assets as assets with initial, individual costs of \$5,000 or more, and an estimated useful life in excess of one year except for buildings for which the threshold is set at \$100,000. Capital assets include both tangible and intangible assets categorized by asset type for reporting purposes. Additional detailed information is presented in the County's Capital Asset Policy.

6.16 Changes to Adopted Budget

The Adopted Budget can only be modified by subsequent amendments by the Board. Changes to the adopted budget will be

made in compliance with Board Policies. General Board direction is to strategically plan departmental budgets during the annual budget process thereby minimizing the need to make Mid-Year budget modifications. Mid-Year budget modifications are discouraged as a practice and require completion of a Budget Change Proposal to justify the need for the modification, as well as a discussion why it was not considered in the annual budget process. The County Administrative Office will review all requested budget change proposals and make a recommendation as to the necessity of moving forward for Board consideration.

6.17 Budgetary Basis

The budgetary basis is substantially the same as the modified accrual method of accounting that is used for financial reporting for all governmental funds except enterprise funds. The County currently has two Enterprise Funds (Natividad Medical Center & the Lakes), which will be budgeted based on a full accrual budgetary basis where Full Accrual (minus depreciation), Capital Expenses, and Debt Service will form the budget basis, where applicable and approved by the Board.

7. REVENUE AND EXPENDITURE POLICIES

7.1 Revenue Diversification

To the extent possible, a diversified and stable revenue system will be maintained to shelter community services from short and long-term fluctuations in any one revenue source.

7.2 Revenue Estimates

Annual revenue estimates are conservatively estimated as a basis for preparation of the annual budget and County service programs. Estimates shall not be based on optimistically hoped for events, but accepted analytical techniques that use historical data, economic trends and indicators, information available from the State and other governmental agencies, and other accepted standards. In general, revenue estimates shall not assume any growth rate that is not well documented. Real growth that occurs beyond budgeted revenue will be recognized through budgetary adjustments. Major revenues will be estimated by the department who manages the program and reviewed first by the County Administrative Office and subsequently by the Board's Budget Committee, prior to adoption of the annual budget. Any new revenues and/or revenue increases included in the Recommended Budget shall be adopted by the Board or approved by the voters no later than March of each year. If this is not possible, the Recommended Budget shall identify the issue as "pending" to inform all stakeholders the issue still requires action by the Board.

7.3 Current Revenues

Annual revenues shall be sufficient to support annual expenditures, while use of one-time financing should be strategic in use to ensure ongoing dependence does not occur. Deficit financing and borrowing will not be used to support ongoing County services and operations, without explicit Board direction and approval. The Recommended Budget will strive to align the expenditure trend to conform to the revenue trend. Funds under the authority of the Board may be available for purposes of cash loans to cover temporary gaps in cash

flow, but only when supported by a well-documented repayment schedule of short duration within the fiscal year and otherwise not disallowed by policy, regulation or statute. All departments shall obtain Board approval via the County Administrative Office to use non-appropriated funds under their control to support their operations and programs either directly or indirectly. The Board shall be advised in the event cash loans are required or use of non-appropriated funds are requested. This policy applies to funds under the governance of the Board.

7.4 User Fees

The County charges user fees for various services when it is appropriate and permitted by law. Unless set by policy, regulation or statute, user fees and charges are established and maintained at the discretion of the Board. It is the policy of the Board that fees will generally be set at a level sufficient to cover both direct and indirect costs of the services provided or the service may be subsidized by the County as deemed necessary by the Board. Factors for subsidy consideration is whether a subsidy causes an inappropriate burden on property tax payers, the degree to which the service benefits a particular segment of the population, whether beneficiaries can pay the fee, and whether the service provides a broader benefit to the community. All fees for services are reviewed as necessary and adjusted (where necessary). The full cost of providing a service is calculated in order to provide a basis for setting the charge or fee. Full cost incorporates direct and indirect costs, including operations and maintenance, overhead, charges for the use of capital facilities, as well as depreciation. Other factors for fee or charge adjustments may also include the impact of inflation, other cost increases, the adequacy of the coverage of costs, current competitive rates, and contractual or statutory restrictions. Fee revisions for inclusion in the Recommended Budget for the ensuing fiscal year shall be submitted to the Board by March of the preceding fiscal year of implementation. Part of the decision-making process in establishing new services or increasing service levels should include an analysis of fees and user charges and a desired cost-recovery threshold. Increases may be justified based on outside variables not considered at the time of budget submissions (i.e., water levels, gas prices, economy, etc.)

7.5 One-Time Revenues

It is the general guidance of the County that the use of one-time revenues for ongoing expenditures shall be discouraged. Unpredictable revenues are budgeted conservatively, and any amount collected in excess of the budget is generally carried forward in the fund balance.

7.6 Revenues of a Limited or Indefinite Term

Revenues of a limited or indefinite term will generally be used for those limited or indefinite term functions associated with the revenue. In the event that cannot be done, the revenue is to be considered discretionary revenue and may be used for one-time expenditures to ensure that no ongoing service programs are lost when such revenues are reduced or discontinued.

7.7 Use of Discretionary General Fund

Departments shall maximize the use of non-General Fund discretionary revenue and minimize the need to use Discretionary General Fund revenue to fund programs. The Board will prioritize use of Discretionary General Funds through the annual budget process.

7.8 Use of Year-End Fund Balance

The County goal is to use Fund Balance as a source to finance one-time investments, reserves and/or commitments. As a one-time financing source, any unbudgeted year-end Fund Balance will be used solely for nonrecurring expenditures. After the yearly audit and confirmation of General Fund *Fund Balance*, and in consideration of current financial conditions, the Board of Supervisors may allocate unbudgeted Unassigned Fund Balance in the following manner as recommended by the County Administrative Officer:

1. A Capital Project Fund
2. Productivity Investment Assignment
3. Strategic Reserve – equal to 10% of current year General Fund revenues
4. One-time Investments/Assignment

7.9 Maintaining Revenue and Expenditure Categories

The County will maintain revenue and expenditure categories according to state statute and administrative regulation and operational needs.

7.10 Outside Organization Contributions

Public Safety Sales Tax (Proposition 172) revenues are currently allocated as follows:

The State's FY 1993-94 budget agreement transferred \$2.6 billion in property tax revenue from local government into "educational revenue augmentation funds" (ERAFs) to help the State meet its obligations to K-14 school districts. Most of the diverted tax revenue came from counties, compromising their ability to fund general purpose services, the largest of which is public safety. Proposition 172, passed in the November 1993 statewide election, established a permanent statewide half-cent sales tax for support of local public safety to partially replace the lost property tax revenue.

Pursuant to Government Code Section 30052, Proposition 172 funds must be placed into a special revenue fund to be expended on such public safety services as sheriffs, fire, county district attorneys, and corrections. Information on how Proposition 172 revenues are allocated within the County of Monterey is provided below.

Emergency Communications - Departmental

The Emergency Communications Department provides for the operation and administration of the countywide consolidated 9-1-1 and non-emergency call answering and dispatch services. Services are provided on behalf of the Sheriff and various police and fire agencies within the County. Participating agencies reimburse the County for their share of cost in operating the emergency communications system. The Emergency Communications Department receives 10% of the County's share of Proposition 172 revenues. A portion of these

revenues (described in the next section) are shared with user agencies as an offset to the County's service charges.

Emergency Communications Users' Offset

In April 2012, the County met with user agencies of the County's 911 dispatch services to negotiate a new funding agreement. This agreement fixed the funding for user agencies at 5.0% of the County's total Proposition 172 revenues for the most recently audited fiscal year (e.g., the FY 2014-15 allocation will be 5% of FY 2012-13 audited actuals). The new formula ties future allocations to audited actuals, creating greater predictability for budgeting purposes for both the County and user agencies.

Fire Agencies' Distribution

In June 2011, the County Administrative Office and the Association of Firefighters and Volunteer Fire Companies (the Association) agreed to a new disbursement model for Proposition 172 revenues. Beginning in FY 2011-12, the County will share with the Association 9.13% (the historic funding level dating back to FY 2001-02) of the County's Proposition 172 revenues for the most recently audited fiscal year (e.g., the FY 2014-15 allocation will be 9.13% of FY 2012-13 audited actuals). Similar to the new agreement with emergency communications user agencies, this agreement ties future allocations to audited actuals, resulting in greater predictability for budgeting purposes, and eliminating the need for year-end reconciliations and payment "true-ups".

Distributions to Sheriff, Probation, and District Attorney

Proposition 172 revenues are allocated to the Sheriff, Probation, and District Attorney as approved by the Board of Supervisors in the base year of FY 1995-96, with growth revenues distributed using the percentages listed below:

<u>Department</u>	<u>% of Growth</u>
Sheriff	61.2%
Probation	17.1%
District Attorney	<u>21.7%</u>
Total	100.0%

The County has historically shared its proposition 172 revenues with other agencies to assist in funding fire districts and to help offset costs to cities for emergency dispatch services. In the event of fiscal constraints, the Board retains the authority to reduce allocations to other agencies upon findings that internal public safety programs would otherwise require program reductions. The County Administrative office is charged with the duty to determine when a reduction to other agencies would be appropriate and obtain authorization from the Board to begin those discussions.

Transient Occupancy Tax Revenue

The County has agreed to annual contributions to The Monterey County Convention and Visitors Bureau, Film Commission and Arts Council respecting the value these organizations add to the community and their role as related to the County Transient Occupancy Taxes. This contribution is based on a shared percentage

of total Transient Occupancy Tax from the previously audited fiscal year. The Convention and Visitors Bureau receives a contribution equal to 6.00%, the Film Commission receives a contribution equal to 0.95% and the Arts Council receives a contribution equal to 1.98% totaling an 8.93% contribution from the County's Transient Occupancy Taxes. In the event of fiscal constraints the Board retains the authority to reduce its allocation to these outside agencies upon findings that internal countywide priority programs would otherwise require program reductions. The County Administrative Office is charged with the duty to determine when a reduction to outside agencies would be appropriate and obtain authorization from the Board to begin those discussions.

The Board recognizes the contributing value that well maintained roads provide for the overall economic vitality of the County and contributes to the County Transient Occupancy Taxes (TOT). In response, in June 2013, the Board approved including the Road Fund as a beneficiary in the County Transient Occupancy Tax Revenue contribution formula at which time 20% was established for FY 2012-13. In FY 2013-14, the TOT contribution percentage for the Road Fund is established at 20%. Per annum, the contribution shall increase by 1% until it reaches 25%, which, at that time, the contribution percentage shall cap and remain at 25%. The contribution percentage per annum shall be as follows: FY 2014-15 (21%); FY 2015-16 (22%); FY 2016-17 (23%); FY 2017-18 (24%); FY 2018-19 (25%); and thereafter remain at 25%. Going forward, the contribution amount replaces, and is not in addition to, the \$2.0 million the County previously provided per annum to the Road Fund from the General Fund.

A ten (10) member Road Fund Advisory Committee (Advisory Committee) shall be responsible per annum to review the recommendation from the Resource Management Agency Public Works Department (RMA-PW) on the use of the funds. When the RMA-PW provides a plan for the use of this funding to the Board of Supervisors and their respective committees, minutes from the Advisory Committee shall be included for consideration. There shall be two (2) members appointed by each Supervisor for their respective Districts; these members shall be residents of an unincorporated area of the County. The Advisory Committee does not replace the functions and responsibilities of both the Capital Improvement and Budget Committees.

Other Contributions

Organizations that are not part of the County, but receive contributions from the County, shall not have their appropriation carried forward from budget-cycle to budget-cycle unless authorized and directed by the Board. At the will of the Board those organizations receiving County contributions may be subject to annual review and presentation to the Board on the value and services provided to the community as a result of County funds.

7.11 Appropriations/Expenditures

The County departments shall continually strive and demonstrate the review of program effectiveness to ensure maximum return on limited resources. Appropriations approved by the Board in the annual budget define the County's spending limits for the upcoming fiscal year.

Beyond the requirements of law, the County shall maintain an operating philosophy of cost control and responsible financial management. The County shall pay current expenditures with current revenue. Departments should only propose ongoing operating expenditures that can be supported with ongoing operating revenues. Prior to the County undertaking any agreements that would create fixed ongoing expenditures, the cost implications of such agreements shall be fully determined for current and future years with the aid of strategic financial planning models. The goal is to deliver maximum services in a sustainable cost effective and efficient manner, which includes:

- a. Department Heads are responsible for managing their budgets within the total appropriation for their department. Expenditures shall not exceed appropriation, and expenditures of discretionary General Fund dollars will not exceed the amount approved in the department budget, except upon approval by the Board.
- b. Departments shall continually review program effectiveness to ensure maximum return.
- c. Expenditures shall be controlled and must stay within the amount of appropriated funds.
- d. If revenue projections fall short of associated expenditures, the department shall develop service alternatives and/or mitigation strategies and present those findings to the Board's Budget Committee and Board.
- e. If expenditure reductions are necessary, complete elimination of a specific, non-mandatory service is preferred to lowering the quality of existing programs.
- f. Every effort shall be made to maintain current service levels for essential services within existing revenues. There shall be no introduction of new services without an appropriate measurement and accounting of the incremental increase in service with the incremental increase in financial impact.
- g. High priority shall be given to expenditures that will reduce future operating costs, such as increased utilization of technology, equipment and efficient business practices.
- h. Emphasis is placed on improving individual and work group productivity rather than adding to the work force. The County will invest in technology and other efficiency tools to maximize productivity. The County will hire additional staff only after the need of such positions has been demonstrated and documented.
- i. In order to promote consistent and realistic budgeting of personnel, department budgets shall include a reasonable estimate of salary savings.
- j. When augmenting or decreasing the budget, consideration shall be given to the strategic plan initiatives.

7.12 Categorization of Services

The County shall begin the process of identifying services into distinct categories, in order to set priorities for allocating available funding. Each fiscal year departments are to submit during the budget process the categories for their operations as defined:

- a. Basic or Core Services, which are best, performed at the County level and are most closely linked to protecting the health and safety of citizens. Legally mandated services or commitments are also included in this category.
- b. Maintenance of Effort Services are services that the County has traditionally provided.
- c. Quality of Life activities, which are provided for more specialized groups and enhance the desirability of the County of Monterey as a place to live.

7.13 Grant Supported County Programs

The County manages a variety of programs, which depend on outside grants to the County for partial or full funding. In the event of reductions in such outside funding amounts, the program service levels will be reduced and additional County support shall not be provided to compensate for the reduction of outside funding, unless approved and directed by the Board.

7.14 Performance Measures

County Departments have begun developing performance measurements for each Department where applicable. Performance measures shall address best practices, desired outcomes, strategic planning initiatives of the Board, annual goals, and measurable key indicators in order to assure that maximum productivity (outcomes) are being achieved for the resources utilized. Where performance measures and associated costs have demonstrated that activities are more cost effective through alternative means, those means shall be pursued. Performance measures shall also provide management and the Board criteria in which to evaluate departmental requests for funding.

7.15 Payment for Goods from Prior Year

Goods and services ordered and not received after the close of the fiscal year will be paid from the current year budgeted appropriations. The department's payment for goods and services, which are to be received or used in the next year, are not authorized for payment from current year funds, unless such payments are for items such as dues and maintenance agreements where recurring invoices for the next year are normally due prior to year-end.

8. ENTERPRISE FUNDS

8.1 Enterprise Funds

The County will establish enterprise funds for County services when:

- a. The intent of the County is that all costs of providing the service should be financed primarily through user charges; and

- b. The Board determines when it is appropriate to conduct a periodic review of net income for capital maintenance, accountability, or other public policy purposes. The Auditor-Controller and County Administrative Office will be chief advisors to the Board in creation of an Enterprise Fund.

The County currently has two Enterprise Funds:

- Fund 452– The Lakes
- Fund 451 – Natividad Medical Center

8.2 Expenses

Enterprise fund expenses will be established at a level sufficient to properly maintain the fund’s infrastructure, provide necessary capital development and match its revenue where its activity does not require County fiscal intervention.

8.3 Rate Structure

Each enterprise fund will maintain an adequate rate structure to cover the costs of all operations, including maintenance, capital and debt service requirements where applicable, reserves (as established by financial policy or bond covenant) and any other cost deemed necessary, which should include depreciation.

8.4 Rates/Offset

Rates may be offset from available fund balance after requirements are met for cash flow, capital replacement, operational costs, debt service if applicable, contingency funding and scheduled reserve contributions.

8.5 Services

Enterprise fund services will establish and maintain reserves for general contingency and capital purposes consistent with those maintained for general governmental services.

8.6 Net Operating Revenues

The County will ensure that net operating revenues of the enterprise are sufficient to pay operating expenses, capital costs and any debt service requirements where applicable, in compliance with the County's fiscal and debt policies.

8.7 Maintenance of Cash

Sufficient cash shall be maintained to provide adequate funds for current operating expenses.

8.8 Interest from Funds

Unless otherwise directed by statute, regulation, or resolution, interest will be allocated as discretionary financing for the enterprise fund.

8.9 Departmental Financial Monitoring and Reporting

The County Administrative Office and departments shall monitor revenues and expenses throughout the year to ensure conformity to

adopted budgets. Enterprise Funds shall provide the Board monthly financial status reports. Monthly financial reports shall provide a year-to-date summary of expenses, revenues and cash positions, including significant variances and comparisons to previous fiscal years’ activity, trending for the current fiscal year and General Fund impact.

9. FUND BALANCE AND RESERVE POLICIES

9.1 Fund and Reserve Levels

As a measure of the net financial resources, sufficient fund balances and reserve levels are a critical component of the County’s overall financial management strategy. In addition, rating agencies analyze fund balance when considering the County’s overall financial strength and credit worthiness. Adequate reserves provide the County with the ability to exercise flexible financial planning in developing future capital projects, and to deal with unforeseen emergencies or changes in fiscal conditions. Each fund shall maintain a level of reserves, which will provide for a positive fund balance throughout the fiscal year. The County General Fund has chosen to utilize a Strategic Reserve policy to provide for adequate fund balance throughout the year. All other major County Funds shall develop and fund a reserve policy that is in conformance with best practices of their industry, or in the event such best practices are non-existent the fund shall adopt the percentages as follows:

- 1 percent annual Assigned Fund Balance for contingency funding (budget appropriation necessary)
- 10 percent Strategic Reserve funding (designation necessary)

All funds shall utilize restricted resources before unrestricted resources, as appropriate, when both are available for expenditure. Further, unrestricted resources shall be used in the following order: committed, assigned, unassigned.

9.2 Committed Fund Balance – Strategic Reserve Fund

The County will commit a portion the General Fund *Fund Balance* as a Strategic Reserve to provide the County with sufficient working capital and a margin of safety to address local and regional emergencies without borrowing. The goal is that the amount of the Strategic Reserve will be ten percent (10%) of the total General Fund Adopted Budget estimated revenues. It is the County’s plan that this level of reserve will be reached over a period of eight-years beginning in FY 2005-06.

The Strategic Reserve should not be used to support recurring operating expenditures outside of the current fiscal year. The reserve shall be used to fund settlement of legal judgments against the County in excess of reserves normally designated for litigation; short-term revenue reductions due to economic downturns; declared natural disasters; one-time State budget reductions that could not be addressed through the annual appropriations for contingencies; and, local or regional emergencies as determined by the Board of Supervisors or the County Administrative Officer. If the Strategic Reserve is utilized to provide for temporary funding of unforeseen needs, the County shall take measures necessary to prevent its use in the following fiscal year by increasing General Fund revenues and/or decreasing expenditures to regain structural balance. In addition, the

County shall restore the Strategic Reserve to the minimum level of ten percent (10%) of General Fund revenues within five fiscal years following the fiscal year in which the event occurred. The plan to restore the Strategic Reserve shall be included and highlighted in the County's Three-Year Forecast. Funds in excess of 10% of the annual requirements may be retained in the Strategic Reserve, or may be considered for other purposes such as supplementing the Capital Fund or prepaying existing County debt.

9.3 Assigned Fund Balance – Contingency Reserve

The County shall maintain a portion of the General Fund as a Contingency Reserve to provide the County with sufficient working capital and a margin of safety to withstand local and regional economic shocks, and unexpected declines in revenue without borrowing. Unless specifically modified by the Board as part of the annual budget adoption, the Adopted Budget will include reserves in an amount equivalent to one percent of the total General Fund estimated revenues.

In the event of an emergency and/or unexpected revenue declines, the Contingency Reserve funds may be used at the discretion of and by action of the Board of Supervisors to provide for additional temporary funding. These funds shall be utilized only after other budget sources have been examined for available funds.

9.4 Assigned Fund Balance – Self-Insurance Reserve

Self-insurance reserves shall be maintained at a level that, together with purchased insurance policies, will adequately indemnify the County's property and liability risk.

9.5 Assigned Fund Balance – Fleet Management Reserve

A fleet management reserve will be maintained to ensure adequate funds for the systematic replacement of fleet vehicles and the disposition of vehicles to be retired. Replacement reserves shall be based on historical values for vehicles with a "Consumer Price Index" inflation factor. A "depreciation amount" will be calculated based on the acquisition cost and salvage value, and straight-line the amount over the life of the vehicle. This "depreciation amount" shall represent the replacement amount charged to a department to replace the vehicle. Vehicles shall be replaced as scheduled to minimize overall costs.

9.6 Assigned Fund Balance-Capital Projects Reserve

A capital project reserve will be maintained to ensure a consistent and reliable source of funding for facility replacement, repair and determined use. Capital project reserves will be sourced annually through a space use allowance charged to departments utilizing County owned buildings for their operations. The individual allowance for each respective department will be determined through the use of the Monterey County Countywide Cost Allocation (COWCAP) Plan 'Building Use Allowance' schedule, which allocates cost by department. The amount charged a department for the upcoming fiscal year will be based on the latest available COWCAP of a preceding year.

10. INTERNAL SERVICE FUNDS

10.1 Use of Internal Service Funds

The Risk Management Division of the County Administrative Office is responsible for managing Internal Service Funds (ISF's) for the County's general liability and workers' compensation funds. The ISF's shall function as funds for paying all judgments, settlements, and claims against the County. The General Liability ISF will reserve adequate funds to cover both excess insured events and events not covered by excess insurance coverage.

Both ISF's shall be funded at the 70% confidence level. Beginning with FY 20011-12, unfunded liabilities for the Workers' Compensation Fund shall be funded over an 8 year period (FY 2018-19).

10.2 General Fund Transfers

In the event there is a large settlement that cannot be funded within the existing ISF reserve, the Risk Management Division may submit a request to the Budget and Analysis Division for a transfer from the General Fund. Such a request will include, at a minimum, an analysis on the impact of the settlement on the reserve, alternatives for addressing the impact, and the advantages and disadvantages of each alternative.

10.3 Actuarial Studies

The Risk Management Division shall complete two annual actuarial studies. The first study will be completed using data through June 30th and a second ("true up") actuarial study shall be completed with data through December 31st. The June 30th study will be used to set department allocations for the upcoming fiscal year, while the December 31st study will be used for meeting its operational needs, such as purchasing excess insurance coverage. The Risk Management Division will work with County Counsel throughout the year to obtain information on potential settlements that could impact reserve levels and provide this information to the actuary as part of the semi-annual actuarial valuation process.

10.4 Internal Service Funds Reporting

The Risk Management Division shall provide to the Board and its Budget Committee an annual report outlining the progress made in meeting the funding levels and outlining the operational costs and outcomes of operations.

11. CAPITAL FACILITIES AND IMPROVEMENT POLICIES

11.1 Capital Investments

Monterey County's government is accountable for a considerable investment in buildings, parks, roads, sewers, equipment and other capital investments. The preservation, maintenance, and future improvement of these facilities are a primary responsibility of the County. Planning and implementing sound capital improvement plans, policies and programs today will not only help the County

avoid emergencies and major costs in the future, but strategically plan for the future needs of the County. The Board in recognition of the need to develop and adopt a consolidated capital improvement plan, budget for its implementation, and incorporate its impact on the operating budget, established the Capital Improvement Program, Five-Year Plan (CIP). The CIP includes capital projects that have been implemented, in the stages of implementation, and those projects if a funding source is found, to be implemented within the next five fiscal years. It is a dynamic document, where new projects are incorporated in the plan and previously submitted projects are updated.

11.2 Comprehensive Multi-Year Plan

The County has established and implemented a comprehensive multi-year Capital Facilities Plan. The plan is prepared and updated annually by the Resource Management Agency with review by the County Administrative Office (Budget and Analysis Division) and shall be known as the Capital Improvement Program, Five-Year Plan (CIP). The CIP includes those projects where costs exceed \$100,000, are non-recurring and have an estimated useful life of five years or more. The CIP does not indicate approval of a project, but is considered a tool which the Board may use as a strategic planning tool to prioritize countywide capital projects.

11.3 Ongoing Funding Levels

The Board shall determine annual ongoing funding levels for each of the major project categories within the Capital Improvement Program, Five-Year Plan.

11.4 Financial Analysis of Funding Sources

Financial analysis of funding sources is conducted for all proposed major capital improvement projects. The plan shall be updated and priorities reviewed annually in light of changes in needs, available funding, or available staffing. The Board has established the Capital Improvement Committee to review the status of projects and establish priority between competing needs. The Board's Budget Committee determines the funding sources and if not available, provides input toward scope changes to meet the fiscal constraints. All projects are submitted before the Board for approval. A project scope and budget must be defined and submitted to the Board of Supervisors for approval before project funds can be expended. Any costs of operating and maintaining the projects listed in the plan should be identified separately, to ensure that adequate funds will be available for ongoing costs relating to the projects. When considering the priority and funding of each capital project, the County shall consider the operating impacts (i.e., increased staff, facilities maintenance, and outside rentals) of the project.

11.5 Annual Capital Improvement Budget

As part of the annual budget process, the Board shall include any capital project funding as part of the budget process. In general, the capital projects that will be in progress and have secured funding for work in the first year of the Five-Year CIP will be included in the annual budget. Each capital project will be budgeted and tracked at the project level utilizing an assigned Program Code in the Performance Budgeting system. The sum of the funds for all projects

included in the Capital Project Fund will equal the fund's appropriation limit for the given fiscal year.

11.6 Capital Project Reports

The Resource Management Agency (RMA) and the applicable Natividad Medical Center (NMC) capital projects shall provide the following reports:

- a. Monthly update of the draw down schedule for debt financed projects to the County Debt Manager.
- b. Quarterly updates to the Capital Improvement and Budget Committees on implemented capital projects, which include, in part, the initial approved budget, budget modifications, expenditures to date, remaining budget and expenditures, original completion date and if applicable, revised completion date and the phase (in a percentage) the project is toward completion.
- c. Quarterly updates to the Budget Committee on capital funds interest accumulation.
- d. Quarterly report to the County Debt Manager detailing quarterly forecasts of expenditures for the life of debt financed projects, such as Certificates of Participation (COP).
- e. Semi-annual update to the Capital Improvement and Budget Committees on "Scheduled" and "Unscheduled" maintenance projects that are funded by the Facilities Project Fund (Fund 401).

The County Debt Manager shall provide a quarterly report to the Capital Improvement and Budget Committees regarding draw down schedules for debt-financed projects, such as Certificates of Participation (COP).

11.7 Capital Maintenance

The Board recognizes the importance of providing funding for ongoing maintenance needs in order to keep capital facilities and infrastructure systems in good repair and to maximize capital assets' useful life and as such, will be included as part of the Capital Improvement Program, Five-Year Plan (CIP).

12. GRANT MANAGEMENT

12.1 Funding

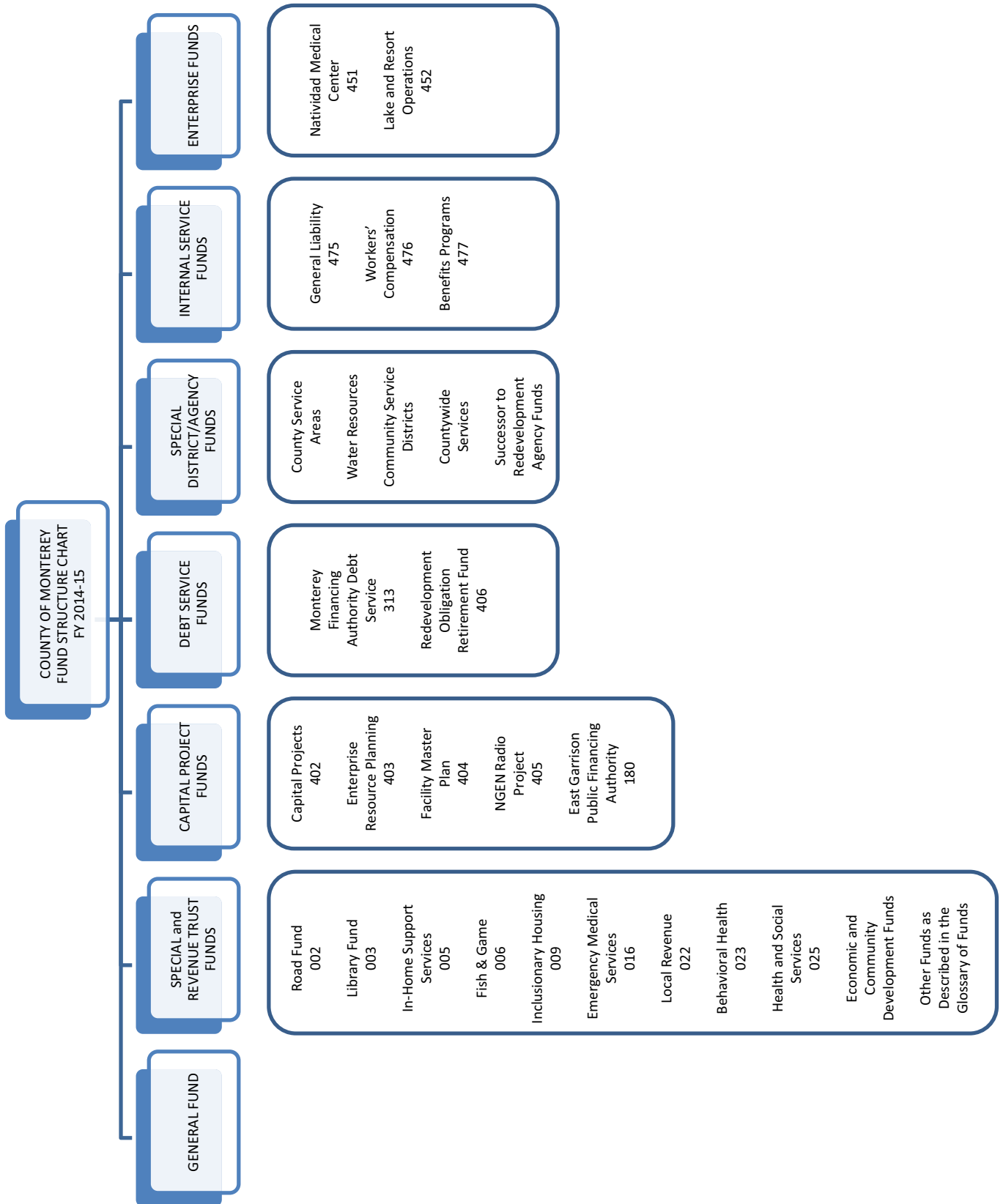
The County recognizes that grant funding provides significant resources to enhance the County's ability to provide services and activities not otherwise available. The County shall seek grant funding for activities that are determined to further core County functions or that provide for activities which are in the best interests of our citizens. The County shall examine the benefits of grant funding prior to application and decline funding determined not to meet the above criteria.

13. STATE AND FEDERAL PROGRAMS

13.1 State and Federal Programs

The County shall operate State and Federal programs based on the level of State Funding provided and shall not backfill any State cuts with County General Fund except when local priorities dictate a need for continuance.

Fund Structure





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Schedules

Schedule 1 County of Monterey All Funds Summary Fiscal Year 2014-2015

Fund Name	Fund Balance Available	Decreases to Obligated Fund Balance	Additional Financing Sources	Total Financing Sources	Financing Uses	Increases to Obligated Fund Balance	Total Financing Uses	Ending Available Fund balance
Governmental Funds								
General Fund	0	8,701,912	543,094,935	551,796,847	551,796,847	-	551,796,847	0
Special Revenue Funds	38,940,329	-	211,586,294	250,526,623	217,306,117	-	217,306,117	33,220,506
Capital Project Funds	17,189,838	-	16,553,926	33,743,764	22,638,079	-	22,638,079	11,105,685
Debt Service Funds	10,727,156	-	16,146,775	26,873,931	16,146,775	-	16,146,775	10,727,156
Total Governmental Funds	66,857,323	8,701,912	787,381,930	862,941,165	807,887,818	0	807,887,818	55,053,347
Other Funds								
ISF	3,138,262	-	34,427,323	37,565,585	37,925,233	-	37,925,233	(359,648)
Enterprise	51,009,945	-	197,654,771	248,664,716	214,347,129	-	214,347,129	34,317,587
Special District & Other Agencies								
CSA	9,288,523	-	2,546,066	11,834,589	5,547,680	-	5,547,680	6,286,909
WRA	13,336,450	-	20,609,989	33,946,439	22,970,688	-	22,970,688	10,975,751
CSD	778,135	-	1,693,571	2,471,706	1,850,500	-	1,850,500	621,206
Successor	2,474,018	-	2,278,136	4,752,154	3,054,405	-	3,054,405	1,697,749
Total Other Funds	80,025,333	0	259,209,856	339,235,189	285,695,635	0	285,695,635	53,539,554
Total All Funds	146,882,656	8,701,912	1,046,591,786	1,202,176,354	1,093,583,453	0	1,093,583,453	108,592,901

Schedule 2
County of Monterey
Governmental Funds Summary
Fiscal Year 2014-15

Fund Name	Fund Balance Available	Decreases to Obligated Fund Balance	Additional Financing Sources	Total Financing Sources	Financing Uses	Increases to Obligated Fund Balance	Total Financing Uses	Ending Available Fund balance
General Fund	-	8,701,912	543,094,935	551,796,847	551,796,847	-	551,796,847	-
Total General Fund	-	8,701,912	543,094,935	551,796,847	551,796,847	-	551,796,847	-
Special Revenue Funds:								
Road Fund	970,921	-	31,284,915	32,255,836	31,284,915	-	31,284,915	970,921
Library Fund	848,747	-	8,144,771	8,993,518	8,451,751	-	8,451,751	541,767
In-Home Support Services	14,893	-	485,256	500,149	485,256	-	485,256	14,893
Fish & Game Propagation Fund	22,064	-	20,936	43,000	43,000	-	43,000	-
Office Of Employment Training	25,264	-	7,220,101	7,245,365	7,130,150	-	7,130,150	115,215
Community Action Partnership	230,797	-	514,199	744,996	514,199	-	514,199	230,797
Inclusionary Housing	502,585	-	49,000	551,585	197,208	-	197,208	354,377
Economic Development Program	521,204	-	350,072	871,276	842,845	-	842,845	28,431
Community Development Fund	1,055,166	-	1,180,807	2,235,973	1,180,807	-	1,180,807	1,055,166
Emergency Medical Service Fund	402,778	-	951,000	1,353,778	1,353,778	-	1,353,778	-
Workforce Investment Board	24,152	-	6,524,542	6,548,694	6,524,513	-	6,524,513	24,181
Local Revenue Fund 2011	6,514,295	-	40,318,937	46,833,232	40,318,937	-	40,318,937	6,514,295
Behavioral Health	22,730,172	-	75,719,827	98,449,999	80,156,827	-	80,156,827	18,293,172
Homeland Security	23,763	-	973,679	997,442	973,679	-	973,679	23,763
H&W Realignment	5,053,528	-	37,848,252	42,901,780	37,848,252	-	37,848,252	5,053,528
Total Special Revenue Funds	38,940,329	-	211,586,294	250,526,623	217,306,117	-	217,306,117	33,220,506
Capital Projects Funds:								
Facilities Project Fund	1,482,806	-	1,693,154	3,175,960	2,923,481	-	2,923,481	252,479
Capital Projects Fund	3,333,480	-	4,381,666	7,715,146	5,930,336	-	5,930,336	1,784,810
Enterprise Resource Planning Fund	743,333	-	-	743,333	192,000	-	192,000	551,333
Facility Master Plan Implement	6,471,623	-	5,672,020	12,143,643	8,785,176	-	8,785,176	3,358,467
NGEN Radio Project	5,158,596	-	4,807,086	9,965,682	4,807,086	-	4,807,086	5,158,596
Total Capital Projects Funds	17,189,838	-	16,553,926	33,743,764	22,638,079	-	22,638,079	11,105,685
Debt Service Funds:								
Master Plan COPS (PIC Debt)	10,727,156	-	16,146,775	26,873,931	16,146,775	-	16,146,775	10,727,156
Total Debt Service Funds	10,727,156	-	16,146,775	26,873,931	16,146,775	-	16,146,775	10,727,156
Total Governmental Funds	66,857,323	-	787,381,930	862,941,165	807,887,818	-	807,887,818	55,053,347

**Schedule 3
COUNTY OF MONTEREY
Fund Balance - Governmental Funds
Fiscal Year 2014-15**

Fund Name	Total Fund Balance June 30, 2014	Less: Obligated Fund Balances			Fund Balance Available June 30, 2014
		Encumbrances	Nonspendable, Restricted, and Committed	Assigned	
1	2	3	4	5	6

General Fund

001- General Fund	106,812,827	-	60,545,477	46,267,350	-
Total General Fund	106,812,827	-	60,545,477	46,267,350	-

Special Revenue Funds:

002- Road Fund	970,921	-	112,722	-	858,199
003- County Library Fund	848,747	-	-	-	848,747
005 - In-Home Support Services	14,893	-	-	-	14,893
006 - Fish and Game Propagation	22,064	-	-	-	22,064
007 - Office of Employment Training	25,264	-	-	-	25,264
008 - Community Action Partnership	230,797	-	-	-	230,797
009 - Inclusionary Housing	502,585	-	-	-	502,585
011 - Economic Development Program	521,204	-	-	-	521,204
013 - Community Development	1,055,166	-	-	-	1,055,166
016 - Emergency Medical Service	402,778	-	-	-	402,778
021 - Workforce Investment Board	24,152	-	-	-	24,152
022 - Local Revenue Fund 2011	6,514,295	-	-	-	6,514,295
023 - Behavioral Health	22,730,172	-	-	-	22,730,172
024 - Homeland Security	23,763	-	-	-	23,763
025 - H&W Realignment	5,053,528	-	-	-	5,053,528
Total Special Revenue Funds	38,940,329	-	112,722	-	38,827,608

Capital Project Funds:

401 - Facilities Project	1,482,806	-	-	-	1,482,806
402 - Capital Projects	3,333,480	-	-	-	3,333,480
403 - Capital Project Automation	743,333	-	-	-	743,333
404 - Facility Master Plan Implementation	6,471,623	-	-	-	6,471,623
405 - NGEN Radio Project	5,158,596	-	-	-	5,158,596
Total Capital Projects Funds	17,189,838	-	-	-	17,189,838

Debt Service Funds:

251 - Public Improvement Corporation	10,727,156	-	-	-	10,727,156
Total Debt Service Funds	10,727,156	-	-	-	10,727,156

Total Governmental Funds	173,670,151	-	60,658,199	46,267,350	66,744,602

Schedule 4
COUNTY OF MONTEREY
Obligated Fund Balances - By Government Funds
Fiscal Year 2014-15

Fund Name and Fund Balance Descriptions	Obligated Fund Balances June 30, 2014	Decreases or Cancellations		Increases or New		Total Obligated Fund Balances for the Budget Year
		Recommended	Adopted by the Board of Supervisors	Recommended	Adopted by the Board of Supervisors	
1	2	3	4	5	6	7

General Fund

Nonspendable:

001 - Reserve For Inventories	252,782	-	-	-	-	252,782

Committed:

001 - Strategic Reserve	60,292,695	-	-	-	-	60,292,695

Assigned:

001 - Other - Assigned	-	-	-	-	-	-
001 - Nacimiento Hydroelectric	-	-	-	-	-	-
001 - Terminations Assignment	4,945,020	-	-	-	-	4,945,020
001 - Vehicle Replacement	7,601,717	-	-	-	-	7,601,717
001 - Health Clinics	1,070,000	-	-	-	-	1,070,000
001 - Social Services	425,243	-	-	-	-	425,243
001 - NGEN Radio System	3,155,563	-	-	-	-	3,155,563
001 - Capital Project	10,844,292	3,294,605	-	-	-	14,138,897
001 - Productivity Investment Program	882,331	-	-	-	-	882,331
001 - Disaster Assistance Program	1,368,837	-	-	-	-	1,368,837
001 - Public Safety Sales Tax Stabilization	1,376,910	-	-	-	-	1,376,910
001 - Laguna Seca Track Maintenance and Repairs	3,363,794	-	-	-	-	3,363,794
001 - Information Technology Charges Mitigation	584,133					584,133
001 - General Fund Contingency	10,649,510	5,407,307	-	-	-	5,242,203

Total General Fund	106,812,827	8,701,912	-	-	-	104,700,125

Special Revenue Funds

002 - Road Fund	112,722	-	-	-	-	112,722
003 - County Library Fund	-	-	-	-	-	-
005 - In-Home Support Services	-	-	-	-	-	-
006 - Fish and Game Propagation Fund	-	-	-	-	-	-
007 - Office of Employment Training	-	-	-	-	-	-
008 - Community Action Partnership	-	-	-	-	-	-
009 - Inclusionary Housing	-	-	-	-	-	-
011 - Economic Development Program	-	-	-	-	-	-
013 - Community Development Fund	-	-	-	-	-	-
016 - Emergency Medical Service Fund	-	-	-	-	-	-

Schedule 4
COUNTY OF MONTEREY
Obligated Fund Balances - By Government Funds
Fiscal Year 2014-15

Fund Name and Fund Balance Descriptions	Obligated Fund Balances June 30, 2014	Decreases or Cancellations		Increases or New		Total Obligated Fund Balances for the Budget Year
		Recommended	Adopted by the Board of Supervisors	Recommended	Adopted by the Board of Supervisors	
1	2	3	4	5	6	7
021 - Workforce Investment Board	-	-	-	-	-	-
022 - Local Revenue Fund 2011	-	-	-	-	-	-
023 - Behavioral Health	-	-	-	-	-	-
024 - Homeland Security	-	-	-	-	-	-
025 - H&W Realignment	-	-	-	-	-	-
Total Special Revenue Funds	112,722	-	-	-	-	112,722
<u>Capital Projects Funds</u>						
401 - Facilities Projects	-	-	-	-	-	-
402 - Capital Projects	-	-	-	-	-	-
403 - Capital Project Automation	-	-	-	-	-	-
404 - Facility Master Plan Implementation	-	-	-	-	-	-
405 - NGEN Radio Project	-	-	-	-	-	-
Total Capital Projects Funds	-	-	-	-	-	-
<u>Debt Service Funds</u>						
251 - Public Improvement Corporation	-	-	-	-	-	-
Total Debt Service Funds	-	-	-	-	-	-
Total Governmental Funds	106,925,549	8,701,912	-	-	-	104,812,847

Data from TB report and DW
Data confirmed by Shawnee and Bert for their respective funds.
FIN-BS-0001 for periods 1-15

Schedule 5
County of Monterey
Summary of Additional Financing Sources by Source and Fund
Governmental Funds
Fiscal Year 2014 - 2015

Source Classification	Actual 12-13	CY Adopted 13-14	CY Estimated 13-14	Requested 14-15	C A O Recommended 14-15	Recommended Change From Adopted
Summarization by Source						
Current Secured Property Tax	76,245,936	79,502,585	79,377,573	82,302,901	82,302,901	2,800,316
Current Unsecured Property Tax	3,536,241	3,499,605	3,499,605	3,507,497	3,507,497	7,892
Taxes Other than Current Property	75,060,222	73,378,378	73,920,864	76,455,013	76,455,013	3,076,635
Total Taxes:	154,842,399	156,380,568	156,798,042	162,265,411	162,265,411	5,884,843
Licenses, Permits, and Franchises	16,782,632	16,082,012	17,142,342	18,514,089	18,514,089	2,432,077
Fines, Forfeitures, and Penalties	9,454,533	10,271,031	9,388,908	10,068,815	10,068,815	(202,216)
Revenue from Use of Money & Property	3,832,226	1,542,761	1,685,368	4,155,190	4,155,190	2,612,429
Intergovernmental Revenues	252,416,197	253,911,444	252,061,479	280,254,452	278,846,797	24,935,353
Charges for Services	55,194,826	69,978,064	64,179,913	72,826,257	72,762,075	2,784,011
Miscellaneous Revenues	11,911,894	6,970,473	9,425,509	7,089,712	7,089,712	119,239
Other Financing Sources	63,189,034	106,431,619	83,423,036	98,577,488	99,157,901	(7,273,718)
Grand Total	567,623,741	621,567,972	594,104,597	653,751,414	652,859,990	31,292,018

Schedule 6
County of Monterey
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2014 - 2015

Source Classification	Actual 12-13	Adopted Budget 13-14	Estimated 13-14	Requested 14-15	CAO Recommended 14-15	Recommended Change From CY Adopted
001 - General						
Taxes						
4010 - Property Tax - Current Secured	70,591,418	73,681,269	73,556,257	76,277,839	76,277,839	2,596,570
4015 - Property Tax - Current Unsecured	3,311,917	3,274,118	3,274,118	3,274,118	3,274,118	
4020 - Property Tax In-Lieu of VLF	39,958,231	41,224,724	41,436,686	42,969,843	42,969,843	1,745,119
4035 - Property Tax - Current Supplemental	1,219,870	988,152	1,341,857	1,395,531	1,395,531	407,379
4025 - Property Tax - Prior Secured	1,149,195	1,364,443	1,149,195	1,286,985	1,286,985	(77,458)
4030 - Property Tax - Prior Unsecured	39,358	24,000	39,358	36,000	36,000	12,000
4040 - Property Tax - Prior Supplemental	108,743	145,145	108,743	108,743	108,743	(36,402)
4050 - Sales and Use Taxes	6,738,861	6,804,072	6,957,820	7,218,809	7,218,809	414,737
4100 - Transient Occupancy Tax	17,945,479	18,185,952	18,304,389	18,409,830	18,409,830	223,878
4120 - Other Taxes	(1,551)	260	200	260	260	
4060 - Property Tax in Lieu of Sales Tax	2,015,568	2,372,213	2,176,813	2,275,797	2,275,797	(96,416)
4110 - Real Property Transfer Tax	2,373,762	2,000,000	2,136,386	2,136,385	2,136,385	136,385
4090 - Other Property Taxes	3,046,210					
Total Taxes	148,497,060	150,064,348	150,481,822	155,390,140	155,390,140	5,325,792
Licenses, Permits, and Franchises						
4200 - Animal Licenses	206,232	241,000	180,790	235,000	235,000	(6,000)
4220 - Business Licenses	3,989,341	4,130,110	4,067,197	4,380,386	4,380,386	250,276
4230 - Construction Permits	5,132,033	4,973,869	5,234,218	6,021,023	6,021,023	1,047,154
4250 - Road Privileges and Permits				90,043	90,043	90,043
4260 - Zoning Permits	1,258,203	1,269,837	1,328,873	1,252,992	1,252,992	(16,845)
4270 - Franchises	5,532,760	4,646,382	5,216,645	5,335,249	5,335,249	688,867
4300 - Other Licenses and Permits	379,991	376,500	398,250	386,006	386,006	9,506
Total Licenses, Permits, and Franchises	16,498,561	15,637,698	16,425,973	17,700,699	17,700,699	2,063,001
Fines, Forfeitures, and Penalties						
4400 - Vehicle Code Fines	1,322,425	1,375,954	1,313,349	1,375,954	1,375,954	
4450 - Other Court Fines	256,147	199,115	177,392	250,764	250,764	51,649
4500 - Forfeitures and Penalties	5,030,961	5,915,042	5,377,247	5,911,177	5,911,177	(3,865)
4550 - Penalties and Costs on Delinquent Taxes	1,786,867	1,570,920	1,560,920	1,570,920	1,570,920	
Total Fines, Forfeitures, and Penalties	8,396,400	9,061,031	8,428,908	9,108,815	9,108,815	47,784
Revenue from Use of Money & Property						
4600 - Investment Income	561,775	430,953	563,668	570,854	570,854	139,901
4675 - Rents and Concessions	2,567,608	898,442	900,106	997,806	997,806	99,364
4650 - Interest on Notes Receivable	378,983	1,594	3,890	1,180	1,180	(414)
Total Revenue from Use of Money & Property	3,508,366	1,330,989	1,467,664	1,569,840	1,569,840	238,851

Schedule 6
County of Monterey
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2014 - 2015

Source Classification	Actual 12-13	Adopted Budget 13-14	Estimated 13-14	Requested 14-15	CAO Recommended 14-15	Recommended Change From CY Adopted
Intergovernmental Revenues						
4800 - State Highway Users Tax				28,773	28,773	28,773
4820 - Vehicle License Fee	8,446,905	9,239,287	8,784,781	4,433,679	4,433,679	(4,805,608)
4900 - State Aid - Public Assistance Administration	27,798,556	14,455,884	12,009,331	15,669,236	14,979,052	523,168
4910 - State Aid - Public Assistance Programs	8,559,511	4,473,185	4,728,742	14,635,268	14,635,268	10,162,083
4920 - Realignment - Social Services	3,071,659	386,499				(386,499)
4940 - California Children's Services	3,034,972	2,914,294	2,380,809	2,490,242	2,490,242	(424,052)
4950 - State Aid - Mental Health	(24,267)					
4970 - Tuberculosis Control	126,533	94,388	92,500	94,388	94,388	
4975 - State Aid - Health Programs	1,094,338	3,708,076	3,643,414	2,487,483	2,487,483	(1,220,593)
4985 - Tobacco Program (Prop 99)	119,528	150,000	147,000	139,845	139,845	(10,155)
5000 - State Aid - Agriculture	4,909,391	4,359,774	4,339,536	4,423,603	4,423,603	63,829
5020 - State Disaster Relief	57,233					
5025 - State Veterans' Affairs	60,340	61,722	87,720	72,222	72,222	10,500
5030 - Homeowners Property Tax Relief	464,933	464,933	458,889	454,300	454,300	(10,633)
5035 - Public Safety - Sales Tax	28,562,270	28,256,785	29,278,041	29,713,919	29,713,919	1,457,134
5040 - Citizens Option for Public Safety Funds		128,337				(128,337)
5050 - Other State Aid	6,449,402	7,605,231	7,305,208	12,192,393	12,192,393	4,587,162
5075 - SB 90 Reimbursements	442,890					
5095 - Peace Officer Training (Post)	56,030	75,000	53,153	75,000	75,000	
5100 - Federal - In-Lieu Taxes	820,915	839,754	812,663	812,663	812,663	(27,091)
5200 - Federal Aid - Public Assistance Administration	41,111,764	64,938,484	65,718,975	70,403,858	69,679,149	4,740,665
5225 - Federal Aid - Public Assistance Programs	29,750,953	39,198,165	39,307,952	26,782,274	26,782,274	(12,415,891)
5240 - Federal Aid - Health Administration		3,807,584	3,580,332			(3,807,584)
5290 - Federal Aid Other	23,638,771	14,819,194	14,292,072	19,503,505	19,503,505	4,684,311
5325 - Other In-Lieu Taxes	4,030,010	1,832,224	1,832,224	1,832,224	1,832,224	
5350 - Aid - Other Governmental Agencies	749,901	1,396,360	1,366,485	1,365,054	1,365,054	(31,306)
5010 - State Aid - Construction Capital Grants	1,371		70,000	100,000	100,000	100,000
5360 - Aid from Special District/JPA	592,874					
Total Intergovernmental Revenues	193,926,783	203,205,160	200,289,827	207,709,929	206,295,036	3,089,876
Charges for Services						
5400 - Assessment and Tax Collection Fees	2,754,729	2,100,910	2,252,769	2,414,701	2,414,701	313,791
5430 - Auditing and Accounting Fees	883,055	216,769	1,014,011	212,120	212,120	(4,649)
5445 - Communication Services	358,629	5,211,189	4,933,270	6,025,614	5,961,432	750,243
5460 - Election Services	855,540	1,200,000	1,135,000	850,000	850,000	(350,000)
5475 - Legal Services	253,247	413,765	413,765	418,765	418,765	5,000
5505 - Planning and Engineering Services	880,941	845,378	906,134	1,806,874	1,806,874	961,496
5520 - Agricultural Services	1,565,120	1,895,600	1,895,600	1,982,550	1,982,550	86,950
5535 - Civil Process Services	3,298,836	3,762,081	3,681,147	3,673,179	3,673,179	(88,902)
5550 - Estate Fees	142,348	152,500	92,500	117,500	117,500	(35,000)

Schedule 6
County of Monterey
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2014 - 2015

Source Classification	Actual 12-13	Adopted Budget 13-14	Estimated 13-14	Requested 14-15	CAO Recommended 14-15	Recommended Change From CY Adopted
5560 - Humane Services	5,034	7,000	5,000	1,500	1,500	(5,500)
5570 - Law Enforcement Services	2,880,724	3,501,958	3,126,388	3,324,316	3,324,316	(177,642)
5580 - Recording Fees	2,213,701	2,352,760	2,072,124	2,405,875	2,405,875	53,115
5600 - Health Fees	25,429,304	32,461,890	28,525,925	34,594,807	34,594,807	2,132,917
5640 - Mental Health Fees	7,201	13,000	13,000	13,000	13,000	
5660 - Children's Services	4,060	4,000	3,920	4,000	4,000	
5685 - Adoption Fees	52,234	44,600	60,305	50,000	50,000	5,400
5690 - Institutional Care and Services	1,095,318	1,070,000	1,025,000	1,045,000	1,045,000	(25,000)
5700 - Educational Services	5,474	2,350		5,000	5,000	2,650
5730 - Park and Recreation Services	1,235,249	2,236,500	2,224,500	2,320,836	2,320,836	84,336
5750 - Other Services	8,108,958	9,897,705	8,175,470	8,825,279	8,825,279	(1,072,426)
5680 - Sanitation Services	105		100	100	100	100
5540 - Court Fees & Costs	520					
Total Charges for Services	52,030,328	67,389,955	61,555,928	70,091,016	70,026,834	2,636,879
Miscellaneous Revenues						
5800 - Other Taxable Sales	2,783	62,500	50,300	2,500	2,500	(60,000)
5860 - Tobacco Settlement	5,559,400	3,437,870	3,612,994	3,609,381	3,609,381	171,511
5870 - Miscellaneous Revenues	3,619,375	1,176,845	2,270,304	1,856,209	1,856,209	679,364
5980 - Contributions	636,814	230,666	926,678	576,619	576,619	345,953
5960 - Loan Repayment	25,000	25,000	14,928	25,000	25,000	
5855 - Other Reimbursement	8,319	3,500	82,338	19,510	19,510	16,010
5850 - Developer Reimbursements		475,800	711,118	14,000	14,000	(461,800)
Total Miscellaneous Revenues	9,851,691	5,412,181	7,668,660	6,103,219	6,103,219	691,038
Other Financing Sources						
5900 - Sale of Capital Assets	73,854	53,362	53,362	53,363	53,363	1
5940 - Operating Transfers In	56,466,625	71,128,820	67,142,308	76,266,576	76,846,989	5,718,169
5955 - Premium on Debt Issuance		500,000				
Total Other Financing Sources	56,540,479	71,682,182	67,195,670	76,319,939	76,900,352	5,218,170
Total 001 - General	489,249,668	523,783,544	513,514,452	543,993,597	543,094,935	19,311,391
002 - Road Fund						
Licenses, Permits, and Franchises						
4250 - Road Privileges and Permits	282,661	444,314	716,369	813,390	813,390	369,076
4300 - Other Licenses and Permits	1,411					
Total Licenses, Permits, and Franchises	284,072	444,314	716,369	813,390	813,390	369,076
Revenue from Use of Money & Property						
4600 - Investment Income	23,047	63,180	6,451	1,084	1,084	(62,096)

Schedule 6
County of Monterey
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2014 - 2015

Source Classification	Actual 12-13	Adopted Budget 13-14	Estimated 13-14	Requested 14-15	CAO Recommended 14-15	Recommended Change From CY Adopted
Total Revenue from Use of Money & Property	23,047	63,180	6,451	1,084	1,084	(62,096)
Intergovernmental Revenues						
4800 - State Highway Users Tax	9,708,555	11,738,938	11,357,219	10,921,007	10,921,007	(817,931)
5050 - Other State Aid				771,275	771,275	771,275
5270 - Federal Aid - Forest Reserve Revenue	14,522	15,069	15,069	15,069	15,069	
5350 - Aid - Other Governmental Agencies		497,500		13,031	13,031	(484,469)
5010 - State Aid - Construction Capital Grants	5,254,526	3,660,150	3,711,059	7,785,346	7,785,346	4,125,196
5011 - State Aid - Construction Operating Grants		725,486	1,450,972	725,486	725,486	
5250 - Federal Aid - Construction Capital Grants	3,155,182	3,026,374	3,910,594	2,011,585	2,011,585	(1,014,789)
5355 - Aid from City/County			400,000			
Total Intergovernmental Revenues	18,132,785	19,663,517	20,844,913	22,242,799	22,242,799	2,579,282
Charges for Services						
5750 - Other Services	2,909,130	2,428,309	2,486,185	2,420,346	2,420,346	(7,963)
Total Charges for Services	2,909,130	2,428,309	2,486,185	2,420,346	2,420,346	(7,963)
Miscellaneous Revenues						
5800 - Other Taxable Sales	402	602				(602)
5870 - Miscellaneous Revenues	55,609	185,442	27,077	45,951	45,951	(139,491)
Total Miscellaneous Revenues	56,011	186,044	27,077	45,951	45,951	(140,093)
Other Financing Sources						
5940 - Operating Transfers In	2,368,160	6,173,756	5,381,207	5,761,345	5,761,345	(412,411)
Total Other Financing Sources	2,368,160	6,173,756	5,381,207	5,761,345	5,761,345	(412,411)
Total 002 - Road Fund	23,773,204	28,959,120	29,462,202	31,284,915	31,284,915	2,325,795
003 - Library Fund						
Taxes						
4010 - Property Tax - Current Secured	5,654,518	5,821,316	5,821,316	6,025,062	6,025,062	203,746
4015 - Property Tax - Current Unsecured	224,324	225,487	225,487	233,379	233,379	7,892
4035 - Property Tax - Current Supplemental	62,845	30,857	30,857	50,000	50,000	19,143
4025 - Property Tax - Prior Secured	91,629	218,000	218,000	225,630	225,630	7,630
4030 - Property Tax - Prior Unsecured	3,137	3,060	3,060	3,200	3,200	140
4040 - Property Tax - Prior Supplemental	4,840	17,500	17,500	18,000	18,000	500
4090 - Other Property Taxes	304,045			320,000	320,000	320,000
Total Taxes	6,345,339	6,316,220	6,316,220	6,875,271	6,875,271	559,051
Revenue from Use of Money & Property						
4600 - Investment Income	7,565	1,000	1,000	3,000	3,000	2,000
Total Revenue from Use of Money & Property	7,565	1,000	1,000	3,000	3,000	2,000
Intergovernmental Revenues						

Schedule 6
County of Monterey
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2014 - 2015

Source Classification	Actual 12-13	Adopted Budget 13-14	Estimated 13-14	Requested 14-15	CAO Recommended 14-15	Recommended Change From CY Adopted
5030 - Homeowners Property Tax Relief	37,003	36,560	36,560	36,500	36,500	(60)
5050 - Other State Aid	168,980	85,000	85,000	80,000	80,000	(5,000)
5325 - Other In-Lieu Taxes	319,939	136,000	136,000	150,000	150,000	14,000
Total Intergovernmental Revenues	525,923	257,560	257,560	266,500	266,500	8,940
Charges for Services						
5725 - Library Services	141,412	152,000	130,000	150,000	150,000	(2,000)
Total Charges for Services	141,412	152,000	130,000	150,000	150,000	(2,000)
Miscellaneous Revenues						
5870 - Miscellaneous Revenues	4,253					
5980 - Contributions	590,958	247,000	250,000	600,000	600,000	353,000
Total Miscellaneous Revenues	595,211	247,000	250,000	600,000	600,000	353,000
Other Financing Sources						
5900 - Sale of Capital Assets	7,555					
5940 - Operating Transfers In	179,622	179,622	179,622	250,000	250,000	70,378
Total Other Financing Sources	187,177	179,622	179,622	250,000	250,000	70,378
Total 003 - Library Fund	7,802,627	7,153,402	7,134,402	8,144,771	8,144,771	991,369
<u>005 - In-Home Support Services</u>						
Revenue from Use of Money & Property						
4600 - Investment Income	40					
Total Revenue from Use of Money & Property	40					
Intergovernmental Revenues						
4910 - State Aid - Public Assistance Programs	137,474	148,062	222,031	248,768	248,768	100,706
5290 - Federal Aid Other	170,772	222,908	217,276	236,160	236,160	13,252
Total Intergovernmental Revenues	308,246	370,970	439,307	484,928	484,928	113,958
Miscellaneous Revenues						
5870 - Miscellaneous Revenues	121					
Total Miscellaneous Revenues	121					
Other Financing Sources						
5940 - Operating Transfers In	10,512	79,725	703	328	328	(79,397)
Total Other Financing Sources	10,512	79,725	703	328	328	(79,397)
Total 005 - In-Home Support Services	318,919	450,695	440,010	485,256	485,256	34,561

006 - Fish & Game Propagation Fund

Schedule 6
County of Monterey
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2014 - 2015

Source Classification	Actual 12-13	Adopted Budget 13-14	Estimated 13-14	Requested 14-15	CAO Recommended 14-15	Recommended Change From CY Adopted
Fines, Forfeitures, and Penalties						
4450 - Other Court Fines	12,795	10,000	10,000	10,000	10,000	
Total Fines, Forfeitures, and Penalties	12,795	10,000	10,000	10,000	10,000	
Revenue from Use of Money & Property						
4600 - Investment Income	62	150	150	150	150	
Total Revenue from Use of Money & Property	62	150	150	150	150	
Other Financing Sources						
5940 - Operating Transfers In	10,786	10,786	10,786	10,786	10,786	
Total Other Financing Sources	10,786	10,786	10,786	10,786	10,786	
Total 006 - Fish & Game Propagation Fund	23,643	20,936	20,936	20,936	20,936	
007 - Office Of Employment Training						
Revenue from Use of Money & Property						
4600 - Investment Income				419	419	419
Total Revenue from Use of Money & Property				419	419	419
Miscellaneous Revenues						
5870 - Miscellaneous Revenues			8,274	8,442	8,442	8,442
Total Miscellaneous Revenues			8,274	8,442	8,442	8,442
Other Financing Sources						
5940 - Operating Transfers In		6,401,973	6,930,405	7,211,240	7,211,240	809,267
Total Other Financing Sources		6,401,973	6,930,405	7,211,240	7,211,240	809,267
Total 007 - Office Of Employment Training		6,401,973	6,938,679	7,220,101	7,220,101	818,128
008 - Community Action Partnership						
Revenue from Use of Money & Property						
4600 - Investment Income	689	682	682	682	682	
Total Revenue from Use of Money & Property	689	682	682	682	682	
Intergovernmental Revenues						
5290 - Federal Aid Other	422,091	592,081	566,171	513,353	513,353	(78,728)
Total Intergovernmental Revenues	422,091	592,081	566,171	513,353	513,353	(78,728)
Miscellaneous Revenues						
5870 - Miscellaneous Revenues	663					
Total Miscellaneous Revenues	663					

Schedule 6
County of Monterey
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2014 - 2015

Source Classification	Actual 12-13	Adopted Budget 13-14	Estimated 13-14	Requested 14-15	CAO Recommended 14-15	Recommended Change From CY Adopted
Other Financing Sources						
5940 - Operating Transfers In	347	352	352	164	164	(188)
Total Other Financing Sources	347	352	352	164	164	(188)
Total 008 - Community Action Partnership	423,790	593,115	567,205	514,199	514,199	(78,916)
009 - Inclusionary Housing						
Revenue from Use of Money & Property						
4600 - Investment Income	2,632			2,500	2,500	2,500
4650 - Interest on Notes Receivable	21,914	6,421	6,421	10,000	10,000	3,579
Total Revenue from Use of Money & Property	24,546	6,421	6,421	12,500	12,500	6,079
Charges for Services						
5750 - Other Services	26,999	7,800	7,800	4,500	4,500	(3,300)
Total Charges for Services	26,999	7,800	7,800	4,500	4,500	(3,300)
Miscellaneous Revenues						
5960 - Loan Repayment	67,027	26,851	26,851	32,000	32,000	5,149
Total Miscellaneous Revenues	67,027	26,851	26,851	32,000	32,000	5,149
Total 009 - Inclusionary Housing	118,573	41,072	41,072	49,000	49,000	7,928
011 - Economic Development Program						
Revenue from Use of Money & Property						
4600 - Investment Income	40			72	72	72
4650 - Interest on Notes Receivable	25,233			114,700	114,700	114,700
Total Revenue from Use of Money & Property	25,273			114,772	114,772	114,772
Intergovernmental Revenues						
5290 - Federal Aid Other	26,052					
Total Intergovernmental Revenues	26,052					
Charges for Services						
5750 - Other Services				35,000	35,000	35,000
Total Charges for Services				35,000	35,000	35,000
Miscellaneous Revenues						
5870 - Miscellaneous Revenues	668			300	300	300
5960 - Loan Repayment	205,517			200,000	200,000	200,000
Total Miscellaneous Revenues	206,185			200,300	200,300	200,300
Total 011 - Economic Development Program	257,509			350,072	350,072	350,072

Schedule 6
County of Monterey
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2014 - 2015

Source Classification	Actual 12-13	Adopted Budget 13-14	Estimated 13-14	Requested 14-15	CAO Recommended 14-15	Recommended Change From CY Adopted

013 - Community Development Fund

Revenue from Use of Money & Property

4600 - Investment Income	4,114					
4650 - Interest on Notes Receivable	75,021	65,508	65,508	18,200	18,200	(47,308)
Total Revenue from Use of Money & Property	79,134	65,508	65,508	18,200	18,200	(47,308)

Intergovernmental Revenues

5050 - Other State Aid	15,086	1,005,250	1,044,566	100,000	100,000	(905,250)
5290 - Federal Aid Other	809,199	555,893	1,172,614	962,762	962,762	406,869
Total Intergovernmental Revenues	824,285	1,561,143	2,217,180	1,062,762	1,062,762	(498,381)

Charges for Services

5750 - Other Services	188			45	45	45
Total Charges for Services	188			45	45	45

Miscellaneous Revenues

5960 - Loan Repayment	870,449	974,561	328,111	99,800	99,800	(874,761)
Total Miscellaneous Revenues	870,449	974,561	328,111	99,800	99,800	(874,761)

Total 013 - Community Development Fund	1,774,056	2,601,212	2,610,799	1,180,807	1,180,807	(1,420,405)

016 - Emergency Medical Service Fund

Fines, Forfeitures, and Penalties

4450 - Other Court Fines	1,045,339	1,200,000	950,000	950,000	950,000	(250,000)
Total Fines, Forfeitures, and Penalties	1,045,339	1,200,000	950,000	950,000	950,000	(250,000)

Revenue from Use of Money & Property

4600 - Investment Income	2,624	1,000	1,000	1,000	1,000	
Total Revenue from Use of Money & Property	2,624	1,000	1,000	1,000	1,000	

Miscellaneous Revenues

5870 - Miscellaneous Revenues	7,448		20,000			
Total Miscellaneous Revenues	7,448		20,000			

Total 016 - Emergency Medical Service Fund	1,055,411	1,201,000	971,000	951,000	951,000	(250,000)

401 - Facilities Project Fund

Revenue from Use of Money & Property

Schedule 6
County of Monterey
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2014 - 2015

Source Classification	Actual 12-13	Adopted Budget 13-14	Estimated 13-14	Requested 14-15	CAO Recommended 14-15	Recommended Change From CY Adopted
4600 - Investment Income	12,338	9,692	23,421	5,327	5,327	(4,365)
Total Revenue from Use of Money & Property	12,338	9,692	23,421	5,327	5,327	(4,365)
Intergovernmental Revenues						
5290 - Federal Aid Other	942,411		71,991			
5010 - State Aid - Construction Capital Grants				164,400	164,400	164,400
Total Intergovernmental Revenues	942,411		71,991	164,400	164,400	164,400
Charges for Services						
5750 - Other Services	50,318					
Total Charges for Services	50,318					
Miscellaneous Revenues						
5870 - Miscellaneous Revenues	437	100,280	100,280			(100,280)
5980 - Contributions	150,000					
Total Miscellaneous Revenues	150,437	100,280	100,280			(100,280)
Other Financing Sources						
5940 - Operating Transfers In	1,819,602	1,250,000	2,400,374	1,523,427	1,523,427	273,427
Total Other Financing Sources	1,819,602	1,250,000	2,400,374	1,523,427	1,523,427	273,427
Total 401 - Facilities Project Fund	2,975,107	1,359,972	2,596,066	1,693,154	1,693,154	333,182
<u>402 - Capital Projects Fund</u>						
Revenue from Use of Money & Property						
4600 - Investment Income	37,176	2,000		1,751	1,751	(249)
Total Revenue from Use of Money & Property	37,176	2,000		1,751	1,751	(249)
Intergovernmental Revenues						
5010 - State Aid - Construction Capital Grants	268,569					
Total Intergovernmental Revenues	268,569					
Charges for Services						
5750 - Other Services	36,450			125,350	125,350	125,350
Total Charges for Services	36,450			125,350	125,350	125,350
Miscellaneous Revenues						
5870 - Miscellaneous Revenues	70	21,477	995,043			(21,477)
Total Miscellaneous Revenues	70	21,477	995,043			(21,477)
Other Financing Sources						
5940 - Operating Transfers In	1,988,501	763,962	1,000,000	4,254,565	4,254,565	3,490,603

Schedule 6
County of Monterey
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2014 - 2015

Source Classification	Actual 12-13	Adopted Budget 13-14	Estimated 13-14	Requested 14-15	CAO Recommended 14-15	Recommended Change From CY Adopted
Total Other Financing Sources	1,988,501	763,962	1,000,000	4,254,565	4,254,565	3,490,603
Total 402 - Capital Projects Fund	2,330,766	787,439	1,995,043	4,381,666	4,381,666	3,594,227
<u>403 - Enterprise Resource Planning Fund</u>						
Revenue from Use of Money & Property						
4600 - Investment Income	4,851					
Total Revenue from Use of Money & Property	4,851					
Total 403 - Enterprise Resource Planning Fund	4,851					
<u>404 - Facility Master Plan Implementation</u>						
Revenue from Use of Money & Property						
4600 - Investment Income	85,225	62,000	111,612	2,426,326	2,426,326	2,364,326
Total Revenue from Use of Money & Property	85,225	62,000	111,612	2,426,326	2,426,326	2,364,326
Miscellaneous Revenues						
5870 - Miscellaneous Revenues	82,845					
Total Miscellaneous Revenues	82,845					
Other Financing Sources						
5940 - Operating Transfers In		3,163,807		3,245,694	3,245,694	81,887
Total Other Financing Sources		3,163,807		3,245,694	3,245,694	81,887
Total 404 - Facility Master Plan Implementation	168,071	3,225,807	111,612	5,672,020	5,672,020	2,446,213
Grand Total	530,276,194	576,579,287	566,403,478	605,941,494	605,042,832	28,463,545

Schedule 7
County of Monterey
Summary of Financing Uses by Function and Fund
Governmental Funds
Fiscal Year 2014- 2015

Description	Actual 12-13	Adopted Budget 13-14	Estimated 13-14	Requested 14-15	CAO Recommended 14-15	Recommended Change From CY Adopted
Summarization by Function						
GE01 - General	73,486,343	97,896,935	93,000,769	100,470,847	100,342,928	2,445,993
PP02 - Public Protection	200,407,360	222,855,281	205,880,716	245,924,872	236,134,007	13,278,726
PW03 - Public Ways & Facilities	26,546,877	32,360,722	29,313,302	32,050,914	31,284,915	(1,075,807)
HS04 - Health & Sanitation	72,094,864	81,234,051	75,123,087	81,963,957	80,813,885	(420,166)
PA05 - Public Assistance	176,997,079	201,036,783	197,868,462	210,343,995	206,759,824	5,723,041
ED06 - Education	7,798,178	8,608,755	8,676,248	9,226,056	8,995,795	387,040
RC07 - Recreation & Culture	4,144,888	4,513,188	4,500,778	4,977,536	4,597,524	84,336
Sub-Total	561,475,590	648,505,715	4,300,543,534	684,958,177	668,928,878	20,423,163
Appropriation for Contingencies						
Total Financing Requirements	561,475,590	648,505,715	614,363,362	684,958,177	668,928,878	20,423,163

Schedule 7
Summary of Financing Uses by Function and Fund
Governmental Funds
Fiscal Year 2014 - 2015

Description	Actual 12-13	CY Adopted 13-14	CY Estimated 13-14	Requested 14-15	Recommended 14-15	Recommended Change From Adopted
Summarization by Fund						
001 - General	476,460,978	528,997,576	520,063,207	566,929,560	551,796,847	22,799,271
002 - Road Fund	26,546,877	32,360,722	29,313,302	32,050,914	31,284,915	(1,075,807)
003 - Library Fund	7,275,047	8,076,335	8,165,097	8,589,576	8,451,751	375,416
005 - In-Home Support Services	352,619	450,695	440,010	485,256	485,256	34,561
006 - Fish & Game Propagation Fund	24,867	31,650	31,650	43,000	43,000	11,350
007 - Office Of Employment Training	5,802,200	6,401,972	6,973,541	7,130,150	7,130,150	728,178
008 - Community Action Partnership	478,186	593,115	567,205	514,199	514,199	(78,916)
009 - Inclusionary Housing	128,163	154,956	154,956	197,208	197,208	42,252
011 - Economic Development Program	133,118	191,603	154,806	842,845	842,845	651,242
013 - Community Development Fund	2,152,913	2,578,694	2,837,102	1,180,807	1,180,807	(1,397,887)
016 - Emergency Medical Service Fund	856,659	1,558,747	1,113,578	1,353,778	1,353,778	(204,969)
021 - Workforce Investment Board	642,065	6,330,575	6,644,102	6,524,513	6,524,513	193,938
022 - Local Revenue Fund	27,640,502	37,889,884	20,235,124	40,311,699	40,318,937	2,429,053
024 - Homeland Security Grant	759,385	750,000	572,100	973,679	973,679	223,679
401 - Facilities Project Fund	2,587,978	3,089,458	4,427,557	2,923,481	2,923,481	(165,977)
402 - Capital Projects Fund	7,416,636	2,344,640	3,801,582	5,930,336	5,930,336	3,585,696
403 - Enterprise Resource Planning Fund	171,450	260,546	339,311	192,000	192,000	(68,546)
404 - Facility Master Plan Implementation	2,045,948	16,444,547	8,529,132	8,785,176	8,785,176	(7,659,371)
Total Financing Requirements	561,475,590	648,505,715	614,363,362	684,958,177	668,928,878	20,423,163

Schedule 8
County of Monterey
Detail of Financing Uses by Function, Activity and Budget Unit
Governmental Funds
Fiscal Year 2014 - 2015

Function and Activity	Actual 12-13	CY Adopted 13-14	CY Estimated 13-14	Requested 14-15	Recommended 14-15	Recommended Change From CY Adopted
General						
Contingencies						
County Administrative Office	148,498	4,794,358	4,794,358	5,407,307	5,407,307	612,949
Total Contingencies	148,498	4,794,358	4,794,358	5,407,307	5,407,307	612,949
Legislative & Administrative						
Auditor-Controller	- 6,523,408	- 6,650,000	- 5,905,107	- 6,297,644	- 6,297,644	352,356
Board of Supervisors	2,907,910	2,842,182	2,841,250	3,023,941	3,023,941	181,759
Clerk of the Board	611,823	825,954	782,507	820,834	820,834	- 5,120
County Administrative Office	3,433,196	3,840,327	3,916,818	4,057,407	4,014,197	173,870
Total Legislative & Administrative	429,521	858,463	1,635,468	1,604,538	1,561,328	702,865
Other Financing Uses						
County Administrative Office	15,557,454	17,821,560	17,821,560	20,580,517	20,580,517	2,758,957
Total Other Financing Uses	15,557,454	17,821,560	17,821,560	20,580,517	20,580,517	2,758,957
Finance						
Assessor-County Clerk-Recorder	4,598,847	5,145,077	4,787,954	5,215,792	5,215,792	70,715
Auditor-Controller	5,442,015	5,729,835	4,868,377	5,782,569	5,481,561	- 248,274
County Administrative Office	732,851	787,947	884,463	987,947	987,947	200,000
Treasurer-Tax Collector	5,975,981	6,955,776	6,826,498	6,951,670	6,951,670	- 4,106
Total Finance	16,749,695	18,618,635	17,367,292	18,937,978	18,636,970	18,335
Counsel						
County Counsel	2,383,432	2,936,379	2,448,756	2,772,134	4,086,386	1,150,007
Total Counsel	2,383,432	2,936,379	2,448,756	2,772,134	4,086,386	1,150,007
Housing & Redevelopment						
Economic Development	128,163	154,956	154,956	197,208	197,208	42,252
Total Housing & Redevelopment	128,163	154,956	154,956	197,208	197,208	42,252
Personnel						
Equal Opportunity Office	584,454	747,050	747,050	747,050	747,050	
Human Resources	2,511,335	3,227,471	3,225,121	3,406,636	3,076,789	- 150,682
Total Personnel	3,095,789	3,974,521	3,972,171	4,153,686	3,823,839	- 150,682
Elections						
Elections	3,581,941	4,889,543	4,878,152	4,141,012	4,141,012	- 748,531

Schedule 8
County of Monterey
Detail of Financing Uses by Function, Activity and Budget Unit
Governmental Funds
Fiscal Year 2014 - 2015

Function and Activity	Actual 12-13	CY Adopted 13-14	CY Estimated 13-14	Requested 14-15	Recommended 14-15	Recommended Change From CY Adopted
Total Elections	3,581,941	4,889,543	4,878,152	4,141,012	4,141,012	- 748,531
Communications						
Emergency Communications	8,930,728	10,688,950	10,650,419	11,602,704	11,195,598	506,648
Information Technology	1,164,540	978,102	978,102			- 978,102
Total Communications	10,095,268	11,667,052	11,628,521	11,602,704	11,195,598	- 471,454
Property Management						
Resource Management Agency	8,762,305	9,430,116	11,152,914	10,969,007	10,644,007	1,213,891
Total Property Management	8,762,305	9,430,116	11,152,914	10,969,007	10,644,007	1,213,891
Plant Acquisition						
Auditor-Controller	171,450	260,546	339,311	192,000	192,000	- 68,546
Resource Management Agency	9,462,584	18,789,187	12,330,714	14,715,512	14,715,512	- 4,073,675
Total Plant Acquisition	9,634,034	19,049,733	12,670,025	14,907,512	14,907,512	- 4,142,221
Promotion						
Economic Development	1,317,668	1,573,650	1,573,650	1,689,741	1,689,741	116,091
Total Promotion	1,317,668	1,573,650	1,573,650	1,689,741	1,689,741	116,091
Other General						
County Administrative Office	339,080	67,500	67,500	604,017	604,017	536,517
County Counsel	382,468	662,384	660,456	662,384	662,384	
Information Technology	545,795	226,058	226,058	1,013,145	1,013,145	787,087
Resource Management Agency	335,233	1,172,027	1,948,932	1,227,957	1,191,957	19,930
Total Other General	1,602,575	2,127,969	2,902,946	3,507,503	3,471,503	1,343,534
Total General	\$73,486,343	\$97,896,935	\$93,000,769	\$100,470,847	\$100,342,928	2,445,993
Public Protection						
Judicial						
Child Support Services	10,429,786	10,694,050	10,926,013	10,909,036	10,909,036	214,986
County Administrative Office	8,025,792	9,025,615	9,025,615	9,025,615	9,025,615	
County Counsel		148,802	148,802	148,802	148,802	
District Attorney	19,391,244	20,759,641	19,495,089	22,720,213	22,533,565	1,773,924
Public Defender	9,535,837	9,550,717	9,931,193	10,586,348	9,669,702	118,985
Total Judicial	47,382,659	50,178,825	49,526,712	53,390,014	52,286,720	2,107,895
Police Protection						

Schedule 8
County of Monterey
Detail of Financing Uses by Function, Activity and Budget Unit
Governmental Funds
Fiscal Year 2014 - 2015

Function and Activity	Actual 12-13	CY Adopted 13-14	CY Estimated 13-14	Requested 14-15	Recommended 14-15	Recommended Change From CY Adopted
Sheriff-Coroner	34,870,777	38,304,450	38,020,629	41,052,787	39,244,441	939,991
Total Police Protection	34,870,777	38,304,450	38,020,629	41,052,787	39,244,441	939,991
Detention & Correction						
Probation	44,893,928	54,679,182	39,248,771	58,661,395	58,258,003	3,578,821
Sheriff-Coroner	42,160,988	46,096,203	45,555,376	51,857,892	48,736,157	2,639,954
Total Detention & Correction	87,054,916	100,775,385	84,804,147	110,519,287	106,994,160	6,218,775
Protection Inspection						
Agricultural Commissioner	9,159,378	9,452,256	9,452,256	9,726,703	9,726,703	274,447
Resource Management Agency	4,881,255	5,646,073	5,451,680	6,947,306	6,630,968	984,895
Total Protection Inspection	14,040,632	15,098,329	14,903,936	16,674,009	16,357,671	1,259,342
Other Protection						
Assessor-County Clerk-Recorder	1,671,069	1,961,765	1,954,109	2,124,108	2,124,108	162,343
County Administrative Office	4,194,800	4,624,075	4,419,611	4,981,112	4,981,112	357,037
Economic Development	856,512	869,135	1,084,012	1,239,245	995,404	126,269
Health	3,044,428	3,074,793	3,088,823	3,222,989	3,187,149	112,356
Parks	24,867	31,650	31,650	43,000	43,000	11,350
Resource Management Agency	5,471,476	6,127,120	6,239,413	10,838,062	8,109,263	1,982,143
Sheriff-Coroner	1,795,225	1,809,754	1,807,674	1,840,259	1,810,979	1,225
Total Other Protection	17,058,376	18,498,292	18,625,292	24,288,775	21,251,015	2,752,723
Total Public Protection	\$200,407,360	\$222,855,281	\$205,880,716	\$245,924,872	\$236,134,007	13,278,726
Public Ways & Facilities						
Public Ways						
Resource Management Agency	26,546,877	32,360,722	29,313,302	32,050,914	31,284,915	- 1,075,807
Total Public Ways	26,546,877	32,360,722	29,313,302	32,050,914	31,284,915	- 1,075,807
Total Public Ways & Facilities	\$26,546,877	\$32,360,722	\$29,313,302	\$32,050,914	\$31,284,915	- 1,075,807
Health & Sanitation						
Health						
Health	52,371,052	59,722,936	54,621,193	64,351,883	63,310,811	3,587,875
Total Health	52,371,052	59,722,936	54,621,193	64,351,883	63,310,811	3,587,875
Hospital Care						
County Administrative Office	11,879,755	11,930,018	11,930,018	8,334,327	8,334,327	- 3,595,691
Health	856,935	1,562,747	1,118,878	1,358,079	1,358,079	- 204,668

Schedule 8
County of Monterey
Detail of Financing Uses by Function, Activity and Budget Unit
Governmental Funds
Fiscal Year 2014 - 2015

Function and Activity	Actual 12-13	CY Adopted 13-14	CY Estimated 13-14	Requested 14-15	Recommended 14-15	Recommended Change From CY Adopted
Total Hospital Care	12,736,690	13,492,765	13,048,896	9,692,406	9,692,406	- 3,800,359
California Childrens Services						
Health	6,860,243	7,873,970	7,277,618	7,649,006	7,649,006	- 224,964
Total California Childrens Services	6,860,243	7,873,970	7,277,618	7,649,006	7,649,006	- 224,964
Sanitation						
Resource Management Agency	126,879	144,380	175,380	270,662	161,662	17,282
Total Sanitation	126,879	144,380	175,380	270,662	161,662	17,282
Total Health & Sanitation	\$72,094,864	\$81,234,051	\$75,123,087	\$81,963,957	\$80,813,885	- 420,166
Public Assistance						
Administration						
Social Services	79,232,684	93,290,360	90,498,344	97,482,538	93,950,367	660,007
Total Administration	79,232,684	93,290,360	90,498,344	97,482,538	93,950,367	660,007
Aid Programs						
Social Services	70,343,679	70,705,003	71,243,556	76,275,729	76,275,729	5,570,726
Total Aid Programs	70,343,679	70,705,003	71,243,556	76,275,729	76,275,729	5,570,726
General Relief						
Social Services	1,323,253	1,416,148	1,416,148	1,300,303	1,300,303	- 115,845
Total General Relief	1,323,253	1,416,148	1,416,148	1,300,303	1,300,303	- 115,845
Veteran's Services						
Social Services	675,020	777,369	843,867	813,252	778,752	1,383
Total Veteran's Services	675,020	777,369	843,867	813,252	778,752	1,383
Other Assistance						
Economic Development	2,928,095	15,502,844	16,609,551	15,678,315	15,678,315	175,471
Social Services	16,692,149	19,345,059	17,256,996	18,793,858	18,776,358	- 568,701
Total Other Assistance	19,620,244	34,847,903	33,866,547	34,472,173	34,454,673	- 393,230
Total Public Assistance	\$171,194,880	\$201,036,783	\$197,868,462	\$210,343,995	\$206,759,824	5,723,041
Education						
Library Services						
Library	7,275,047	8,076,335	8,165,097	8,589,576	8,451,751	375,416

Schedule 8
County of Monterey
Detail of Financing Uses by Function, Activity and Budget Unit
Governmental Funds
Fiscal Year 2014 - 2015

Function and Activity	Actual 12-13	CY Adopted 13-14	CY Estimated 13-14	Requested 14-15	Recommended 14-15	Recommended Change From CY Adopted
Total Library Services	7,275,047	8,076,335	8,165,097	8,589,576	8,451,751	375,416
Agriculture Education						
Cooperative Extension Service	523,130	532,420	511,151	636,480	544,044	11,624
Total Agriculture Education	523,130	532,420	511,151	636,480	544,044	11,624
Total Education	\$7,798,178	\$8,608,755	\$8,676,248	\$9,226,056	\$8,995,795	387,040
Recreation & Culture						
Recreation Facilities						
Parks	4,144,888	4,513,188	4,500,778	4,977,536	4,597,524	84,336
Total Recreation Facilities	4,144,888	4,513,188	4,500,778	4,977,536	4,597,524	84,336
Total Recreation & Culture	\$4,144,888	\$4,513,188	\$4,500,778	\$4,977,536	\$4,597,524	84,336
Total Financing Uses by Budget Unit	\$555,673,391	\$648,505,715	\$614,363,362	\$684,958,177	\$668,928,878	20,423,163

Schedule 12
County of Monterey
Special Districts and Other Agencies Summary
Fiscal Year 2014-2015

Fund Name	Fund Balance Available	Decreases to Obligated Fund Balance	Additional Financing Sources	Total Financing Sources	Financing Uses	Increases to Obligated Fund Balance	Total Financing Uses	Ending Available Fund balance
Public Protection								
County Services Areas								
051 CSA #1 Carmel Point	160,734	0	28,505	189,239	28,505	0	28,505	160,734
052 CSA #9 Oak Park	145,224	0	39,678	184,902	39,678	0	39,678	145,224
053 CSA #10 Laguna Seca Ranch	152,459	0	617	153,076	617	0	617	152,459
054 CSA #14 Moro Cojo	0	0	0	0	0	0	0	0
055 CSA #14 Castroville	9,188	0	0	9,188	0	0	0	9,188
056 CSA #15 Serra Vilge, Toro Park	35,556	0	150,457	186,013	150,457	0	150,457	35,556
057 CSA #17 Rancho Terra Grande	66,732	0	11,621	78,353	11,621	0	11,621	66,732
058 CSA #19 Carmel Meadows	15,403	0	621	16,024	621	0	621	15,403
059 CSA #20 Royal Estates	53,105	0	6,434	59,539	6,434	0	6,434	53,105
060 CSA #23 Carmel Rancho	251,223	0	14,593	265,816	14,593	0	14,593	251,223
061 CSA #24 Pedrazzi Subdivision	105,065	0	5,736	110,801	5,736	0	5,736	105,065
062 CSA #25 Carmel V Country Club	262,724	0	31,828	294,552	31,828	0	31,828	262,724
063 CSA #26 New Moss Landing Hgts	53,433	0	4,110	57,543	4,110	0	4,110	53,433
064 CSA #30 Rancho Mar Monte	30,105	0	1,452	31,557	1,452	0	1,452	30,105
065 CSA #31 Aromas Hills	34,173	0	1,456	35,629	1,456	0	1,456	34,173
066 CSA #32 Green Valley Acres	73,157	0	8,477	81,634	8,477	0	8,477	73,157
067 CSA #33 Coast Ridge Subdivisin	22,244	0	2,597	24,841	2,597	0	2,597	22,244
068 CSA #34 Rancho Rio Vista	21,584	0	1,830	23,414	1,830	0	1,830	21,584
069 CSA #35 Paradise Park	44,817	0	9,826	54,643	9,826	0	9,826	44,817
070 CSA #37 Colonial Oak Estates	21,572	0	978	22,550	978	0	978	21,572
071 CSA #38 Paradise Lake Estates	45,616	0	2,125	47,741	2,125	0	2,125	45,616
072 CSA #41 Gabilan Acres	158,315	0	18,151	176,466	18,151	0	18,151	158,315
073 CSA #44 Corral De Tierra	32,277	0	6,021	38,298	6,021	0	6,021	32,277
074 CSA #45 Oak Hills	112,895	0	28,911	141,806	28,911	0	28,911	112,895
075 CSA #45-Oak Hills - Open Space	133,466	0	20,130	153,596	20,130	0	20,130	133,466
076 CSA #47 Carmel Views	195,877	0	21,745	217,622	21,745	0	21,745	195,877
077 CSA #50 Rioway Track	959,321	0	124,510	1,083,831	124,510	0	124,510	959,321
078 CSA #51 High Meadow	124,052	0	16,175	140,227	16,175	0	16,175	124,052
079 CSA #52 Cerro Del Oso	138,621	0	5,517	144,138	5,517	0	5,517	138,621
080 CSA #53 Arroyo Seco	108,964	0	8,490	117,454	8,490	0	8,490	108,964
081 CSA #54 Manzanita	22,010	0	1,391	23,401	1,391	0	1,391	22,010
082 CSA #55 Buena Vista Del Sol	118,104	0	7,782	125,886	7,782	0	7,782	118,104
083 CSA #56 Del Mesa Carmel	145,252	0	9,840	155,092	9,840	0	9,840	145,252
084 CSA #57 Los Tulares	17,040	0	1,575	18,615	1,575	0	1,575	17,040
085 CSA #58 Vista Corado	48,244	0	3,557	51,801	3,557	0	3,557	48,244
086 CSA #62 Rancho Del Monte	188,530	0	11,171	199,701	11,171	0	11,171	188,530
087 CSA #66 Oak Tree Views	56,538	0	17,502	74,040	17,502	0	17,502	56,538
088 CSA #67 Corral De Tierra Oaks	2,230,148	0	99,687	2,329,835	99,687	0	99,687	2,230,148
089 CSA #68 Vierra Canyon	66,649	0	2,353	69,002	2,353	0	2,353	66,649
090 CSA #69 Ralph Lane	1,345	0	1	1,346	1	0	1	1,345
091 CSA #72 Las Palmas Ranch	39,099	0	4,964	44,063	4,964	0	4,964	39,099
092 CSA #74 Ambulance	2,787,662	0	1,747,500	4,535,162	4,549,114	0	4,549,114	(13,952)
093 CSA #75 Chualar Consolidated	0	0	66,152	66,152	266,152	0	266,152	(200,000)
Total County Service Areas	9,288,523		2,546,066	11,834,589	5,547,680		5,547,680	6,286,909
Water Resources Agency								
111 Water Resources Administration	831,934	0	0	831,934	793,255	0	793,255	38,679
112 Water Resources - Zone # 1	217,337	0	404,274	621,611	544,748	0	544,748	76,863
113 County-Wide Services	54,527	0	767,356	821,883	757,936	0	757,936	63,947
114 Water Resources - Zone # 2	73,977	0	664,376	738,353	650,089	0	650,089	88,264
115 Water Resources - Zone # 2A	181,173	0	674,716	855,889	665,859	0	665,859	190,030
116 Water Resources - Zone # 2C	250,610	0	3,217,278	3,467,888	3,440,392	0	3,440,392	27,496
117 Water Resources - Zone # 3	66,391	0	33,808	100,199	83,151	0	83,151	17,048
118 Water Resources - Zone # 5	11,531	0	38,911	50,442	42,905	0	42,905	7,537
119 Water Resources - Zone # 6	767,249	0	218,476	985,725	149,317	0	149,317	836,408
120 Water Resources - Zone # 7	14,021	0	4,446	18,467	5,666	0	5,666	12,801

Schedule 12
County of Monterey
Special Districts and Other Agencies Summary
Fiscal Year 2014-2015

Fund Name	Fund Balance Available	Decreases to Obligated Fund Balance	Additional Financing Sources	Total Financing Sources	Financing Uses	Increases to Obligated Fund Balance	Total Financing Uses	Ending Available Fund balance
121 Water Resources - Zone # 8	138,052	0	68,678	206,730	203,750	0	203,750	2,980
122 Water Resources - Zone # 9	1,051,171	0	1,329,706	2,380,877	1,750,205	0	1,750,205	630,672
123 Water Resources - Zone # 11	69,279	0	55,398	124,677	26,933	0	26,933	97,744
124 Water Resources - Zone # 12	35,311	0	35,450	70,761	68,481	0	68,481	2,280
125 Water Resources - Zone # 14	14	0	1,705	1,719	1,527	0	1,527	192
126 Water Resources - Zone # 15	57,988	0	5,340	63,328	18,199	0	18,199	45,129
127 Water Resources - Zone # 17	425,787	0	104,623	530,410	96,129	0	96,129	434,281
128 Storm Drain Maintenance # 2	101,664	0	19,778	121,442	46,614	0	46,614	74,828
129 Gonzales Slough Maintenance	10,695	0	4,138	14,833	4,761	0	4,761	10,072
130 Nacimiento Hydro Operate	539,606	0	664,258	1,203,864	443,353	0	443,353	760,511
131 CSIP Operating Fund	875,376	0	2,033,819	2,909,195	2,379,760	0	2,379,760	529,435
132 SVRP Operating Fund	1,051,846	0	3,504,275	4,556,121	4,009,900	0	4,009,900	546,221
133 S.V. Water Project Revenue	3,396,347	0	2,044,733	5,441,080	2,036,162	0	2,036,162	3,404,918
134 Salinas Valley Diversion Facility O&M	878,124	0	661,584	1,539,708	730,197	0	730,197	809,511
303 CSIP Debt Service Fund	1,595,469	0	1,915,000	3,510,469	1,883,536	0	1,883,536	1,626,933
313 WRA SVWP Debt Service	635,676	0	2,137,863	2,773,539	2,137,863	0	2,137,863	635,676
423 Diversion Facility Const	0	0	0	0	0	0	0	0
422 Nac Spillway Mod Construction	0	0	0	0	0	0	0	0
425 MBRWP Construction Fund	5,295	0	0	5,295	0	0	0	5,295
Total Water Resources Agency	13,336,450	-	20,609,989	33,946,439	22,970,688	-	22,970,688	10,975,751
Health and Sanitation								
151 Pajaro Co Sanitation District	472,154	0	817,580	1,289,734	904,900	0	904,900	384,834
152 Moss Landing Co Sanitation Dst	177,088	0	238,970	416,058	300,567	0	300,567	115,491
153 Carmel Valley San Zone # 1 Dst	0	0	0	0	0	0	0	0
154 Carmel Valley San Zone # 2 Dst	15,702	0	63	15,765	63	0	63	15,702
155 Carmel Valley San Zone # 3 Dst	0	0	0	0	0	0	0	0
156 Boronda Co Sanitation Dist	41,531	0	435,297	476,828	443,309	0	443,309	33,519
157 Boronda Csd-Zone 2-San Jerardo	9,538	0	80,142	89,680	80,142	0	80,142	9,538
306 Boronda Co. San Sewer	5,118	0	37,950	43,068	37,950	0	37,950	5,118
309 Moss Landing Co San Sewer	5,633	0	32,700	38,333	32,700	0	32,700	5,633
310 Pajaro Co San Sewer	51,371	0	34,900	86,271	34,900	0	34,900	51,371
312 Chualar Co Water Ser	0	0	15,969	15,969	15,969	0	15,969	0
Total County Sanitation Districts	778,135	-	1,693,571	2,471,706	1,850,500	-	1,850,500	621,206
Redevelopment Agencies								
174 East Garrison Redevelopment	0	0	0	0	0	0	0	0
175 Castroville-Pajaro Housing Successor	572,887	0	21,762	594,649	140,700	0	140,700	453,949
176 Boronda Housing Successor	15,714	0	3,405	19,119	4,000	0	4,000	15,119
177 Fort Ord Housing Successor	1,503	0	0	1,503	0	0	0	1,503
178 East Garrison Housing Successor	0	0	0	0	0	0	0	0
180 E. Garrison Public Financing Authority	445,723	0	210,000	655,723	568,727	0	568,727	86,996
181 E. Garrison Community Facility District	0	0	165,000	165,000	165,000	0	165,000	0
182 E. Garrison Developer Reimbursements	0	0	490,000	490,000	490,000	0	490,000	0
406 Recevelopment Obligation Retirement Fund	1,438,191	0	1,387,969	2,826,160	1,685,978	0	1,685,978	1,140,182
Total Redevelopment Agencies	2,474,018	-	2,278,136	4,752,154	3,054,405	-	3,054,405	1,697,749
Total Special Districts and Other Agencies	25,877,126	-	27,127,762	53,004,888	33,423,273	-	33,423,273	19,581,615

Analysis of Revenue by Fund

Fiscal Year 2014 - 2015

Source Classification	Actual 12-13	CY Adopted 13-14	CY Estimated 13-14	Requested 14-15	Recommended 14-15	Recommended Change From CY Adopted
Summarization by Fund						
001 - General	489,249,668	523,783,544	513,514,452	543,993,597	543,094,935	19,311,391
002 - Road Fund	23,773,204	28,959,120	29,462,202	31,284,915	31,284,915	2,325,795
003 - Library Fund	7,802,627	7,153,402	7,134,402	8,144,771	8,144,771	991,369
005 - In-Home Support Services	318,919	450,695	440,010	485,256	485,256	34,561
006 - Fish & Game Propagation Fund	23,643	20,936	20,936	20,936	20,936	
007 - Office Of Employment Training	5,650,058	6,401,973	6,938,679	7,220,101	7,220,101	818,128
008 - Community Action Partnership	423,790	593,115	567,205	514,199	514,199	(78,916)
009 - Inclusionary Housing	118,573	41,072	41,072	49,000	49,000	7,928
011 - Economic Development Program	257,509			350,072	350,072	350,072
013 - Community Development Fund	1,774,056	2,601,212	2,610,799	1,180,807	1,180,807	(1,420,405)
016 - Emergency Medical Service Fund	1,055,411	1,201,000	971,000	951,000	951,000	(250,000)
021 - Workforce Investment Board	654,435	6,330,575	6,643,895	6,524,542	6,524,542	193,967
022 - Local Revenue Fund	30,259,905	37,908,110	20,485,124	40,311,699	40,318,937	2,410,827
023 - Behavioral Health	86,353,732	73,682,510	63,966,257	75,719,827	75,719,827	2,037,317
024 - Homeland Security Grant	783,149	750,000	572,100	973,679	973,679	223,679
025 - H&W Realignment	39,023,450	40,379,615	39,419,959	35,387,654	37,848,252	(2,531,363)
051 - CSA #1 Carmel Point	28,505	25,309	28,506	28,505	28,505	3,196
052 - CSA #9 Oak Park	39,677	37,078	39,678	39,678	39,678	2,600
053 - CSA #10 Laguna Seca Ranch	617	724		617	617	(107)
056 - CSA #15 Serra Village, Toro Park	150,457	137,720	150,457	150,457	150,457	12,737
057 - CSA #17 Rancho Terra Grande	11,622	10,218	11,621	11,621	11,621	1,403
058 - CSA #19 Carmel Meadows	622	605	622	621	621	16
059 - CSA #20 Royal Estates	6,435	6,558	6,435	6,434	6,434	(124)
060 - CSA #23 Carmel Rancho	14,593	16,768	14,593	14,593	14,593	(2,175)
061 - CSA #24 Pedrazzi Subdivision	5,736	5,795	5,736	5,736	5,736	(59)
062 - CSA #25 Carmel V Country Club	31,828	29,620	31,828	31,828	31,828	2,208
063 - CSA #26 New Moss Landing Hgts	4,109	3,729	4,109	4,110	4,110	381
064 - CSA #30 Rancho Mar Monte	1,452	1,403	1,452	1,452	1,452	49
065 - CSA #31 Aromas Hills	1,456	1,423	1,456	1,456	1,456	33
066 - CSA #32 Green Valley Acres	8,477	8,288	8,477	8,477	8,477	189
067 - CSA #33 Coast Ridge Subdivisn	2,596	2,503	2,596	2,597	2,597	94
068 - CSA #34 Rancho Rio Vista	1,831	1,695	1,831	1,830	1,830	135
069 - CSA #35 Paradise Park	9,826	9,033	9,826	9,826	9,826	793
070 - CSA #37 Colonial Oak Estates	978	899	978	978	978	79
071 - CSA #38 Paradise Lake Estates	2,126	2,161	2,126	2,125	2,125	(36)
072 - CSA #41 Gabilan Acres	18,151	17,884	18,151	18,151	18,151	267
073 - CSA #44 Corral De Tierra	6,021	5,847	6,021	6,021	6,021	174
074 - CSA #45 Oak Hills	28,911	27,171	28,911	28,911	28,911	1,740
075 - CSA #45-Oak Hills - Open Space	20,131	19,839	20,131	20,130	20,130	291
076 - CSA #47 Carmel Views	21,745	20,450	21,745	21,745	21,745	1,295
077 - CSA #50 Rioway Track	124,511	121,748	124,511	124,510	124,510	2,762
078 - CSA #51 High Meadow	16,174	15,385	16,174	16,175	16,175	790
079 - CSA #52 Cerro Del Oso	5,516	5,263	5,516	5,517	5,517	254
080 - CSA #53 Arroyo Seco	8,491	7,180	8,491	8,490	8,490	1,310

Analysis of Revenue by Fund
Fiscal Year 2014 - 2015

Source Classification	Actual 12-13	CY Adopted 13-14	CY Estimated 13-14	Requested 14-15	Recommended 14-15	Recommended Change From CY Adopted
081 - CSA #54 Manzanita	1,392	1,240	1,392	1,391	1,391	151
082 - CSA #55 Buena Vista Del Sol	7,782	6,488	7,782	7,782	7,782	1,294
083 - CSA #56 Del Mesa Carmel	9,840	9,727	9,840	9,840	9,840	113
084 - CSA #57 Los Tulares	1,574	1,338	1,574	1,575	1,575	237
085 - CSA #58 Vista Corado	3,557	3,109	3,557	3,557	3,557	448
086 - CSA #62 Rancho Del Monte	11,171	10,302	11,171	11,171	11,171	869
087 - CSA #66 Oak Tree Views	17,502	17,134	17,502	17,502	17,502	368
088 - CSA #67 Corral De Tierra Oaks	99,686	91,032	99,686	99,687	99,687	8,655
089 - CSA #68 Vierra Canyon	2,354	3,936	2,354	2,353	2,353	(1,583)
090 - CSA #69 Ralph Lane	5	6	1	1	1	(5)
091 - CSA #72 Las Palmas Ranch	4,964	5,091	4,964	4,964	4,964	(127)
092 - CSA #74 Ambulance	1,703,471	1,604,000	1,638,275	1,747,500	1,747,500	143,500
093 - CSA #75 Chualar Consolidated	465,639	74,651	66,492	66,152	66,152	(8,499)
111 - Water Resources Administration	172,062	1,500				(1,500)
112 - Water Resources - Zone # 1	1,346,120	2,595,291	2,618,344	404,274	404,274	(2,191,017)
113 - County-Wide Services	1,069,513	968,791	746,338	767,356	767,356	(201,435)
114 - Water Resources - Zone # 2	455,671	631,065	362,246	664,376	664,376	33,311
115 - Water Resources - Zone # 2A	995,197	640,706	311,007	674,716	674,716	34,010
116 - Water Resources - Zone # 2C	3,484,397	3,241,200	3,141,979	3,217,278	3,217,278	(23,922)
117 - Water Resources - Zone # 3	33,386	29,826	33,251	33,808	33,808	3,982
118 - Water Resources - Zone # 5	36,772	33,072	38,152	38,911	38,911	5,839
119 - Water Resources - Zone # 6	62,848	369,476	368,476	218,476	218,476	(151,000)
120 - Water Resources - Zone # 7	4,777	4,464	4,758	4,446	4,446	(18)
121 - Water Resources - Zone # 8	70,610	66,527	67,115	68,678	68,678	2,151
122 - Water Resources - Zone # 9	1,297,111	1,296,274	1,329,712	1,329,706	1,329,706	33,432
123 - Water Resources - Zone # 11	55,606	51,514	54,471	55,398	55,398	3,884
124 - Water Resources - Zone # 12	34,721	34,726	34,651	35,450	35,450	724
125 - Water Resources - Zone # 14	1,656	1,686	1,673	1,705	1,705	19
126 - Water Resources - Zone # 15	5,243	5,635	5,241	5,340	5,340	(295)
127 - Water Resources - Zone # 17	101,158	102,206	102,206	104,623	104,623	2,417
128 - Storm Drain Maintenance # 2	19,140	18,467	19,444	19,778	19,778	1,311
129 - Gonzales Slough Maintenance	3,931	3,914	4,058	4,138	4,138	224
130 - Nacimiento Hydro Operate	1,552,508	539,000	961,805	664,258	664,258	125,258
131 - CSIP Operating Fund	1,947,331	1,710,498	1,710,498	2,033,819	2,033,819	323,321
132 - SVRP Operating Fund	3,513,052	3,353,275	3,353,275	3,504,275	3,504,275	151,000
133 - S.V. Water Project Revenue	2,107,965	2,049,695	1,997,576	2,044,733	2,044,733	(4,962)
134 - S.V. Diversion Facility O&M	1,511,164	1,274,996	1,218,308	661,584	661,584	(613,412)
151 - Pajaro Co Sanitation District	817,580	792,602	817,580	817,580	817,580	24,978
152 - Moss Landing Co Sanitation Dst	238,970	251,936	238,970	238,970	238,970	(12,966)
154 - Carmel Valley San Zone # 2 Dst	63	74		63	63	(11)
156 - Boronda Co Sanitation Dist	109,690	183,926	109,690	435,297	435,297	251,371
157 - San Jerardo CSD	3,041,196	92,460	80,142	80,142	80,142	(12,318)
171 - Castroville-Pajaro Redevelopment Successor Agency at 2/1/12	31,730					
172 - Boronda Redevelopment Successor Agency at 2/1/12	22,619					

Analysis of Revenue by Fund
Fiscal Year 2014 - 2015

Source Classification	Actual 12-13	CY Adopted 13-14	CY Estimated 13-14	Requested 14-15	Recommended 14-15	Recommended Change From CY Adopted
173 - Fort Ord Redevelopment Successor Agency at 2/1/12	(1,032)					
174 - East Garrison Redevelopment Successor Agency at 2/1/12	680					
175 - Castroville-Pajaro Housing Successor Agency	422,341	118,702	127,205	140,700	140,700	21,998
176 - Boronda Housing Successor Agency	7,769	13,691	13,691	3,405	3,405	(10,286)
177 - Fort Ord Housing Successor Agency	270					
178 - East Garrison Housing Successor Agency	1,008					
180 - East Garrison Community Facility District	472,613	100,000	100,000	210,000	210,000	110,000
181 - East Garrison Community Services District		50,000	50,000	165,000	165,000	115,000
182 - East Garrison Developer Reimbursements				490,000	490,000	490,000
251 - Public Improvement Corp Debt Service	16,629,917	18,803,125	16,472,625	16,146,775	16,146,775	(2,656,350)
301 - Water Resources - Zone #2	282					
302 - Water Resources - Zone #2A	501					
303 - CSIP Debt Service Fund	2,547,956	2,113,500	2,007,500	1,915,000	1,915,000	(198,500)
306 - Boronda Co San Revenue Bonds	38,111	38,000	38,000	37,950	37,950	(50)
309 - Moss Landing Co San Sewer Rev	32,738	32,700	32,700	32,700	32,700	
310 - Pajaro Co San Sewer Revenue	34,565	35,150	35,150	34,900	34,900	(250)
312 - Chualar Co Water Ser A	429	15,969	15,969	15,459	15,459	(510)
313 - Monterey County Financing Authority	2,139,191	2,137,963	2,137,963	2,137,863	2,137,863	(100)
401 - Facilities Project Fund	2,975,107	1,359,972	2,596,066	1,693,154	1,693,154	333,182
402 - Capital Projects Fund	2,330,766	787,439	1,995,043	4,381,666	4,381,666	3,594,227
403 - Enterprise Resource Planning Fund	4,851					
404 - Facility Master Plan Implementation	168,071	3,225,807	111,612	5,672,020	5,672,020	2,446,213
405 - NGEN Radio Project	4,412,990	4,653,090	3,832,086	4,807,086	4,807,086	153,996
406 - Redevelopment Obligation Retirement Fund	2,013,068	3,264,926	6,469,867	1,387,969	1,387,969	(1,876,957)
425 - MBRWP Construction	2,615		(5,295)			
451 - Natividad Medical Center	218,611,559	172,537,007	178,119,121	194,281,614	194,281,614	21,744,607
452 - Parks Lake & Resort Operations	9,908,176	8,435,580	5,964,080	3,758,743	4,320,301	(4,115,279)
475 - General Liability Fund	6,865,402	7,287,498	7,055,323	9,814,899	9,814,899	2,527,401
476 - Worker's Comp Fund	19,422,748	16,660,000	17,437,199	16,201,505	16,201,505	(458,495)
477 - Benefit Programs Fund	10,313,318	8,782,049	9,271,808	8,410,919	8,410,919	(371,130)
Grand Total	1,013,923,455	1,003,424,199	968,833,339	1,045,526,626	1,047,657,358	44,233,159

**Analysis of Expenditures by Fund
Fiscal Year 2014 - 2015**

Source Classification	Actual 12-13	CY Adopted 13-14	CY Estimated 13-14	Requested 14-15	Recommended 14-15	Recommended Change From CY Adopted
Summarization by Fund						
001 - General	476,460,978	528,997,576	520,063,207	566,929,560	551,796,847	22,799,271
002 - Road Fund	26,546,877	32,360,722	29,313,302	32,050,914	31,284,915	(1,075,807)
003 - Library Fund	7,275,047	8,076,335	8,165,097	8,589,576	8,451,751	375,416
005 - In-Home Support Services	352,619	450,695	440,010	485,256	485,256	34,561
006 - Fish & Game Propagation Fund	24,867	31,650	31,650	43,000	43,000	11,350
007 - Office Of Employment Training	5,802,200	6,401,972	6,973,541	7,130,150	7,130,150	728,178
008 - Community Action Partnership	478,186	593,115	567,205	514,199	514,199	(78,916)
009 - Inclusionary Housing	128,163	154,956	154,956	197,208	197,208	42,252
011 - Economic Development Program	133,118	191,603	154,806	842,845	842,845	651,242
013 - Community Development Fund	2,152,913	2,578,694	2,837,102	1,180,807	1,180,807	(1,397,887)
016 - Emergency Medical Service Fund	856,659	1,558,747	1,113,578	1,353,778	1,353,778	(204,969)
021 - Workforce Investment Board	642,065	6,330,575	6,644,102	6,524,513	6,524,513	193,938
022 - Local Revenue Fund	27,640,502	37,908,110	20,235,124	40,311,699	40,318,937	2,410,827
023 - Behavioral Health	64,344,720	73,634,968	68,601,430	80,156,827	80,156,827	6,521,859
024 - Homeland Security Grant	759,385	750,000	572,100	973,679	973,679	223,679
025 - H&W Realignment	35,019,922	39,329,615	38,625,090	35,405,759	37,848,252	(1,481,363)
051 - CSA #1 Carmel Point	27,536	73,800	69,519	28,505	28,505	(45,295)
052 - CSA #9 Oak Park	14,892	124,325	52,812	39,678	39,678	(84,647)
053 - CSA #10 Laguna Seca Ranch	1,822	700		617	617	(83)
056 - CSA #15 Serra Vllge, Toro Park	145,597	162,142	149,590	150,457	150,457	(11,685)
057 - CSA #17 Rancho Terra Grande	8,926	71,200	120,392	11,621	11,621	(59,579)
058 - CSA #19 Carmel Meadows	51	605	122	621	621	16
059 - CSA #20 Royal Estates	3,208	6,558	3,435	6,434	6,434	(124)
060 - CSA #23 Carmel Rancho	1,635	16,768	2,640	14,593	14,593	(2,175)
061 - CSA #24 Pedrazzi Subdivision	304	5,795	320	5,736	5,736	(59)
062 - CSA #25 Carmel V Country Club	26,966	112,000	182,111	31,828	31,828	(80,172)
063 - CSA #26 New Moss Landing Hqts	1,533	3,729	1,352	4,110	4,110	381
064 - CSA #30 Rancho Mar Monte	222	1,403	220	1,452	1,452	49
065 - CSA #31 Aromas Hills	137	1,423	16,343	1,456	1,456	33
066 - CSA #32 Green Valley Acres	4,349	8,288	4,329	8,477	8,477	189
067 - CSA #33 Coast Ridge Subdivisn	2,503	22,503	6,884	2,597	2,597	(19,906)
068 - CSA #34 Rancho Rio Vista	499	1,695	847	1,830	1,830	135
069 - CSA #35 Paradise Park	5,950	9,033	4,623	9,826	9,826	793
070 - CSA #37 Colonial Oak Estates	20	899	25	978	978	79
071 - CSA #38 Paradise Lake Estates	50	2,161	40	2,125	2,125	(36)
072 - CSA #41 Gabilan Acres	11,601	17,884	11,958	18,151	18,151	267

Analysis of Expenditures by Fund
Fiscal Year 2014 - 2015

Source Classification	Actual 12-13	CY Adopted 13-14	CY Estimated 13-14	Requested 14-15	Recommended 14-15	Recommnded Change From CY Adopted
073 - CSA #44 Corral De Tierra	4,601	5,847	14,290	6,021	6,021	174
074 - CSA #45 Oak Hills	15,406	27,171	36,862	28,911	28,911	1,740
075 - CSA #45-Oak Hills - Open Space	30,413	45,105	28,300	20,130	20,130	(24,975)
076 - CSA #47 Carmel Views	5,161	20,450	6,878	21,745	21,745	1,295
077 - CSA #50 Rioway Track	21,498	121,748	364,544	124,510	124,510	2,762
078 - CSA #51 High Meadow	5,024	15,385	3,713	16,175	16,175	790
079 - CSA #52 Cerro Del Oso	325	5,263	320	5,517	5,517	254
080 - CSA #53 Arroyo Seco	276	7,180	2,629	8,490	8,490	1,310
081 - CSA #54 Manzanita	199	1,240	220	1,391	1,391	151
082 - CSA #55 Buena Vista Del Sol	623	6,488	520	7,782	7,782	1,294
083 - CSA #56 Del Mesa Carmel	210	9,727	220	9,840	9,840	113
084 - CSA #57 Los Tulares	38	1,338	110	1,575	1,575	237
085 - CSA #58 Vista Corado	644	3,109	1,424	3,557	3,557	448
086 - CSA #62 Rancho Del Monte	117	10,302	220	11,171	11,171	869
087 - CSA #66 Oak Tree Views	10,709	32,134	31,760	17,502	17,502	(14,632)
088 - CSA #67 Corral De Tierra Oaks	4,671	91,032	79,820	99,687	99,687	8,655
089 - CSA #68 Vierra Canyon	40	3,936	110	2,353	2,353	(1,583)
090 - CSA #69 Ralph Lane		6		1	1	(5)
091 - CSA #72 Las Palmas Ranch	6,340	25,500	25,500	4,964	4,964	(20,536)
092 - CSA #74 Ambulance	1,264,513	4,318,394	1,743,083	4,549,114	4,549,114	230,720
093 - CSA #75 Chualar Consolidated	546,570	74,651	73,772	266,152	66,152	(8,499)
111 - Water Resources Administration	494,159	5,225	816,030	793,255	793,255	788,030
112 - Water Resources - Zone # 1	1,427,557	2,604,379	2,566,459	544,748	544,748	(2,059,631)
113 - County-Wide Services	1,058,563	984,305	811,558	757,936	757,936	(226,369)
114 - Water Resources - Zone # 2	560,183	751,755	555,319	650,089	650,089	(101,666)
115 - Water Resources - Zone # 2A	656,256	914,718	760,560	665,859	665,859	(248,859)
116 - Water Resources - Zone # 2C	3,965,884	3,571,250	3,088,764	3,440,392	3,440,392	(130,858)
117 - Water Resources - Zone # 3	36,841	78,132	36,410	83,151	83,151	5,019
118 - Water Resources - Zone # 5	25,894	38,798	40,830	42,905	42,905	4,107
119 - Water Resources - Zone # 6	109,692	159,769	119,414	149,317	149,317	(10,452)
120 - Water Resources - Zone # 7	57	4,896	4,343	5,666	5,666	770
121 - Water Resources - Zone # 8	75,635	117,754	67,987	203,750	203,750	85,996
122 - Water Resources - Zone # 9	1,100,200	1,370,011	1,245,390	1,750,205	1,750,205	380,194
123 - Water Resources - Zone # 11	38,137	37,157	36,894	26,933	26,933	(10,224)
124 - Water Resources - Zone # 12	27,878	42,737	33,014	68,481	68,481	25,744
125 - Water Resources - Zone # 14	2,023	2,025	1,525	1,527	1,527	(498)
126 - Water Resources - Zone # 15	2,734	20,386	10,486	18,199	18,199	(2,187)
127 - Water Resources - Zone # 17	16,525	89,763	46,049	96,129	96,129	6,366
128 - Storm Drain Maintenance # 2	10,703	44,677	29,129	46,614	46,614	1,937

**Analysis of Expenditures by Fund
Fiscal Year 2014 - 2015**

Source Classification	Actual 12-13	CY Adopted 13-14	CY Estimated 13-14	Requested 14-15	Recommended 14-15	Recommended Change From CY Adopted
129 - Gonzales Slough Maintenance	3,187	4,155	12,903	4,761	4,761	606
130 - Nacimiento Hydro Operate	1,449,211	340,506	1,277,995	443,353	443,353	102,847
131 - CSIP Operating Fund	1,803,337	1,968,941	1,493,915	2,379,760	2,379,760	410,819
132 - SVRP Operating Fund	3,866,918	3,579,968	3,440,125	4,009,900	4,009,900	429,932
133 - S.V. Water Project Revenue	2,036,886	2,035,762	2,035,762	2,036,162	2,036,162	400
134 - S.V. Diversion Facility O&M	1,222,316	1,248,480	1,185,917	730,197	730,197	(518,283)
151 - Pajaro Co Sanitation District	877,337	796,450	877,552	904,900	904,900	108,450
152 - Moss Landing Co Sanitation Dst	240,255	300,367	296,670	300,567	300,567	200
154 - Carmel Valley San Zone # 2 Dst		74		63	63	(11)
156 - Boronda Co Sanitation Dist	223,716	294,200	239,690	443,309	443,309	149,109
157 - San Jerardo CSD	1,652,815	90,517	80,142	80,142	80,142	(10,375)
175 - Castroville-Pajaro Housing Successor Agency	171,147	35,195	16,195	21,762	21,762	(13,433)
176 - Boronda Housing Successor Agency	2,741,606	4,000	4,000	4,000	4,000	
177 - Fort Ord Housing Successor Agency	93,557					
178 - East Garrison Housing Successor Agency	362,757					
180 - East Garrison Community Facility District	92,219	100,000	100,000	568,727	568,727	468,727
181 - East Garrison Community Services District		50,000	50,000	165,000	165,000	115,000
182 - East Garrison Developer Reimbursements				490,000	490,000	490,000
251 - Public Improvement Corp Debt Service	16,136,524	18,803,125	16,472,625	16,146,775	16,146,775	(2,656,350)
303 - CSIP Debt Service Fund	3,176,291	1,945,517	1,907,413	1,883,536	1,883,536	(61,981)
306 - Boronda Co San Revenue Bonds	38,000	38,000	38,000	37,950	37,950	(50)
309 - Moss Landing Co San Sewer Rev	32,650	32,700	32,700	32,700	32,700	
310 - Pajaro Co San Sewer Revenue	34,300	35,150	35,150	34,900	34,900	(250)
312 - Chualar Co Water Ser A	15,437	15,969	15,969	15,459	15,459	(510)
313 - Monterey County Financing Authority	2,139,188	2,137,963	2,137,963	2,137,863	2,137,863	(100)
401 - Facilities Project Fund	2,587,978	3,089,458	4,427,557	2,923,481	2,923,481	(165,977)
402 - Capital Projects Fund	7,416,636	2,344,640	3,801,582	5,930,336	5,930,336	3,585,696
403 - Enterprise Resource Planning Fund	171,450	260,546	339,311	192,000	192,000	(68,546)
404 - Facility Master Plan Implementation	2,045,948	16,444,547	8,529,132	8,785,176	8,785,176	(7,659,371)
405 - NGEN Radio Project	2,691,523	4,653,090	3,832,086	4,807,086	4,807,086	153,996
406 - Redevelopment Obligation Retirement Fund	2,015,274	3,168,056	6,372,997	1,685,978	1,685,978	(1,482,078)
451 - Natividad Medical Center Operations	209,335,789	189,728,086	198,252,580	218,584,146	210,842,146	21,114,060
452 - Parks Lake & Resort Operations	8,929,622	8,432,078	7,222,725	5,582,833	4,320,301	(4,111,777)
475 - General Liability Fund	8,877,194	9,056,286	11,925,722	12,089,276	12,089,276	3,032,990
476 - Worker's Comp Fund	14,788,741	14,543,820	14,753,869	16,183,538	16,183,538	1,639,718
477 - Benefit Programs Fund	7,930,925	9,311,419	7,820,429	9,652,419	9,652,419	341,000
Grand Total	965,603,053	1,050,545,052	1,016,832,994	1,116,870,661	1,094,079,323	43,534,271

Analysis of Expenditures by Object
Fiscal Year 2014 - 2015

Source Classification	Actual 12-13	Adopted Budget 13-14	Estimated 13-14	Requested 14-15	CAO Recommended 14-15	Recommended Change From Adopted
COUNTY -						
Salaries and Employee Benefits						
6112 - Temporary Employees	9,647,910	4,457,164	11,470,555	4,960,949	4,603,540	146,376
6144 - Short-Term Disability Insurance	75,859	31,496	32,796	45,602	44,978	13,482
6175 - Wellness Plan	229,211	355,876	283,888	352,800	357,227	1,351
6111SP - Standby Pay		102,719		543,513	498,559	395,840
6111SS - Salary Savings		(7,178,850)	(520,393)	(12,605,694)	(13,738,289)	(6,559,439)
6174NF - Special Benefits Not Forecasted		(3,249,459)		1,083,016	1,052,254	4,301,713
6143 - Long-Term Disability Insurance	135,039	220,448	173,939	241,476	237,108	16,660
6111VB - Vacation Buy Back		1,351,725	152,224	1,689,533	1,689,533	337,808
6121 - PERS	45,040,371	51,920,811	45,508,737	50,642,405	49,953,419	(1,967,392)
6161 - Workers Compensation Insurance	17,382,979	16,389,213	16,890,711	15,899,426	16,008,909	(380,304)
6173 - Flex-Benefit Plan Contribution	44,915,374	58,025,696	52,993,162	58,028,005	57,433,819	(591,877)
6141 - Flex Co Paid Insurance-Pretax	6,510,981	6,277,318	5,030,820	6,744,524	6,656,586	379,268
6148 - Unemployment Insurance	1,802,917	880,129	745,972	542,209	548,420	(331,709)
6147 - Vision Insurance	407,303	483,002	361,594	504,588	499,170	16,168
6111 - Regular Employees	297,969,417	332,251,475	320,732,229	366,923,102	361,466,513	29,215,038
6142 - Life Insurance	262,707	309,707	282,029	328,890	325,194	15,487
6113 - Overtime	11,875,538	5,920,314	8,468,526	8,924,287	6,877,914	957,600
6131 - FICA	15,058,241	16,469,752	15,765,170	16,012,728	15,845,141	(624,611)
6171 - Employee Assistance Program	88,685	134,541	108,611	167,596	166,436	31,895
6174 - Special Benefits	1,853,562	1,027,327	1,208,384	1,110,852	1,097,728	70,401
6111XX - Forecasted Supplemental Pays		5,864,754	21,356	5,691,045	5,675,381	(189,373)
6145 - Dental Insurance	1,794,441	2,153,956	1,621,839	2,250,436	2,226,084	72,128
6122 - Other Post-Employment Benefits	6,174,082	2,771,401	2,762,457	2,359,927	2,366,299	(405,102)
6132 - Medicare	4,557,086	4,905,987	3,679,469	5,399,778	5,339,062	433,075
6111PD - Pay Differential		(90,131)	60,438	1,104,201	1,104,201	1,194,332
6111BL - Bilingual Pay		61,957		657,393	657,393	595,436
6111TB - Termination Benefits		111,131	21,967	108,242	108,242	(2,889)
6131WR - FICA WRA		52,376		81,550	81,550	29,174
Total Salaries and Employee Benefits	465,781,704	502,011,835	487,856,480	539,792,379	529,182,371	27,170,536

Services and Supplies						
6864 - Fleet Service Charge	4,694,886	5,813,904	5,493,473	5,013,418	5,007,743	(806,161)
6881 - Utilities	7,648,474	8,114,657	8,968,172	8,507,681	8,563,681	449,024
6613 - Other Professional & Special Services	39,587,363	52,180,236	45,127,524	52,489,407	49,488,306	(2,691,930)
6821 - Rents and Leases - Equipment	2,980,423	3,409,909	3,462,856	4,202,904	4,212,604	802,695
6381 - Advertising	334,379	316,388	541,324	529,632	531,132	214,744
6606 - Legal Service - External	3,753,418	3,930,201	5,767,022	4,052,147	3,702,147	(228,054)
6605 - Laboratory Services	1,703,039	615,761	672,689	634,101	628,176	12,415
6865 - Nonemployee Transportation & Travel	151,184	168,278	184,008	178,660	178,660	10,382
6382 - Audio-Visual Service & Supply	64,343	32,992	39,000	28,959	28,959	(4,033)
6261 - Insurance - General Liability (Non-recoverable)	1,717,184	2,645,250	2,981,419	2,499,744	2,506,141	(139,109)
6867 - Vehicle Usage/Replacement	1,517,611	1,530,397	1,584,091	1,912,437	1,617,717	87,320
6384 - Miscellaneous Supplies	399,115	919,914	861,104	1,048,085	1,048,085	128,171

Analysis of Expenditures by Object

Fiscal Year 2014 - 2015

Source Classification	Actual 12-13	Adopted Budget 13-14	Estimated 13-14	Requested 14-15	CAO Recommended 14-15	Recommended Change From Adopted
6402 - Bottled Water	38,365	17,528	18,889	19,228	19,228	1,700
6609 - Other Personnel Services	14,307,165	11,828,061	12,788,817	17,259,143	16,628,893	4,800,832
6405 - Courier Services - Internal	314,169	334,028	332,422	333,317	333,317	(711)
6411 - Postage and Shipping	1,020,010	1,138,738	1,326,084	1,289,506	1,290,006	151,268
6412 - Printing, Graphics and Binding Charge - Extern	1,506,352	1,927,089	2,031,518	1,632,530	1,632,530	(294,559)
6611 - Staff Training Services	850,494	983,653	1,057,494	1,283,709	1,276,727	293,074
6361 - Noncapital Equipment	998,807	1,122,877	1,146,246	936,619	910,119	(212,758)
6262 - Insurance - General Liability (Recoverable)	3,140,052	3,899,054	3,943,072	7,929,123	7,376,567	3,477,513
6311 - Buildings & Improvements Maintenance - Exter	4,335,832	5,740,148	5,541,126	5,251,415	4,470,603	(1,269,545)
6603 - Data Processing Services - Internal	14,213,519	14,546,173	14,076,103	17,023,121	17,037,754	2,491,581
6413 - Printing, Graphics and Binding Charge - Intern	213,821	62,599	24,713	31,093	31,093	(31,506)
6241 - Food	1,317,306	1,358,351	2,483,349	2,892,224	2,892,224	1,533,873
6862 - Employee Mileage Reimbursement	204,798	205,285	218,901	318,137	317,537	112,252
6383 - Miscellaneous Services	889,892	1,938,060	1,898,263	1,202,756	889,338	(1,048,722)
6407 - Minor Computer Hardware	1,919,716	1,619,677	1,884,655	1,279,218	1,279,218	(340,459)
6252 - Household Expenses	655,318	182,479	94,439	140,545	140,495	(41,984)
6404 - Courier Services - External	64,198	44,661	50,318	40,285	40,285	(4,376)
6266 - Insurance - Property		1,736,907	1,134,343	1,556,676	1,566,885	(170,022)
6321 - Equipment Maintenance	4,540,743	5,345,517	5,917,973	7,556,885	7,560,385	2,214,868
6231 - Communication Charges - External	1,433,226	1,231,834	1,250,872	1,353,280	1,351,630	119,796
6866 - Vehicle Maintenance - External	3,420,735	4,304,793	3,502,317	3,260,113	3,275,113	(1,029,680)
6232 - Communication Charges - Internal	3,479,775	3,909,786	3,708,128	3,344,790	3,357,825	(551,961)
6601 - Accounting & Auditing Charges	721,311	1,138,589	868,916	889,015	889,415	(249,174)
6801 - Publications and Legal Notices	130,835	214,774	187,524	162,301	162,301	(52,473)
6612 - Temporary Help Services	4,454,393	2,477,479	6,373,917	2,590,180	2,566,180	88,701
6602 - Data Processing Services - External	1,149,610	1,998,215	2,121,712	2,525,863	2,524,231	526,016
6415 - Records Retention Charges	445,854	384,781	394,271	392,069	392,069	7,288
6811 - Rents and Leases - Buildings	17,242,472	12,456,148	12,559,885	13,114,339	13,777,784	1,321,636
6251 - Cleaning and Janitorial	1,911,899	2,054,745	2,081,688	2,064,979	2,067,979	13,234
6333 - Medical Supplies	12,273,112	11,825,830	12,661,991	13,750,420	13,751,170	1,925,340
6409 - Minor Equipment and Furnishings	1,671,828	1,091,288	1,000,601	1,115,688	1,117,688	26,400
6351 - Membership Fees	709,947	974,357	1,238,697	1,359,444	1,228,635	254,278
6401 - Books/Periodicals and Other Subscriptions	1,151,942	689,586	802,388	882,620	860,497	170,911
6607 - Legal Service - Internal	3,166,061	2,956,781	3,293,240	3,365,461	2,147,961	(808,820)
6268 - Insurance - Other	1,889,828	959,588	943,062	496,846	500,573	(459,015)
6835 - Other Special Departmental Expenses	12,836,107	41,416,668	24,217,284	42,068,587	41,737,320	320,652
6608 - Other Medical Services	42,654,097	45,829,337	47,732,574	50,713,922	50,713,922	4,884,585
6222 - Uniforms and Safety Equipment	571,547	581,488	598,055	681,865	680,315	98,827
6406 - Mail Handling Charges	210,894	206,606	214,283	221,021	221,521	14,915
6332 - Laboratory Supplies	1,824,749	1,762,663	1,684,014	1,854,452	1,854,452	91,789
6861 - Conference/Lodging/Meals/Travel	1,278,590	1,538,541	1,533,880	1,772,573	1,772,573	234,032
6410 - Office Supplies	1,533,075	2,056,465	1,862,921	1,906,837	1,905,337	(151,128)
6408 - Minor Computer Software	6,747,035	4,227,929	4,150,559	4,262,381	4,262,381	34,452
6312 - Buildings & Improvements Maintenance - Interr	956,745	1,315,486	1,467,921	1,354,803	1,273,803	(41,683)
6403 - Office Machine Supply	- 71	5,278	6,228	5,482	5,482	204
6267 - Insurance - Stop Loss	1,601,736	1,752,715	1,866,342	2,406,565	2,406,565	653,850

Analysis of Expenditures by Object

Fiscal Year 2014 - 2015

Source Classification	Actual 12-13	Adopted Budget 13-14	Estimated 13-14	Requested 14-15	CAO Recommended 14-15	Recommended Change From Adopted
6414 - Other Office Expense	50,761	158,309	54,399	72,154	61,194	(97,115)
6833 - Purchases For Resale	89,600	47,000	47,000	64,000	64,000	17,000
6831 - Criminal Justice System	262,416	216,500	289,460	299,179	262,179	45,679
6264 - Insurance - Malpractice	966,710	260,522	228,168	275,457	275,457	14,935
6834 - Social Services	8,065,903	11,415,854	11,704,372	11,206,260	10,308,550	(1,107,304)
6604 - Hospital Charges	3,554,745	3,044,955	2,868,844	4,368,595	4,368,595	1,323,640
6614 - Contribution and Grants for Non-Governmental	1,724,789	697,832	2,635,655	1,050,320	1,050,320	352,488
6221 - Clothing and Personal Supplies	172,613	193,300	123,300	173,550	173,550	(19,750)
6211 - Agricultural Service & Supply	293,291	269,827	269,079	321,599	321,099	51,272
6301 - Grand Jury Related Expense	14,061	40,043	40,043	40,043	40,043	-
6302 - Trial Related Expense	498,848	358,068	399,680	373,678	200,678	(157,390)
6265 - Insurance - Performance Bonds		1,027				(1,027)
6263 - Insurance - Loss Contingency	4,181	60,700				(60,700)
6832 - Elections	121,330	250,000	250,000	200,000	200,000	(50,000)
6610 - Outpatient Services	5,764,249	5,914,226	5,927,066	6,038,627	6,038,627	124,401
6863 - Employee Moving Expense	48,271	10,000	10,000	5,000	5,000	(5,000)
Total Services and Supplies	262,181,074	306,008,685	294,821,743	331,477,063	323,380,569	17,371,884
Other Charges						
7061 - Interest On Bonds	10,582,365	15,774,745	13,152,623	12,782,054	12,782,054	(2,992,691)
7041 - Bond Principal Payments	10,915,725	11,238,713	10,300,774	11,750,664	11,750,664	511,951
7091 - Claims, Judgments & Damages	20,618,024	20,696,096	22,361,556	25,556,963	25,556,963	4,860,867
7304 - Interfund Reimbursement	- 27,472,968	(27,178,485)	(22,925,464)	(28,374,443)	(28,284,010)	(1,105,525)
7013 - Reimbursement to Other Governmental Agenci	1,260,084	1,748,891	1,026,693	1,068,700	1,068,700	(680,191)
7201 - Contribution to Other Agencies	38,665,592	19,185,373	17,417,897	16,988,822	16,988,822	(2,196,551)
7121 - Taxes and Assessments	221,576	233,213	222,031	216,743	216,743	(16,470)
7082 - Other Interest	1,347,324	1,914,717	1,064,669	1,746,711	1,746,711	(168,006)
7301 - Cost Plan Charges	- 264,327	(3,079,423)	(2,767,644)	(2,587,535)	(2,587,535)	491,888
7014 - Other Support and Care	5,725,396	8,816,123	8,239,622	7,776,597	7,776,597	(1,039,526)
7141 - Depreciation - Buildings		44,553	44,553	44,454	44,454	(99)
7011 - Out of Home Care	22,929,708	24,249,338	24,502,833	26,331,308	26,331,308	2,081,970
7012 - Public Assistance Payments	43,672,858	42,255,552	44,276,230	46,729,093	46,729,093	4,473,541
7092 - Insurance Deductible	45,060	76,475	76,475	50,000	50,000	(26,475)
7302 - Expenditure Transfers	- 5,733,433	70,000	70,000	70,000	70,000	-
7181 - Bad Debts Expense	90	100	18			(100)
7303 - Reimbursement Clearing	- 667	303,000	308,151	240,603	240,603	(62,397)
7305 - Intrafund Reimbursement	- 28,863,050	(34,437,894)	(33,819,473)	(33,470,438)	(32,153,438)	2,284,456
7051 - Other Debt Retirement	1,503,656	1,083,304	1,118,431	1,164,685	1,164,685	81,381
7071 - Interest On Other Long-Term Debt	912,322	526,155	526,155	486,027	486,027	(40,128)
7101 - Rights Of Way	28,250	3,250	3,250	774,233	774,233	770,983
Total Other Charges	96,093,585	83,523,796	85,199,380	89,345,241	90,752,674	7,228,878
Capital Assets						
7551 - Construction In Progress	22,588,688	17,357,477	23,328,494	10,352,093	10,352,093	(7,005,384)
7561 - Capital Leases		99,791	61,323	10,000	10,000	(89,791)

Analysis of Expenditures by Object
Fiscal Year 2014 - 2015

Source Classification	Actual 12-13	Adopted Budget 13-14	Estimated 13-14	Requested 14-15	CAO Recommended 14-15	Recommended Change From Adopted
7531 - Equipment	6,596,166	14,010,450	17,357,186	17,116,813	17,116,813	3,106,363
7521 - Buildings and Improvements	709,900	7,303,981	7,703,324	10,862,000	3,120,000	(4,183,981)
7562 - Intangible Assets	190,000	17,610	147,235	69,200	69,200	51,590
7532 - Vehicles	1,290,053	1,536,864	1,672,956	2,119,671	1,919,671	382,807
7541 - Infrastructure		270,000	20,000	380,000	380,000	110,000
7511 - Land			67,800			
Total Capital Assets	31,374,808	40,596,173	50,358,318	40,909,777	32,967,777	(7,628,396)
Other Financing Uses						
7614 - Operating Transfers Out	102,626,362	109,681,796	92,354,964	106,115,042	108,564,773	(1,117,023)
7612 - Disbursement of Loans	1,743,321	3,928,409	1,447,751	3,823,852	3,823,852	(104,557)
Total Other Financing Uses	104,369,683	113,610,205	93,802,715	109,938,894	112,388,625	(1,221,580)
Appropriation for Contingencies						
7811 - Contingencies		4,794,358	4,794,358	5,407,307	5,407,307	612,949
Total Appropriation for Contingencies		4,794,358	4,794,358	5,407,307	5,407,307	612,949
Grand Total	959,800,854	1,050,545,052	1,016,832,994	1,116,870,661	1,094,079,323	43,534,271

Overtime
Fiscal Year 2014 - 2015

Source Classification	Actual 12-13	CY Adopted 13-14	CY Estimated 13-14	Requested 14-15	Recommended 14-15	Recommended Change From CY Adopted
Summarization by Fund						
Agricultural Commissioner	22,710	56,000	56,000	62,000	62,000	6,000
Assessor-County Clerk-Recorder	879	500	1,400	500	500	
Auditor-Controller	183		265			
Child Support Services	9,301		42,100			
Clerk of the Board	50					
County Administrative Office			200	34,232	34,232	34,232
County Counsel	208					
District Attorney	70,012	75,000	113,739	54,804	54,804	(20,196)
Economic Development		1,289	1,289	1,289	1,289	
Elections	8,586	30,000	20,000	20,000	20,000	(10,000)
Emergency Communications	664,073	1,150,188	848,956	1,097,294	1,097,294	(52,894)
Equal Opportunity Office	176					
Health	242,911	198,297	306,707	310,132	310,132	111,835
Human Resources	58		357			
Information Technology	50,615	46,500	46,500			(46,500)
Library	80		500			
Natividad Medical Center	4,553,583					
Parks	46,900	43,500	43,500	18,500	18,500	(25,000)
Probation	59,862	342,000	335,220	331,330	331,330	(10,670)
Public Defender	446	5,000	2,500	2,500	2,500	(2,500)
Resource Management Agency	78,870	215,506	219,691	223,231	223,231	7,725
Sheriff-Coroner	5,753,890	3,392,400	5,914,000	6,457,689	4,411,316	1,018,916
Social Services	303,360	354,134	500,602	300,786	300,786	(53,348)
Water Resources Agency	8,787	10,000	15,000	10,000	10,000	
Grand Total	959,800,854	1,050,545,052	1,016,832,994	1,116,870,661	1,094,079,323	43,534,271

Analysis of Revenues by Object and Subobject

	Prior Year 2012-2013	Adopted Budget 2012-2013	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Property Taxes						
Property Tax - Prior Supplemental	115,496	167,366	128,557	129,095	129,095	(38,271)
Property Tax In-Lieu of VLF	39,958,231	41,224,724	41,436,686	42,969,843	42,969,843	1,745,119
Property Tax - Current Secured	80,119,961	83,323,279	83,258,099	86,126,624	86,126,624	2,803,345
Property Tax in Lieu of Sales Tax	2,015,568	2,372,213	2,176,813	2,275,797	2,275,797	(96,416)
Property Tax - Prior Unsecured	43,773	28,353	43,716	40,521	40,521	12,168
Property Tax - Current Unsecured	3,627,254	3,594,895	3,591,651	3,600,939	3,600,939	6,044
Other Property Taxes	3,452,230	0	154,340	361,386	361,386	361,386
Property Tax - Prior Secured	1,279,036	1,656,475	1,405,950	1,551,359	1,551,359	(105,116)
Sales and Use Taxes	6,738,861	6,804,072	6,957,820	7,218,809	7,218,809	414,737
Property Tax - Current Supplemental	1,308,213	1,039,134	1,397,379	1,470,564	1,470,564	431,430
Subtotal	\$138,658,622	\$140,210,511	\$140,551,011	\$145,744,937	\$145,744,937	5,534,426
Other Taxes						
Transient Occupancy Tax	17,945,479	18,185,952	18,304,389	18,409,830	18,409,830	223,878
Other Taxes	1,627,400	1,616,229	1,631,169	1,630,719	1,630,719	14,490
Real Property Transfer Tax	2,373,762	2,000,000	2,136,386	2,136,385	2,136,385	136,385
Subtotal	\$21,946,641	\$21,802,181	\$22,071,944	\$22,176,934	\$22,176,934	374,753
Licenses						
Animal Licenses	206,232	241,000	180,790	235,000	235,000	(6,000)
Business Licenses	3,989,341	4,130,110	4,067,197	4,380,386	4,380,386	250,276
Subtotal	\$4,195,573	\$4,371,110	\$4,247,987	\$4,615,386	\$4,615,386	244,276
Permits						
Road Privileges and Permits	291,661	444,314	716,369	903,433	903,433	459,119
Construction Permits	5,490,761	4,973,869	5,234,816	6,021,023	6,021,023	1,047,154
Zoning Permits	1,258,203	1,269,837	1,328,873	1,252,992	1,252,992	(16,845)
Subtotal	\$7,040,625	\$6,688,020	\$7,280,058	\$8,177,448	\$8,177,448	1,489,428
Franchises						
Other Licenses and Permits	410,328	406,080	427,830	416,178	416,178	10,098
Franchises	5,532,760	4,646,382	5,216,645	5,335,249	5,335,249	688,867
Subtotal	\$5,943,088	\$5,052,462	\$5,644,475	\$5,751,427	\$5,751,427	698,965
Fines						
Forfeitures and Penalties	5,030,961	5,915,042	5,377,247	5,911,177	5,911,177	(3,865)
Penalties and Costs on Delinquent Taxes	1,786,867	1,570,920	1,560,920	1,570,920	1,570,920	0
Other Court Fines	1,482,575	2,909,115	2,637,392	2,710,764	2,710,764	(198,351)
Vehicle Code Fines	2,084,156	1,687,433	1,601,088	1,675,954	1,675,954	(11,479)
Subtotal	\$10,384,560	\$12,082,510	\$11,176,647	\$11,868,815	\$11,868,815	(213,695)
Revenue from Use of Money & Property						
Interest on Notes Receivable	503,474	76,393	78,689	144,080	144,080	67,687
Royalties	440,262	211,608	195,557	174,514	174,514	(37,094)
Investment Income	2,418,064	1,526,316	1,684,452	4,058,530	4,058,530	2,532,214
Rents and Concessions	17,139,584	16,247,707	12,305,503	11,548,419	11,162,833	(5,084,874)
Subtotal	\$20,501,384	\$18,062,024	\$14,264,201	\$15,925,543	\$15,539,957	(2,522,067)

Analysis of Revenues by Object and Subobject

	Prior Year 2012-2013	Adopted Budget 2012-2013	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
State Aid - Taxes						
State Highway Users Tax	9,708,555	11,738,938	11,357,219	10,949,780	10,949,780	(789,158)
Vehicle License Fee	8,446,905	9,239,287	8,784,781	4,433,679	4,433,679	(4,805,608)
Subtotal	\$18,155,460	\$20,978,225	\$20,142,000	\$15,383,459	\$15,383,459	(5,594,766)
State Aid - Grants, Programs, Contributions						
State Disaster Relief	57,233	0	0	0	0	0
Citizens Option for Public Safety Funds	0	448,337	110,000	300,000	300,000	(148,337)
State Aid - Construction Operating Grants	0	725,486	1,450,972	725,486	725,486	0
State Aid - Construction Capital Grants	7,778,068	3,684,310	3,781,059	8,049,746	8,049,746	4,365,436
State Aid - Public Assistance Programs	8,696,985	42,371,114	46,139,773	49,666,036	49,666,036	7,294,922
Tobacco Program (Prop 99)	119,528	150,000	147,000	139,845	139,845	(10,155)
SB 90 Reimbursements	442,890	0	0	0	0	0
State Aid - Public Assistance Administration	27,798,556	14,455,884	12,009,331	15,669,236	14,979,052	523,168
California Children's Services	3,034,972	2,914,294	2,380,809	2,490,242	2,490,242	(424,052)
Public Safety - Sales Tax	45,406,160	43,704,465	29,716,704	47,671,444	47,678,682	3,974,217
Tuberculosis Control	126,533	94,388	92,500	94,388	94,388	0
Realignment - Social Services	41,711,652	1,105,985	40,901,396	43,075,423	42,887,516	41,781,531
Realignment - Health	2,609,952	10,132,030	6,857,613	1,370,561	1,370,561	(8,761,469)
Other State Aid	8,353,200	17,578,093	20,252,349	18,843,668	18,843,668	1,265,575
State Aid - Mental Health	31,838,139	23,808,150	11,270,844	20,550,000	20,550,000	(3,258,150)
State Veterans' Affairs	60,340	61,722	87,720	72,222	72,222	10,500
Homeowners Property Tax Relief	516,951	515,366	509,356	505,488	505,488	(9,878)
Realignment - Mental Health	18,210,091	20,548,559	19,296,660	15,100,000	15,100,000	(5,448,559)
State Aid - Health Programs	1,232,911	4,572,845	3,675,146	2,487,483	2,487,483	(2,085,362)
State Aid - Agriculture	4,909,391	4,359,774	4,339,536	4,423,603	4,423,603	63,829
Peace Officer Training (Post)	56,030	75,000	53,153	75,000	75,000	0
Subtotal	\$202,959,585	\$191,305,802	\$203,071,921	\$231,309,871	\$230,439,018	39,133,216
Federal Aid - Taxes						
Federal - In-Lieu Taxes	820,915	839,754	812,663	812,663	812,663	(27,091)
Subtotal	\$820,915	\$839,754	\$812,663	\$812,663	\$812,663	(27,091)
Federal Aid - Grants, Programs, Contributions						
Federal Aid Other	51,985,276	47,095,700	52,266,647	59,873,862	59,873,862	12,778,162
Federal Aid - Health Administration	2,249	3,809,833	3,580,332	4,500,000	4,500,000	690,167
Federal Aid - Forest Reserve Revenue	14,522	15,069	15,069	15,069	15,069	0
Federal Aid - Public Assistance Administration	41,111,764	64,938,484	65,718,975	70,403,858	69,679,149	4,740,665
Federal Aid - Public Assistance Programs	29,750,953	39,198,165	39,307,952	26,782,274	26,782,274	(12,415,891)
Federal Aid - Construction Capital Grants	3,822,634	3,026,374	3,910,594	2,011,585	2,011,585	(1,014,789)
Other In-Lieu Taxes	4,541,123	1,968,224	2,055,128	2,069,128	2,069,128	100,904
Subtotal	\$131,228,521	\$160,051,849	\$166,854,697	\$165,655,776	\$164,931,067	4,879,218
Aid from Other Government Agencies						
Aid from City/County	0	0	449,500	0	0	0

Analysis of Revenues by Object and Subobject

	Prior Year 2012-2013	Adopted Budget 2012-2013	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Aid - Other Governmental Agencies	3,994,468	5,513,638	2,793,124	2,911,194	2,911,194	(2,602,444)
Aid from Special District/JPA	592,874	0	0	0	0	0
Subtotal	\$4,587,342	\$5,513,638	\$3,242,624	\$2,911,194	\$2,911,194	(2,602,444)
Charges for Services						
Planning and Engineering Services	1,194,044	1,145,378	1,206,134	2,112,874	2,112,874	967,496
Estate Fees	142,348	152,500	92,500	117,500	117,500	(35,000)
Assessment and Tax Collection Fees	2,754,729	2,100,910	2,252,769	2,414,701	2,414,701	313,791
Sanitation Services	931,488	322,999	931,483	964,205	964,205	641,206
Recording Fees	2,213,701	2,352,760	2,072,124	2,405,875	2,405,875	53,115
Institutional Care and Services	1,115,623	1,070,000	1,025,000	1,045,000	1,045,000	(25,000)
Court Fees & Costs	520	0	0	0	0	0
Park and Recreation Services	4,648,761	5,859,000	4,482,500	3,234,968	3,234,968	(2,624,032)
Children's Services	4,060	4,000	3,920	4,000	4,000	0
Election Services	855,540	1,200,000	1,135,000	850,000	850,000	(350,000)
Civil Process Services	3,298,836	3,762,081	3,681,147	3,673,179	3,673,179	(88,902)
Agricultural Services	1,565,120	1,895,600	1,895,600	1,982,550	1,982,550	86,950
Legal Services	253,247	413,765	413,765	418,765	418,765	5,000
Health Fees	234,278,830	162,125,458	161,112,458	189,131,416	189,131,416	27,005,958
Auditing and Accounting Fees	883,055	216,769	1,014,011	212,120	212,120	(4,649)
Communication Services	358,629	5,211,189	4,933,270	6,025,614	5,961,432	750,243
Humane Services	5,034	7,000	5,000	1,500	1,500	(5,500)
Library Services	141,412	152,000	130,000	150,000	150,000	(2,000)
Law Enforcement Services	2,880,724	3,501,958	3,126,388	3,324,316	3,324,316	(177,642)
Educational Services	5,474	2,350	0	5,000	5,000	2,650
Adoption Fees	52,234	44,600	60,305	50,000	50,000	5,400
Other Services	43,093,461	47,956,081	42,904,601	46,867,427	46,867,427	(1,088,654)
Special Assessments	13,342,842	13,354,568	13,450,664	13,546,589	13,546,589	192,021
Mental Health Fees	3,567,679	1,389,054	1,109,180	1,413,000	1,413,000	23,946
Subtotal	\$317,587,392	\$254,240,020	\$247,037,819	\$279,950,599	\$279,886,417	25,646,397
Miscellaneous Revenues						
Other Reimbursement	8,319	3,500	82,338	19,510	19,510	16,010
Miscellaneous Revenues	10,569,133	7,289,993	10,647,962	7,700,821	7,700,821	410,828
Contributions	2,951,729	477,666	1,176,678	1,176,619	1,176,619	698,953
Loan Repayment	1,455,246	1,048,627	392,105	356,800	356,800	(691,827)
Developer Reimbursements	0	875,800	1,111,118	730,714	730,714	(145,086)
Other Taxable Sales	3,185	63,102	50,300	2,500	2,500	(60,602)
Tobacco Settlement	5,559,400	3,437,870	3,612,994	3,609,381	3,609,381	171,511
Subtotal	\$20,547,012	\$13,196,558	\$17,073,495	\$13,596,345	\$13,596,345	399,787
Other Financing Sources						
Operating Transfers In	103,635,270	148,476,173	105,308,435	121,592,866	125,768,928	(22,707,245)
Sale of Capital Assets	81,409	53,362	53,362	53,363	53,363	1
Premium on Debt Issuance	0	500,000	0	0	0	(500,000)
Subtotal	\$103,716,679	\$149,029,535	\$105,361,797	\$121,646,229	\$125,822,291	(23,207,244)

Analysis of Revenues by Object and Subobject

	Prior Year 2012-2013	Adopted Budget 2012-2013	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Special Items						
Subtotal	\$0	\$0	\$0	\$0	\$0	0
Grand Total	\$1,008,273,397	\$1,003,424,199	\$968,833,339	\$1,045,526,626	\$1,047,657,358	44,233,159

Countywide Position Summary

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
Board of Supervisors					
10A01	BOARD OF SUPERVISORS CHAIRMAN	1.00	1.00	1.00	0.00
10A02	BOARD OF SUPERVISORS MEMBER	4.00	4.00	4.00	0.00
14H02	BOARD OF SUPERVISORS AIDE	5.00	5.00	5.00	0.00
14H10	PRINCIPAL BOARD AIDE	5.00	5.00	5.00	0.00
80A90	BOARD OF SUPERVISORS ADMINISTRATIVE ASSIST	6.00	6.00	5.00	-1.00
Subtotal		21.00	21.00	20.00	-1.00
County Administrative Office					
11A01	ADMINISTRATIVE OFFICER	1.00	1.00	1.00	0.00
11A07	DIRECTOR OF HUMAN RESOURCES	1.00	0.00	0.00	0.00
12E03	ASSISTANT COUNTY ADMINISTRATIVE OFFICER	1.00	3.00	3.00	0.00
14A20	ASSOCIATE ADMINISTRATIVE ANALYST	0.00	1.00	1.00	0.00
14A23	PRINCIPAL ADMINISTRATIVE ANALYST	6.00	5.00	5.00	0.00
14A24	COUNTY BUDGET DIRECTOR	1.00	0.00	0.00	0.00
14A25	EMERGENCY SERVICES MANAGER	1.00	1.00	1.00	0.00
14B21	ASSOCIATE PERSONNEL ANALYST	4.00	0.00	0.00	0.00
14B23	PRINCIPAL PERSONNEL ANALYST	1.00	0.00	0.00	0.00
14B32	SENIOR PERSONNEL ANALYST	1.00	0.00	0.00	0.00
14B60	RISK & BENEFITS SPECIALIST-CONFIDENTIAL	1.00	0.00	0.00	0.00
14B61	RISK & BENEFITS ANALYST	3.00	0.00	0.00	0.00
14B63	SENIOR RISK & BENEFITS ANALYST	2.00	0.00	0.00	0.00
14B64	PRINCIPAL RISK & BENEFITS ANALYST	1.00	0.00	0.00	0.00
14B65	SUPERVISING RISK & BENEFITS ANALYST	1.00	0.00	0.00	0.00
14C30	MANAGEMENT ANALYST II	3.00	1.00	1.00	0.00
14C31	MANAGEMENT ANALYST III	7.00	5.00	6.00	1.00
14C32	SAFETY OFFICER	1.00	0.00	0.00	0.00
14C85	WORKERS COMPENSATION MANAGER	1.00	0.00	0.00	0.00
14C86	ERGONOMICS MANAGER	1.00	0.00	0.00	0.00
14E20	BUYER II	2.00	2.00	2.00	0.00
14G02	MANAGEMENT ANALYST I	1.00	1.00	1.00	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	2.00	0.00	0.00	0.00
14H64	FLEET MANAGER	0.00	0.00	1.00	1.00
14K65	INTERGOVERNMENTAL & LEGISLATIVE AFFAIRS DIRECTOR	1.00	0.00	0.00	0.00
14N35	CONTRACTS & PURCHASING OFFICER	1.00	1.00	1.00	0.00
16C87	BUSINESS TECHNOLOGY ANALYST II	0.00	1.00	1.00	0.00
20B93	FINANCE MANAGER II	0.00	0.00	1.00	1.00
20B95	FINANCE MANAGER I	1.00	0.00	0.00	0.00
41G01	EMERGENCY SERVICES PLANNER	3.00	3.00	3.00	0.00
70F23	STOREKEEPER	0.00	0.00	1.00	1.00
70F80	SENIOR STOREKEEPER	0.00	0.00	1.00	1.00
70M01	SHUTTLE DRIVER	0.00	0.00	1.00	1.00
72C20	MECHANIC I	0.00	0.00	1.00	1.00

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
72C23	MECHANIC II	0.00	0.00	10.00	10.00
72C26	MECHANIC III	0.00	0.00	1.00	1.00
72C83	FLEET SERVICE WRITER	0.00	0.00	1.00	1.00
80A31	SECRETARY	0.00	0.00	1.00	1.00
80A32	SENIOR SECRETARY	4.00	2.00	1.00	-1.00
80A34	SENIOR SECRETARY-CONFIDENTIAL	2.00	0.00	0.00	0.00
80A97	EXECUTIVE ASSISTANT TO ADMINISTRATIVE OFFICER	1.00	1.00	1.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	2.00	3.00	3.00	0.00
80E22	OFFICE ASSISTANT III	1.00	0.00	0.00	0.00
80E23	SENIOR CLERK-CONFIDENTIAL	1.00	0.00	0.00	0.00
80G21	DATA ENTRY OPERATOR II	0.00	0.00	1.00	1.00
80J30	ACCOUNTING TECHNICIAN	2.00	2.00	2.00	0.00
Subtotal		62.00	33.00	53.00	20.00

Human Resources

11A07	DIRECTOR OF HUMAN RESOURCES	0.00	1.00	1.00	0.00
12C37	ASSISTANT DIRECTOR OF HUMAN RESOURCES	0.00	0.00	1.00	1.00
14B21	ASSOCIATE PERSONNEL ANALYST	0.00	4.00	3.00	-1.00
14B23	PRINCIPAL PERSONNEL ANALYST	0.00	1.00	0.00	-1.00
14B28	SUPERVISING PERSONNEL ANALYST	0.00	0.00	1.00	1.00
14B32	SENIOR PERSONNEL ANALYST	0.00	1.00	1.00	0.00
14B48	PRINCIPAL LABOR AND EMPLOYEE RELATIONS REPRESENTATIVE	0.00	1.00	0.00	-1.00
14B60	RISK & BENEFITS SPECIALIST-CONFIDENTIAL	0.00	1.00	1.00	0.00
14B61	RISK & BENEFITS ANALYST	0.00	2.00	2.00	0.00
14B63	SENIOR RISK & BENEFITS ANALYST	0.00	1.00	1.00	0.00
14B65	SUPERVISING RISK & BENEFITS ANALYST	0.00	1.00	0.00	-1.00
14C30	MANAGEMENT ANALYST II	0.00	1.00	0.00	-1.00
14C31	MANAGEMENT ANALYST III	0.00	3.00	2.00	-1.00
14G02	MANAGEMENT ANALYST I	0.00	0.00	2.00	2.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	0.00	3.00	4.00	1.00
14M61	HUMAN RESOURCES PROGRAM MANAGER	0.00	0.00	4.00	4.00
80A32	SENIOR SECRETARY	0.00	2.00	2.00	0.00
80A34	SENIOR SECRETARY-CONFIDENTIAL	0.00	1.00	0.00	-1.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	0.00	1.00	1.00	0.00
80E22	OFFICE ASSISTANT III	0.00	1.00	1.00	0.00
80E23	SENIOR CLERK-CONFIDENTIAL	0.00	1.00	1.00	0.00
XXXXX	ALLOCATION TO BE DETERMINED	0.00	1.00	0.00	-1.00
Subtotal		0.00	27.00	28.00	1.00

Economic Development

11A31	ECONOMIC DEVELOPMENT DIRECTOR	1.00	1.00	1.00	0.00
12E16	WIB EXECUTIVE DIRECTOR	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	2.00	3.00	4.00	1.00
14C31	MANAGEMENT ANALYST III	2.00	2.00	2.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	1.00	0.00
14M22	HOUSING PROGRAM MANAGER	1.00	1.00	1.00	0.00
20B93	FINANCE MANAGER II	0.00	1.00	1.00	0.00
41A20	CIVIL ENGINEER	1.00	1.00	0.00	-1.00
41F32	REDEVELOPMENT/HOUSING PROJECT ANALYST III	3.00	3.00	2.00	-1.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	0.00	1.00	1.00	0.00

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
60G21	WIB EMPLOYMENT PROGRAMS REPRESENTATIVE II	0.00	19.00	17.00	-2.00
60G33	WIB EMPLOYMENT PROGRAMS REPRESENTATIVE III	0.00	4.00	4.00	0.00
60G43	WIB EMPLOYMENT PROGRAMS SUPERVISOR	0.00	3.00	3.00	0.00
60I02	PROGRAM MANAGER II	0.00	1.00	1.00	0.00
80A32	SENIOR SECRETARY	2.00	2.00	2.00	0.00
80E21	OFFICE ASSISTANT II	0.00	1.00	1.00	0.00
80E22	OFFICE ASSISTANT III	0.00	2.00	2.00	0.00
80J30	ACCOUNTING TECHNICIAN	0.00	1.00	1.00	0.00
Subtotal		14.00	48.00	45.00	-3.00

Equal Opportunity Office

14B25	EQUAL OPPORTUNITY OFFICER	1.00	1.00	1.00	0.00
14B47	ASSOCIATE EQUAL OPPORTUNITY ANALYST	2.00	2.00	2.00	0.00
14B49	SENIOR EQUAL OPPORTUNITY ANALYST	0.00	1.00	1.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
Subtotal		4.00	5.00	5.00	0.00

Auditor-Controller

10B02	AUDITOR-CONTROLLER	1.00	1.00	1.00	0.00
12A02	ASSISTANT AUDITOR-CONTROLLER	1.00	1.00	1.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	0.00	0.00	1.00	1.00
14P32	ERP BUSINESS ANALYST	5.00	5.00	6.00	1.00
20B21	ACCOUNTANT AUDITOR II	1.00	1.00	1.00	0.00
20B22	ACCOUNTANT AUDITOR III	5.00	6.00	6.00	0.00
20B24	AUDITOR-CONTROLLER ANALYST I	8.00	8.00	7.00	-1.00
20B25	AUDITOR-CONTROLLER ANALYST II	1.00	1.00	1.00	0.00
20B31	INTERNAL AUDITOR II	1.00	1.00	1.00	0.00
20B32	INTERNAL AUDITOR III	2.00	0.00	0.00	0.00
20B97	CHIEF DEPUTY AUDITOR-CONTROLLER	4.00	4.00	3.00	-1.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	0.00	-1.00
80E21	OFFICE ASSISTANT II	1.00	0.00	0.00	0.00
80J21	ACCOUNT CLERK	0.00	1.00	1.00	0.00
80J22	SENIOR ACCOUNT CLERK	3.00	3.00	3.00	0.00
80J30	ACCOUNTING TECHNICIAN	2.00	2.00	2.00	0.00
80J80	ACCOUNTS PAYABLE SUPERVISOR	1.00	1.00	1.00	0.00
80J96	PAYROLL TECHNICIAN	7.00	7.00	6.00	-1.00
80J97	SENIOR PAYROLL TECHNICIAN	1.00	1.00	2.00	1.00
80J98	SUPERVISING PAYROLL COORDINATOR-CONFIDENTIAL	1.00	1.00	1.00	0.00
Subtotal		46.00	45.00	44.00	-1.00

Treasurer-Tax Collector

10B06	TREASURER-TAX COLLECTOR	1.00	1.00	1.00	0.00
12A24	ASSISTANT TREASURER-TAX COLLECTOR	1.00	1.00	1.00	0.00
14C31	MANAGEMENT ANALYST III	2.00	2.00	2.00	0.00
14C47	DEPUTY TREASURER-TAX COLLECTOR	0.00	1.00	1.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	0.00	0.00	1.00	1.00
14C71	ADMINISTRATIVE SERVICES OFFICER	1.00	1.00	1.00	0.00
16C88	BUSINESS TECHNOLOGY ANALYST III	2.00	2.00	1.00	-1.00
20B10	ACCOUNTANT I	1.00	1.00	1.00	0.00
20B11	ACCOUNTANT II	2.00	2.00	2.00	0.00
20B41	TREASURY OFFICER II	3.00	3.00	3.00	0.00

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
20B42	INVESTMENT OFFICER	1.00	1.00	1.00	0.00
20B93	FINANCE MANAGER II	2.00	2.00	2.00	0.00
20B95	FINANCE MANAGER I	2.00	2.25	2.00	-0.25
20B96	FINANCE SYSTEMS MANAGER	1.00	1.00	1.00	0.00
25A32	REVENUE OFFICER II	9.00	9.00	9.00	0.00
25A33	SUPERVISING REVENUE OFFICER	1.00	1.00	1.00	0.00
80D23	LEGAL PROCESS CLERK	1.00	0.00	0.00	0.00
80J20	ACCOUNTING CLERICAL SUPERVISOR	1.00	1.00	1.00	0.00
80J21	ACCOUNT CLERK	8.00	9.00	9.00	0.00
80J22	SENIOR ACCOUNT CLERK	2.00	2.00	1.00	-1.00
80J30	ACCOUNTING TECHNICIAN	5.00	5.00	6.00	1.00
XXXXX	ALLOCATION TO BE DETERMINED	1.00	0.00	0.00	0.00
Subtotal		47.00	47.25	47.00	-0.25

Assessor-County Clerk-Recorder

11B01	ASSESSOR-COUNTY CLERK-RECORDER	1.00	1.00	1.00	0.00
12A05	ASSISTANT COUNTY CLERK-RECORDER	1.00	1.00	1.00	0.00
12A15	ASSISTANT ASSESSOR-VALUATION	1.00	1.00	1.00	0.00
14B32	SENIOR PERSONNEL ANALYST	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	1.00	0.00	0.00	0.00
14C71	ADMINISTRATIVE SERVICES OFFICER	1.00	1.00	1.00	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	1.00	1.00	1.00	0.00
14K45	AUDITOR APPRAISER MANAGER	1.00	1.00	1.00	0.00
16C87	BUSINESS TECHNOLOGY ANALYST II	1.00	1.00	1.00	0.00
16F40	DEPARTMENTAL INFORMATION SYSTEMS MANAGER I	1.00	1.00	1.00	0.00
20B10	ACCOUNTANT I	0.00	0.00	1.00	1.00
20B95	FINANCE MANAGER I	0.00	1.00	1.00	0.00
28A21	APPRAISER II	11.00	11.00	11.00	0.00
28A22	APPRAISER III	5.00	5.00	5.00	0.00
28A80	SUPERVISING APPRAISER	2.00	2.00	2.00	0.00
28B21	AUDITOR-APPRAISER II	4.00	4.00	4.00	0.00
28B22	AUDITOR-APPRAISER III	1.00	1.00	1.00	0.00
43F80	SENIOR MAP DRAFTING TECHNICIAN	1.00	1.00	1.00	0.00
80A96	SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80E21	OFFICE ASSISTANT II	8.00	8.00	8.00	0.00
80E22	OFFICE ASSISTANT III	6.00	6.00	7.00	1.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.00	1.00	1.00	0.00
80E81	SUPERVISING OFFICE ASSISTANT I	1.00	1.00	1.00	0.00
80E82	SUPERVISING OFFICE ASSISTANT II	1.00	1.00	1.00	0.00
80E92	RECORDER SERVICES SUPERVISOR	1.00	1.00	1.00	0.00
80J21	ACCOUNT CLERK	1.00	1.00	0.00	-1.00
80J22	SENIOR ACCOUNT CLERK	1.00	1.00	1.00	0.00
80J30	ACCOUNTING TECHNICIAN	2.00	2.00	1.00	-1.00
80P22	PHOTOCOPYIST	2.00	2.00	2.00	0.00
80R11	ASSESSMENT CLERK	1.00	1.00	1.00	0.00
80R22	PROPERTY TRANSFER CLERK	4.00	4.00	4.00	0.00
80R23	SENIOR PROPERTY TRANSFER CLERK	1.00	1.00	1.00	0.00
Subtotal		65.00	65.00	65.00	0.00

County Counsel

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
11A04	COUNTY COUNSEL	1.00	1.00	1.00	0.00
12C38	ASSISTANT COUNTY COUNSEL	1.00	1.00	1.00	0.00
12C39	CHIEF ASSISTANT COUNTY COUNSEL	1.00	1.00	1.00	0.00
14B61	RISK & BENEFITS ANALYST	0.00	1.00	1.00	0.00
14B63	SENIOR RISK & BENEFITS ANALYST	0.00	1.00	1.00	0.00
14B64	PRINCIPAL RISK & BENEFITS ANALYST	0.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	3.00	5.00	5.00	0.00
14C31	MANAGEMENT ANALYST III	1.00	1.00	1.00	0.00
14C32	SAFETY OFFICER	0.00	1.00	1.00	0.00
14C85	WORKERS COMPENSATION MANAGER	0.00	1.00	1.00	0.00
14C86	ERGONOMICS MANAGER	0.00	1.00	1.00	0.00
39B23	DEPUTY COUNTY COUNSEL IV	15.00	15.00	15.00	0.00
39B25	SENIOR DEPUTY COUNTY COUNSEL	4.00	4.00	4.00	0.00
39C05	PRINCIPAL LEGAL ANALYST	1.00	1.00	0.00	-1.00
80A34	SENIOR SECRETARY-CONFIDENTIAL	0.00	1.00	1.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	0.00	1.00	1.00	0.00
80B98	LEGAL SECRETARY-CONFIDENTIAL	4.00	4.00	4.00	0.00
80B99	SENIOR LEGAL SECRETARY-CONFIDENTIAL	3.00	2.00	2.00	0.00
	Subtotal	34.00	43.00	42.00	-1.00
Clerk of the Board					
11A30	CLERK OF THE BOARD OF SUPERVISORS	1.00	1.00	1.00	0.00
14G02	MANAGEMENT ANALYST I	1.00	1.00	1.00	0.00
80A32	SENIOR SECRETARY	1.00	1.00	1.00	0.00
80E83	BOARD OF SUPERVISORS CLERK	1.50	2.00	2.00	0.00
	Subtotal	4.50	5.00	5.00	0.00
Elections					
11A20	REGISTRAR OF VOTERS	1.00	1.00	1.00	0.00
12C14	ASSISTANT REGISTRAR OF VOTERS	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	1.00	1.00	1.00	0.00
14J21	ELECTIONS SERVICES SPECIALIST II	2.00	2.00	2.00	0.00
14M80	ELECTIONS PROGRAM MANAGER	5.00	5.00	5.00	0.00
16C87	BUSINESS TECHNOLOGY ANALYST II	1.00	1.00	1.00	0.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00	1.00	1.00	0.00
	Subtotal	12.00	12.00	12.00	0.00
Emergency Communications					
12C42	EMERGENCY COMMUNICATIONS OPERATIONS MANAGER	1.00	1.00	1.00	0.00
14A26	DIRECTOR EMERGENCY COMMUNICATIONS	1.00	1.00	1.00	0.00
14C31	MANAGEMENT ANALYST III	1.00	1.00	1.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	1.00	0.00
80A32	SENIOR SECRETARY	1.00	0.00	0.00	0.00
80A33	ADMINISTRATIVE SECRETARY	0.00	1.00	1.00	0.00
80S01	COMMUNICATIONS DISPATCHER I	1.00	6.00	6.00	0.00
80S21	COMMUNICATIONS DISPATCHER II	42.00	42.00	42.00	0.00
80S22	EMERGENCY COMMUNICATIONS SHIFT SUPERVISOR	10.00	10.00	10.00	0.00
80S26	EMERGENCY COMMUNICATIONS OPERATIONS SUPERVISOR	4.00	4.00	4.00	0.00
	Subtotal	62.00	67.00	67.00	0.00
Information Technology					
12E18	DIRECTOR OF INFORMATION TECHNOLOGY	1.00	1.00	1.00	0.00

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
14B32	SENIOR PERSONNEL ANALYST	1.00	1.00	1.00	0.00
14C31	MANAGEMENT ANALYST III	1.00	1.00	1.00	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	1.00	1.00	1.00	0.00
14K21	DIVISION MANAGER	0.00	3.00	3.00	0.00
14K52	CHIEF SECURITY AND PRIVACY OFFICER	1.00	1.00	1.00	0.00
16C23	INFORMATION TECHNOLOGY SUPERVISOR	0.00	3.00	3.00	0.00
16C45	SOFTWARE PROGRAMMER ANALYST III	8.00	8.00	9.00	1.00
16C55	SYSTEMS PROGRAMMER ANALYST III	25.00	23.00	21.00	-2.00
16C89	INFORMATION TECHNOLOGY BUSINESS MANAGER	3.00	3.00	3.00	0.00
16C92	ASSISTANT DIRECTOR OF INFORMATION TECHNOLOGY	1.00	0.00	0.00	0.00
16C99	PROGRAMMER ANALYST-CONFIDENTIAL	4.00	4.00	4.00	0.00
16D25	DATABASE ADMINISTRATOR III	2.00	2.00	2.00	0.00
16E25	SECURITY ANALYST III	2.00	1.00	1.00	0.00
16G25	GIS ANALYST III	2.00	2.00	2.00	0.00
20B11	ACCOUNTANT II	2.00	2.00	2.00	0.00
20B93	FINANCE MANAGER II	1.00	1.00	1.00	0.00
41N25	NETWORK SYSTEMS ENGINEER III	6.00	5.00	5.00	0.00
43A22	ENGINEERING AIDE III	1.00	1.00	1.00	0.00
43G01	INFORMATION TECHNOLOGY MANAGER	5.00	4.00	4.00	0.00
43G04	IT PROJECT MANAGEMENT ANALYST III	0.00	1.00	2.00	1.00
43L18	COMMUNICATIONS TECHNICIAN III	8.00	8.00	8.00	0.00
43L28	TELECOMMUNICATIONS TECHNICIAN III	5.00	4.00	4.00	0.00
43L35	TELECOMMUNICATIONS SPECIALIST III	2.00	2.00	1.00	-1.00
43L36	TELECOMMUNICATIONS SPECIALIST IV	0.00	1.00	1.00	0.00
43M35	INFORMATION TECHNOLOGY SUPPORT TECHNICIAN III	7.00	7.00	7.00	0.00
43N26	DATA CENTER OPERATIONS TECHNICIAN III	6.00	6.00	6.00	0.00
43N80	DATA CENTER OPERATIONS SUPERVISOR	1.00	1.00	1.00	0.00
43P40	GRAPHICS ART TECHNICIAN	2.00	1.00	1.00	0.00
43P80	SENIOR GRAPHICS EQUIPMENT OPERATOR	1.00	0.00	0.00	0.00
43P86	GENERAL SERVICES SUPERVISOR	1.00	0.00	0.00	0.00
70F79	WAREHOUSE WORKER	4.00	3.00	3.00	0.00
70F80	SENIOR STOREKEEPER	1.00	1.00	1.00	0.00
70F82	SUPERVISING WAREHOUSE WORKER	1.00	1.00	1.00	0.00
70F83	SENIOR WAREHOUSE WORKER	1.00	0.00	0.00	0.00
80A32	SENIOR SECRETARY	1.00	1.00	1.00	0.00
80E80	PRINCIPAL OFFICE ASSISTANT	0.00	0.00	1.00	1.00
80G21	DATA ENTRY OPERATOR II	1.00	0.00	0.00	0.00
80J30	ACCOUNTING TECHNICIAN	4.00	4.00	4.00	0.00
Subtotal		113.00	108.00	108.00	0.00

District Attorney

10B04	DISTRICT ATTORNEY	1.00	1.00	1.00	0.00
12A03	CHIEF ASSISTANT DISTRICT ATTORNEY	1.00	1.00	1.00	0.00
12A04	ASSISTANT DISTRICT ATTORNEY	2.00	3.00	3.00	0.00
14C75	ADMINISTRATIVE ASSISTANT TO DISTRICT ATTORNEY	1.00	1.00	1.00	0.00
14C87	VICTIM/WITNESS ASSISTANCE PROGRAM MANAGER	1.00	1.00	1.00	0.00
14G02	MANAGEMENT ANALYST I	1.00	1.00	1.00	0.00
14K60	CHIEF DISTRICT ATTORNEY INVESTIGATOR	1.00	1.00	1.00	0.00
20B10	ACCOUNTANT I	2.00	2.00	2.00	0.00

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
20B12	ACCOUNTANT III	0.00	1.00	1.00	0.00
20B93	FINANCE MANAGER II	1.00	1.00	1.00	0.00
34A20	DISTRICT ATTORNEY INVESTIGATOR I	5.00	5.00	5.00	0.00
34A22	DISTRICT ATTORNEY INVESTIGATOR III	20.00	22.00	22.00	0.00
34A80	SUPERVISING DISTRICT ATTORNEY INVESTIGATOR	2.00	2.00	2.00	0.00
34G10	INVESTIGATIVE AIDE	3.00	4.00	5.00	1.00
39C01	LEGAL ASSISTANT	2.00	2.00	2.00	0.00
39D31	DEPUTY DISTRICT ATTORNEY IV	50.00	51.00	51.00	0.00
39D32	MANAGING DEPUTY DISTRICT ATTORNEY	3.00	3.00	3.00	0.00
60K02	VICTIM ASSISTANCE ADVOCATE	5.00	6.00	6.00	0.00
80B11	LEGAL TYPIST	6.00	6.00	6.00	0.00
80B22	LEGAL SECRETARY	21.00	26.00	26.00	0.00
80B23	SENIOR LEGAL SECRETARY	0.00	0.00	0.00	0.00
80B24	SUPERVISING LEGAL SECRETARY	1.00	1.00	1.00	0.00
80E21	OFFICE ASSISTANT II	1.00	1.00	1.00	0.00
XXXXX	ALLOCATION TO BE DETERMINED	0.00	1.00	0.00	-1.00
Subtotal		130.00	143.00	143.00	0.00

Child Support Services

11A26	DIRECTOR OF CHILD SUPPORT SERVICES	1.00	1.00	1.00	0.00
14B21	ASSOCIATE PERSONNEL ANALYST	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	4.00	4.00	4.00	0.00
14C31	MANAGEMENT ANALYST III	1.00	1.00	1.00	0.00
14G02	MANAGEMENT ANALYST I	1.00	1.00	1.00	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	1.00	1.00	1.00	0.00
14K62	DEPUTY DIRECTOR CHILD SUPPORT SERVICES	1.00	1.00	1.00	0.00
16F40	DEPARTMENTAL INFORMATION SYSTEMS MANAGER I	0.00	0.00	1.00	1.00
20B11	ACCOUNTANT II	1.00	1.00	1.00	0.00
20B95	FINANCE MANAGER I	1.00	1.00	1.00	0.00
25C18	CHILD SUPPORT ASSISTANT II	11.00	11.00	11.00	0.00
25C23	CHILD SUPPORT OFFICER II	42.00	42.00	42.00	0.00
25C24	CHILD SUPPORT OFFICER III	7.00	7.00	7.00	0.00
25C81	SUPERVISING CHILD SUPPORT OFFICER	5.00	5.00	5.00	0.00
25C82	CHILD SUPPORT PERFORMANCE SPECIALIST	2.00	2.00	2.00	0.00
34G21	CIVIL PROCESS SERVER	2.00	2.00	2.00	0.00
34G22	SENIOR CIVIL PROCESS SERVER	1.00	1.00	1.00	0.00
39C01	LEGAL ASSISTANT	1.00	1.00	1.00	0.00
39D36	CHILD SUPPORT ATTORNEY IV	3.00	3.00	3.00	0.00
39D37	MANAGING CHILD SUPPRT ATTORNEY	1.00	1.00	1.00	0.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	0.00	0.00	1.00	1.00
70F21	COURIER	1.00	1.00	1.00	0.00
80A33	ADMINISTRATIVE SECRETARY	1.00	1.00	1.00	0.00
80B22	LEGAL SECRETARY	1.00	1.00	1.00	0.00
80D23	LEGAL PROCESS CLERK	4.00	4.00	4.00	0.00
80E21	OFFICE ASSISTANT II	3.00	3.00	3.00	0.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.00	1.00	1.00	0.00
80J20	ACCOUNTING CLERICAL SUPERVISOR	1.00	1.00	1.00	0.00
80J21	ACCOUNT CLERK	3.00	3.00	3.00	0.00
80J22	SENIOR ACCOUNT CLERK	2.00	2.00	2.00	0.00

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
80J30	ACCOUNTING TECHNICIAN	4.00	4.00	4.00	0.00
	Subtotal	108.00	108.00	110.00	2.00
Public Defender					
11A18	PUBLIC DEFENDER	1.00	1.00	1.00	0.00
12C11	ASSISTANT PUBLIC DEFENDER	1.00	1.00	1.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	1.00	0.00
14G02	MANAGEMENT ANALYST I	2.00	2.00	2.00	0.00
20B95	FINANCE MANAGER I	1.00	1.00	1.00	0.00
34D23	PUBLIC DEFENDER INVESTIGATOR II	4.00	4.00	4.00	0.00
34D40	PUBLIC DEFENDER INVESTIGATOR III	2.00	2.00	2.00	0.00
34D80	SUPERVISING PUBLIC DEFENDER INVESTIGATOR	1.00	1.00	1.00	0.00
39P31	DEPUTY PUBLIC DEFENDER IV	25.00	25.00	25.00	0.00
80B22	LEGAL SECRETARY	5.50	6.50	6.50	0.00
80B23	SENIOR LEGAL SECRETARY	2.00	2.00	2.00	0.00
80E21	OFFICE ASSISTANT II	1.00	1.00	1.00	0.00
	Subtotal	46.50	47.50	47.50	0.00
Sheriff-Coroner					
72C25	VEHICLE MAINTENANCE COORDINATOR	1.00	1.00	1.00	0.00
80A32	SENIOR SECRETARY	1.00	1.00	1.00	0.00
80A34	SENIOR SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80B22	LEGAL SECRETARY	1.00	1.00	1.00	0.00
80E21	OFFICE ASSISTANT II	0.50	0.50	0.00	-0.50
80E22	OFFICE ASSISTANT III	3.00	3.00	3.00	0.00
80H25	MEDICAL TRANSCRIPTIONIST II	1.00	1.00	1.00	0.00
80I01	SENIOR CIVIL CLERK	2.00	2.00	2.00	0.00
80I06	SHERIFFS PROPERTY TECHNICIAN	2.00	2.00	2.00	0.00
80I07	CORRECTIONS SPECIALIST	14.00	14.00	14.00	0.00
80I08	SENIOR CORRECTIONS SPECIALIST	3.00	3.00	3.00	0.00
80I10	CUSTODY AND CONTROL SPECIALIST	12.00	24.00	24.00	0.00
80I15	SHERIFFS RECORDS SPECIALIST I	4.00	4.00	4.00	0.00
80I16	SHERIFFS RECORDS SPECIALIST II	18.00	18.00	18.00	0.00
80I17	SENIOR SHERIFFS RECORDS SPECIALIST	4.00	4.00	4.00	0.00
80I20	SHERIFFS RECORDS SUPERVISOR	4.00	4.00	4.00	0.00
80J20	ACCOUNTING CLERICAL SUPERVISOR	3.00	3.00	3.00	0.00
80J21	ACCOUNT CLERK	1.00	1.00	1.00	0.00
80J22	SENIOR ACCOUNT CLERK	2.00	2.00	2.00	0.00
80J30	ACCOUNTING TECHNICIAN	4.00	4.00	4.00	0.00
10B05	SHERIFF	1.00	1.00	1.00	0.00
12A10	CHIEF DEPUTY SHERIFF	2.00	2.00	2.00	0.00
12A11	EXECUTIVE DIRECTOR-ADMINISTRATIVE BUREAU	1.00	1.00	1.00	0.00
12A13	UNDERSHERIFF	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	1.00	1.00	1.00	0.00
14C31	MANAGEMENT ANALYST III	0.00	3.00	3.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	1.00	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	1.00	0.00	0.00	0.00
14H33	CRIMINAL INTELLIGENCE SPECIALIST	2.00	3.00	3.00	0.00
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	1.00	1.00	1.00	0.00
20B93	FINANCE MANAGER II	1.00	1.00	1.00	0.00

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
34E30	SUPERVISING FORENSIC EVIDENCE TECHNICIAN	1.00	1.00	1.00	0.00
34G21	CIVIL PROCESS SERVER	1.00	1.00	1.00	0.00
34P31	VEHICLE ABATEMENT ENFORCEMENT OFFICER	2.00	2.00	2.00	0.00
36A22	DEPUTY SHERIFF-OPERATIONS	121.00	123.00	123.00	0.00
36A23	SHERIFFS SERGEANT	20.00	20.00	20.00	0.00
36A24	SHERIFFS INVESTIGATIVE SERGEANT	4.00	4.00	4.00	0.00
36A82	SHERIFFS COMMANDER	10.00	10.00	11.00	1.00
36E21	DEPUTY SHERIFF-CORRECTIONS	128.00	129.00	129.00	0.00
36E23	CORRECTIONAL SERGEANT	19.00	19.00	19.00	0.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	3.00	3.00	3.00	0.00
43J15	SUPERVISING DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00	1.00	1.00	0.00
50S01	FORENSIC AUTOPSY TECHNICIAN	1.00	1.00	1.50	0.50
60G32	WORK FURLOUGH PROGRAM ASSISTANT	4.00	4.00	4.00	0.00
60S21	CRIME PREVENTION SPECIALIST	2.00	2.00	2.00	0.00
70F80	SENIOR STOREKEEPER	1.00	1.00	1.00	0.00
70K92	SHERIFFS CORRECTIONAL COOK II	6.00	6.00	6.00	0.00
70N10	INMATE SERVICES SPECIALIST	5.00	5.00	5.00	0.00
72A40	SENIOR INMATE SERVICES SPECIALIST	1.00	1.00	1.00	0.00
Subtotal		423.50	441.50	442.50	1.00

Probation

11A06	CHIEF PROBATION OFFICER	1.00	1.00	1.00	0.00
12C35	ASSISTANT CHIEF PROBATION OFFICER	1.00	1.00	1.00	0.00
14B21	ASSOCIATE PERSONNEL ANALYST	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	3.00	3.00	3.00	0.00
14C31	MANAGEMENT ANALYST III	2.00	2.00	2.00	0.00
16C87	BUSINESS TECHNOLOGY ANALYST II	0.00	1.00	1.00	0.00
16F40	DEPARTMENTAL INFORMATION SYSTEMS MANAGER I	1.00	1.00	1.00	0.00
20B10	ACCOUNTANT I	2.00	2.00	2.00	0.00
20B11	ACCOUNTANT II	1.00	1.00	1.00	0.00
20B12	ACCOUNTANT III	1.00	1.00	1.00	0.00
20B93	FINANCE MANAGER II	1.00	1.00	1.00	0.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	0.00	0.00	1.00	1.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	2.00	2.00	2.00	0.00
60F02	PROBATION AIDE	15.50	16.50	15.50	-1.00
60F22	PROBATION OFFICER II	76.00	80.00	75.00	-5.00
60F23	PROBATION OFFICER III	24.00	25.00	25.00	0.00
60F84	PROBATION SERVICES MANAGER	13.00	14.00	14.00	0.00
60F85	PROBATION DIVISION MANAGER	4.00	4.00	4.00	0.00
60F87	JUVENILE INSTITUTIONS SUPERVISOR	9.00	9.00	9.00	0.00
60F89	JUVENILE INSTITUTIONS OFFICER II	74.00	74.00	73.00	-1.00
60F90	SENIOR JUVENILE INSTITUTIONS OFFICER	14.00	14.00	12.00	-2.00
60K02	VICTIM ASSISTANCE ADVOCATE	2.00	2.00	2.00	0.00
70K25	SENIOR COOK	4.50	4.50	4.50	0.00
70K80	HEAD COOK	1.00	1.00	1.00	0.00
70K83	FOOD ADMINISTRATOR-PROBATION	1.00	1.00	1.00	0.00
70L01	LAUNDRY WORKER I	1.00	1.00	1.00	0.00
72A23	BUILDING MAINTENANCE WORKER	1.00	1.00	1.00	0.00

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
80A30	SECRETARIAL ASSISTANT	2.00	2.00	2.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80E21	OFFICE ASSISTANT II	14.00	15.00	15.00	0.00
80E22	OFFICE ASSISTANT III	6.00	6.00	6.00	0.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.00	1.00	1.00	0.00
80E82	SUPERVISING OFFICE ASSISTANT II	2.00	2.00	2.00	0.00
80J22	SENIOR ACCOUNT CLERK	1.00	1.00	1.00	0.00
80J30	ACCOUNTING TECHNICIAN	4.00	4.00	4.00	0.00
80W21	WORD PROCESSOR	3.00	3.00	3.00	0.00
Subtotal		290.00	299.00	291.00	-8.00

Agricultural Commissioner

11A02	AGRICULTURAL COMMISSIONER	1.00	1.00	1.00	0.00
12C01	ASSISTANT AGRICULTURAL COMMISSIONER	1.00	1.00	1.00	0.00
14B32	SENIOR PERSONNEL ANALYST	1.00	1.00	1.00	0.00
14C31	MANAGEMENT ANALYST III	1.00	2.00	2.00	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	2.00	2.00	2.00	0.00
16G25	GIS ANALYST III	1.00	1.00	1.00	0.00
20B10	ACCOUNTANT I	0.00	1.00	1.00	0.00
20B95	FINANCE MANAGER I	1.00	1.00	1.00	0.00
30G22	WEIGHTS/MEASURES INSPECTOR III	4.00	4.00	4.00	0.00
30M21	PRODUCE INSPECTOR I	6.00	5.00	5.00	0.00
30M22	PRODUCE INSPECTOR II	6.00	6.00	6.00	0.00
30M25	PRODUCE INSPECTOR III	3.00	3.00	3.00	0.00
30N22	AGRICULTURAL INSPECTOR/BIOLOGIST III	29.00	29.00	29.00	0.00
30N50	AGRICULTURAL PROGRAMS BIOLOGIST	1.00	1.00	1.00	0.00
30N80	DEPUTY AGRICULTURAL COMMISSIONER	7.00	7.00	7.00	0.00
30N81	CHIEF DEPUTY AGRICULTURAL COMMISSIONER	3.00	3.00	3.00	0.00
43J15	SUPERVISING DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00	1.00	1.00	0.00
43S21	AGRICULTURAL AIDE	8.00	8.00	8.00	0.00
43T23	FARM ADVISOR ASSISTANT III	1.00	1.00	1.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80E22	OFFICE ASSISTANT III	4.00	4.00	4.00	0.00
80G21	DATA ENTRY OPERATOR II	2.00	2.00	2.00	0.00
80J22	SENIOR ACCOUNT CLERK	2.00	1.00	1.00	0.00
80J30	ACCOUNTING TECHNICIAN	1.00	1.00	1.00	0.00
Subtotal		87.00	87.00	87.00	0.00

Resource Management Agency

11A19	PUBLIC WORKS DIRECTOR	1.00	1.00	1.00	0.00
11A27	RESOURCE MANAGEMENT AGENCY DIRECTOR	1.00	1.00	1.00	0.00
11A28	CHIEF BUILDING OFFICIAL	1.00	1.00	1.00	0.00
11A29	DIRECTOR OF PLANNING	1.00	1.00	1.00	0.00
12C40	DEPUTY DIRECTOR RESOURCE MANAGEMENT AGENCY	1.00	1.00	1.00	0.00
12C41	ASSISTANT PUBLIC WORKS DIRECTOR	1.00	1.00	1.00	0.00
14A61	ASSISTANT ARCHITECTURAL SERVICES MANAGER	1.00	1.00	1.00	0.00
14B21	ASSOCIATE PERSONNEL ANALYST	2.00	2.00	2.00	0.00
14B28	SUPERVISING PERSONNEL ANALYST	1.00	0.00	0.00	0.00
14B32	SENIOR PERSONNEL ANALYST	0.00	1.00	1.00	0.00

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
14C30	MANAGEMENT ANALYST II	6.00	6.00	5.00	-1.00
14C31	MANAGEMENT ANALYST III	3.00	3.00	4.00	1.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	1.00	0.00
14C74	REAL PROPERTY SPECIALIST	1.00	1.00	1.00	0.00
14G02	MANAGEMENT ANALYST I	1.00	1.00	3.00	2.00
14K51	RMA SERVICES MANAGER	4.00	4.00	5.00	1.00
14K63	ARCHITECTURAL SERVICES MANAGER	1.00	1.00	1.00	0.00
14M11	ASSISTANT DIRECTOR OF REDEVELOPMENT & HOUSING	1.00	1.00	1.00	0.00
14N21	GENERAL SERVICES MANAGER II	1.00	1.00	0.00	-1.00
14N22	GENERAL SERVICES MANAGER III	1.00	1.00	1.00	0.00
16C87	BUSINESS TECHNOLOGY ANALYST II	1.00	1.00	1.00	0.00
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	1.00	1.00	1.00	0.00
16G24	GIS ANALYST II	1.00	1.00	1.00	0.00
20B11	ACCOUNTANT II	2.00	2.00	2.00	0.00
20B12	ACCOUNTANT III	0.00	0.00	1.00	1.00
20B93	FINANCE MANAGER II	1.00	1.00	1.00	0.00
20B94	FINANCE MANAGER III	1.00	1.00	1.00	0.00
20B95	FINANCE MANAGER I	0.00	0.00	1.00	1.00
30D21	BUILDING INSPECTOR II	3.00	3.00	3.00	0.00
30D22	SENIOR BUILDING INSPECTOR	1.00	1.00	2.00	1.00
30D24	BUILDING INSPECTOR SUPERVISOR	2.00	2.00	1.00	-1.00
30D30	DEPUTY BUILDING OFFICIAL	1.00	1.00	1.00	0.00
30P01	GRADING INSPECTOR	4.00	4.00	1.00	-3.00
34P26	CODE COMPLIANCE INSPECTOR II	0.00	1.00	2.00	1.00
34P27	SENIOR CODE ENFORCEMENT OFFICER	0.00	0.00	1.00	1.00
34X21	GUARD	3.00	3.00	3.00	0.00
41A10	ASSISTANT ENGINEER	9.00	10.00	9.00	-1.00
41A20	CIVIL ENGINEER	5.00	5.00	6.00	1.00
41A22	SENIOR CIVIL ENGINEER	4.00	4.00	4.00	0.00
41A85	TRAFFIC ENGINEER	1.00	1.00	1.00	0.00
41A87	CHIEF OF SURVEYS	1.00	1.00	1.00	0.00
41B21	BUILDING PLANS EXAMINER	2.00	2.00	3.00	1.00
41B22	SENIOR BUILDING PLANS EXAMINER	1.00	1.00	1.00	0.00
41C02	WATER RESOURCES HYDROLOGIST	0.00	0.00	1.00	1.00
41C17	SENIOR WATER RESOURCES HYDROLOGIST	0.00	0.00	1.00	1.00
41F11	ASSOCIATE PLANNER	11.00	11.00	11.00	0.00
41F22	SENIOR PLANNER	5.00	5.00	4.00	-1.00
43A22	ENGINEERING AIDE III	3.00	3.00	3.00	0.00
43A23	ENGINEERING TECHNICIAN	9.00	9.00	9.00	0.00
43B03	WATER RESOURCES TECHNICIAN	0.00	0.00	3.00	3.00
43C01	LAND USE TECHNICIAN	8.00	8.00	0.00	-8.00
43C10	PERMIT TECHNICIAN I	0.00	0.00	1.00	1.00
43C11	PERMIT TECHNICIAN II	0.00	0.00	6.00	6.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	0.00	0.00	1.00	1.00
70C20	SENIOR GROUNDSKEEPER	1.00	1.00	1.00	0.00
70C21	GROUNDSKEEPER	4.00	4.00	4.00	0.00
70C80	GROUNDS SUPERVISOR	1.00	1.00	1.00	0.00
70F21	COURIER	4.00	3.00	3.00	0.00

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
70F23	STOREKEEPER	1.00	1.00	0.00	-1.00
70F80	SENIOR STOREKEEPER	1.00	1.00	0.00	-1.00
70M01	SHUTTLE DRIVER	1.00	1.00	0.00	-1.00
72A23	BUILDING MAINTENANCE WORKER	11.00	11.00	11.00	0.00
72A29	SENIOR BUILDING MAINTENANCE WORKER	3.00	3.00	2.00	-1.00
72A81	BUILDING MAINTENANCE SUPERVISOR	2.00	2.00	2.00	0.00
72A88	FACILITIES PROJECTS MANAGER	1.00	1.00	1.00	0.00
72C20	MECHANIC I	0.00	1.00	0.00	-1.00
72C23	MECHANIC II	10.00	10.00	0.00	-10.00
72C26	MECHANIC III	1.00	1.00	0.00	-1.00
72C82	SUPERVISING MECHANIC	1.00	1.00	0.00	-1.00
74D12	ROAD MAINTENANCE WORKER	27.00	27.00	27.00	0.00
74D13	SENIOR ROAD MAINTENANCE WORKER	8.00	8.00	8.00	0.00
74D81	ASSISTANT ROAD SUPERINTENDENT	4.00	4.00	4.00	0.00
74D83	ROAD SUPERINTENDENT	4.00	4.00	4.00	0.00
74D84	ROAD MAINTENANCE SUPERINTENDENT	1.00	1.00	1.00	0.00
74D85	MAINTENANCE MANAGER	1.00	1.00	1.00	0.00
74E11	BRIDGE MAINTENANCE WORKER	5.00	5.00	5.00	0.00
74E31	SENIOR BRIDGE MAINTENANCE WORKER	1.00	1.00	1.00	0.00
74E80	ASSISTANT BRIDGE SUPERINTENDENT	1.00	1.00	1.00	0.00
74E81	BRIDGE SUPERINTENDENT	1.00	1.00	1.00	0.00
74G21	TREE TRIMMER	2.00	2.00	2.00	0.00
74G22	SENIOR TREE TRIMMER	1.00	1.00	1.00	0.00
74H24	SANITATION WORKER	2.00	2.00	2.00	0.00
74H27	SUPERVISING SANITATION WORKER	1.00	1.00	1.00	0.00
74H41	SANITATION TREATMNT PLANT OPERATOR	2.00	2.00	2.00	0.00
74I11	TRAFFIC MAINTENANCE WORKER	4.00	4.00	4.00	0.00
74I15	SENIOR TRAFFIC MAINTENANCE WORKER	1.00	1.00	1.00	0.00
74I25	TRAFFIC MAINTENANCE SUPERINTENDENT	1.00	1.00	1.00	0.00
74K50	SAFETY COORDINATOR/INVESTIGATOR	1.00	1.00	1.00	0.00
80A31	SECRETARY	7.00	7.00	6.00	-1.00
80A32	SENIOR SECRETARY	6.00	6.00	6.00	0.00
80A33	ADMINISTRATIVE SECRETARY	2.00	2.00	2.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80E21	OFFICE ASSISTANT II	12.00	12.00	14.00	2.00
80E22	OFFICE ASSISTANT III	2.00	2.00	1.00	-1.00
80E80	PRINCIPAL OFFICE ASSISTANT	2.00	3.00	3.00	0.00
80E81	SUPERVISING OFFICE ASSISTANT I	1.00	1.00	1.00	0.00
80E90	MAINTENANCE YARD CLERK	4.00	4.00	4.00	0.00
80E91	MAINTENANCE INVENTORY & YARD CLERK	1.00	1.00	1.00	0.00
80G21	DATA ENTRY OPERATOR II	1.00	1.00	0.00	-1.00
80J21	ACCOUNT CLERK	3.00	3.00	1.00	-2.00
80J22	SENIOR ACCOUNT CLERK	5.00	5.00	3.00	-2.00
80J30	ACCOUNTING TECHNICIAN	3.00	3.00	3.00	0.00
80O22	MAILROOM CLERK	2.50	2.50	1.50	-1.00
80O23	SENIOR MAILROOM CLERK	0.00	1.00	1.00	0.00
XXXXX	ALLOCATION TO BE DETERMINED	1.00	2.00	8.00	6.00
Subtotal		273.50	278.50	269.50	-9.00

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
Health					
11A09	DIRECTOR HEALTH SERVICES	1.00	1.00	1.00	0.00
12E04	BUREAU CHIEF	6.00	6.00	6.00	0.00
14B21	ASSOCIATE PERSONNEL ANALYST	2.00	2.00	2.00	0.00
14B32	SENIOR PERSONNEL ANALYST	0.00	1.00	1.00	0.00
14B66	DEPARTMENTAL HR MANAGER	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	7.00	7.00	8.00	1.00
14C31	MANAGEMENT ANALYST III	10.00	10.00	10.00	0.00
14C48	PUBLIC HEALTH PROGRAM MANAGER II	4.00	4.00	4.00	0.00
14C71	ADMINISTRATIVE SERVICES OFFICER	1.00	1.00	0.00	-1.00
14C80	PUBLIC HEALTH PROGRAM MANAGER I	0.00	1.00	1.00	0.00
14G02	MANAGEMENT ANALYST I	6.00	5.00	5.00	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	3.00	4.00	4.00	0.00
14K32	BEHAVIORAL HEALTH SERVICES MANAGER I	2.00	2.00	2.00	0.00
14K41	BEHAVIORAL HEALTH SERVICES MANAGER II	10.00	10.00	11.00	1.00
14K44	ASSISTANT BUREAU CHIEF	0.00	0.00	1.00	1.00
14K54	DEPUTY HEALTH OFFICER	1.00	1.00	0.00	-1.00
14K61	ENVIRONMENTAL HEALTH PROGRAM MANAGER	2.00	2.00	2.00	0.00
14N06	OPERATIONS MANAGER	3.00	3.00	3.00	0.00
14N10	OUTPATIENT SERVICES MANAGER I	2.00	2.00	2.00	0.00
14N11	OUTPATIENT SERVICES MANAGER II	4.00	4.00	4.00	0.00
16C86	BUSINESS TECHNOLOGY ANALYST I	0.00	0.00	1.00	1.00
16C87	BUSINESS TECHNOLOGY ANALYST II	2.00	2.00	3.00	1.00
16C88	BUSINESS TECHNOLOGY ANALYST III	1.00	1.00	0.00	-1.00
16C93	BUSINESS TECHNOLOGY ANALYST IV	0.00	1.00	1.00	0.00
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	1.00	1.00	1.00	0.00
20B10	ACCOUNTANT I	1.00	2.00	2.00	0.00
20B11	ACCOUNTANT II	5.00	5.00	6.00	1.00
20B12	ACCOUNTANT III	2.00	3.00	4.00	1.00
20B93	FINANCE MANAGER II	2.00	2.00	2.00	0.00
20B94	FINANCE MANAGER III	1.00	1.00	1.00	0.00
20B95	FINANCE MANAGER I	3.00	3.00	3.00	0.00
25G21	CA CHILDRENS SERVICES CASE WORKER II	7.00	7.00	7.00	0.00
25G30	CA CHILDRENS SERVICES CASE WORKER III	1.00	1.00	1.00	0.00
30J21	ENVIRONMENTAL HEALTH SPECIALIST II	22.00	22.00	22.00	0.00
30J31	ENVIRONMENTAL HEALTH SPECIALIST III	15.00	14.00	14.00	0.00
30J84	ENVIRONMENTAL HEALTH SPECIALIST IV	6.00	6.00	6.00	0.00
34C01	ANIMAL CONTROL OFFICER	2.00	2.00	2.00	0.00
34C02	SENIOR ANIMAL CONTROL OFFICER	1.00	1.00	1.00	0.00
34H34	DEPUTY PUBLIC ADMINISTRATOR/GUARDIAN/CONSERVATOR II	5.00	4.00	5.00	1.00
43B02	WATER QUALITY SPECIALIST	1.00	1.00	1.00	0.00
43J04	DEPARTMENTAL INFORMATION SYSTEMS SPECIALIST	6.00	6.00	10.00	4.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	4.00	4.00	6.00	2.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00	1.00	2.00	1.00
43J15	SUPERVISING DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00	1.00	1.00	0.00
50B12	EMERGENCY MEDICAL SERVICES ANALYST	1.00	1.00	1.00	0.00
50C22	PUBLIC HEALTH MICROBIOLOGIST II	2.00	2.00	2.00	0.00
50C23	SENIOR PUBLIC HEALTH MICROBIOLOGIST	1.00	1.00	1.00	0.00

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
50C80	DIRECTOR PUBLIC HEALTH LABORATORY	1.00	1.00	1.00	0.00
50C81	PUBLIC HEALTH CHEMIST	1.00	1.00	1.00	0.00
50E21	LABORATORY HELPER	1.00	1.00	1.00	0.00
50E23	LABORATORY ASSISTANT	1.00	1.00	1.00	0.00
50F20	OCCUPATIONAL THERAPIST	1.00	1.00	1.00	0.00
50F23	OCCUPATIONAL THERAPIST-PHYSICALLY HANDICAPPED CHILDREN	4.00	4.00	4.00	0.00
50G23	PHYSICAL THERAPIST-PHYSICALLY HANDICAPPED CHILDREN	5.00	5.00	5.00	0.00
50G25	SENIOR THERAPIST-PHYSICALLY HANDICAPPED CHILDREN	2.00	2.00	2.00	0.00
50G31	SUPERVISING THERAPIST-MED THER PROG	1.00	1.00	1.00	0.00
50J01	CHRONIC DISEASE PREVENTION SPECIALIST I	28.00	28.00	28.00	0.00
50J11	CHRONIC DISEASE PREVENTION SPECIALIST II	13.00	14.00	14.00	0.00
50J21	CHRONIC DISEASE PREVENTION COORDINATOR	7.50	6.50	8.50	2.00
50K18	HEALTH PROGRAM COORDINATOR	3.00	3.00	6.00	3.00
50K19	HEALTH EDUCATION ASSISTANT	4.00	4.00	4.00	0.00
50K23	SENIOR HEALTH EDUCATOR	5.00	4.00	3.00	-1.00
50L22	PUBLIC HEALTH NUTRITIONIST II	7.50	7.50	5.50	-2.00
50L80	SUPERVISING PUBLIC HEALTH NUTRITIONIST	4.00	4.00	4.00	0.00
50M21	REGISTERED VETERINARY TECHNICIAN	0.75	0.75	0.75	0.00
50M80	VETERINARIAN	0.75	0.00	0.00	0.00
50N11	PUBLIC HEALTH EPIDEMIOLOGIST II	2.00	2.00	2.00	0.00
50N22	SUPERVISING PUBLIC HEALTH EPIDEMIOLOGIST	1.00	1.00	1.00	0.00
50T11	MEDICAL RECORD TECHNICIAN II	1.00	1.00	0.00	-1.00
50U16	BEHAVIORAL HEALTH AIDE	22.05	21.06	19.05	-2.01
50U42	MEDICAL ASSISTANT	64.00	102.00	115.00	13.00
52A21	CLINIC NURSE	2.00	2.00	2.00	0.00
52A22	SENIOR CLINIC NURSE	9.00	9.00	10.00	1.00
52A97	NURSE PRACTITIONER II	10.00	7.00	7.00	0.00
52A98	NURSE PRACTITIONER III	4.00	4.00	4.00	0.00
52E01	PUBLIC HEALTH LICENSED VOCATIONAL NURSE	11.00	11.00	12.00	1.00
52E22	PUBLIC HEALTH NURSE II	21.00	24.00	24.00	0.00
52E23	PUBLIC HEALTH NURSE III	4.00	4.00	3.00	-1.00
52E80	SUPERVISING PUBLIC HEALTH NURSE	7.00	7.00	7.00	0.00
54B04	GENERAL INTERNIST	3.00	3.00	3.00	0.00
54B12	CONTRACT PHYSICIAN	41.00	38.03	41.57	3.54
54B13	CLINIC SERVICES MEDICAL DIRECTOR	1.00	1.00	1.00	0.00
54B23	PSYCHIATRIST	3.00	3.00	3.00	0.00
54B90	CLINIC PHYSICIAN II	6.00	6.00	6.00	0.00
54C02	PHYSICIAN ASSISTANT II	1.00	7.00	7.50	0.50
60A21	CLINICAL PSYCHOLOGIST	12.00	12.00	12.50	0.50
60B21	PSYCHIATRIC SOCIAL WORKER II	101.30	117.30	135.30	18.00
60B23	BEHAVIORAL HEALTH UNIT SUPERVISOR	16.00	16.00	21.00	5.00
60B25	SENIOR PSYCHIATRIC SOCIAL WORKER	6.00	7.00	12.00	5.00
60B26	CRISIS INTERVENTION SPECIALIST II	4.00	4.00	4.00	0.00
60C22	SOCIAL WORKER III	24.40	24.40	27.40	3.00
60C24	SOCIAL WORKER V	1.00	1.00	1.00	0.00
60I10	DEPUTY DIRECTOR BEHAVIORAL HEALTH	2.00	2.00	2.00	0.00
60L01	PATIENT RIGHTS ADVOCATE	1.00	1.00	1.00	0.00
60M11	ALCOHOL & DRUG COUNSELOR II	0.00	0.00	3.00	3.00

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
60P22	COMMUNITY SERVICE AIDE III	5.00	5.00	5.00	0.00
60P23	COMMUNITY SERVICE AIDE IV	2.00	2.00	2.00	0.00
60V11	BEHAVIORAL HEALTH GROUP COUNSELOR II	3.00	3.00	2.00	-1.00
70B01	ANIMAL CARE TECHNICIAN I	0.50	0.50	0.50	0.00
70B03	ANIMAL CARE TECHNICIAN II	4.00	4.00	4.00	0.00
70B04	SENIOR ANIMAL CARE TECHNICIAN	1.00	1.00	1.00	0.00
72A23	BUILDING MAINTENANCE WORKER	2.00	2.00	2.00	0.00
80A30	SECRETARIAL ASSISTANT	1.00	1.00	1.00	0.00
80A31	SECRETARY	2.00	2.00	2.00	0.00
80A32	SENIOR SECRETARY	3.00	3.00	3.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80E01	OFFICE ASSISTANT I	0.00	0.00	1.00	1.00
80E21	OFFICE ASSISTANT II	16.00	16.00	15.00	-1.00
80E22	OFFICE ASSISTANT III	17.00	17.00	18.00	1.00
80E80	PRINCIPAL OFFICE ASSISTANT	7.00	7.00	7.00	0.00
80E81	SUPERVISING OFFICE ASSISTANT I	1.00	1.00	1.00	0.00
80E82	SUPERVISING OFFICE ASSISTANT II	2.00	1.00	1.00	0.00
80E93	SUPERVISING VITAL RECORDS SPECIALIST	0.00	1.00	1.00	0.00
80J21	ACCOUNT CLERK	1.00	1.00	0.00	-1.00
80J22	SENIOR ACCOUNT CLERK	5.00	5.00	6.00	1.00
80J30	ACCOUNTING TECHNICIAN	5.00	5.00	5.00	0.00
80K20	CLINIC OFFICE SUPERVISOR	5.00	5.00	5.00	0.00
80L02	PATIENT SERVICES REPRESENTATIVE II	57.00	55.00	49.00	-6.00
80L03	SENIOR PATIENT SERVICES REPRESENTATIVE	0.00	0.00	1.00	1.00
80L04	SUPERVISING PATIENT SERVICES REPRESENTATIVE	3.00	3.00	3.00	0.00
80M02	PATIENT ACCOUNT REPRESENTATIVE II	18.00	19.00	19.00	0.00
80M03	SENIOR PATIENT ACCOUNT REPRESENTATIVE	1.00	1.00	0.00	-1.00
80M04	SUPERVISING PATIENT ACCOUNT REPRESENTATIVE	1.00	1.00	2.00	1.00
XXXXX	ALLOCATION TO BE DETERMINED	0.00	0.00	6.00	6.00
Subtotal		793.75	851.04	915.57	64.53

Social Services

11A12	DIRECTOR SOCIAL SERVICES	1.00	1.00	1.00	0.00
14B21	ASSOCIATE PERSONNEL ANALYST	3.00	3.00	3.00	0.00
14B32	SENIOR PERSONNEL ANALYST	1.00	1.00	1.00	0.00
14B51	DEPARTMENTAL HR MANAGER-MERIT SYSTEMS	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	18.00	16.00	16.00	0.00
14C31	MANAGEMENT ANALYST III	12.00	11.00	12.00	1.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	2.00	5.00	6.00	1.00
14C72	ADMINISTRATIVE SERVICES MANAGER	1.00	1.00	1.00	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	3.00	3.00	3.00	0.00
14H70	STAFF TRAINER II	10.00	10.00	11.00	1.00
16F40	DEPARTMENTAL INFORMATION SYSTEMS MANAGER I	0.00	1.00	1.00	0.00
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	1.00	1.00	1.00	0.00
20B10	ACCOUNTANT I	2.00	2.00	2.00	0.00
20B11	ACCOUNTANT II	3.00	3.00	3.00	0.00
20B12	ACCOUNTANT III	1.00	0.00	0.00	0.00
20B93	FINANCE MANAGER II	2.00	2.00	2.00	0.00
20B94	FINANCE MANAGER III	1.00	1.00	0.00	-1.00

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
20B95	FINANCE MANAGER I	2.00	1.00	0.00	-1.00
25E21	ELIGIBILITY WORKER II	150.00	179.00	186.00	7.00
25E22	ELIGIBILITY WORKER III	98.00	108.00	108.00	0.00
25E80	ELIGIBILITY SUPERVISOR	34.00	40.00	40.00	0.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	4.00	6.00	6.00	0.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	7.00	7.00	7.00	0.00
43J15	SUPERVISING DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	3.00	2.00	2.00	0.00
52E22	PUBLIC HEALTH NURSE II	2.00	2.00	2.00	0.00
60C22	SOCIAL WORKER III	18.00	17.00	19.00	2.00
60C24	SOCIAL WORKER V	70.00	70.00	68.00	-2.00
60C81	SOCIAL WORK SUPERVISOR II	17.00	18.00	18.00	0.00
60D10	SOCIAL SERVICES AIDE I	0.00	2.00	2.00	0.00
60D11	SOCIAL SERVICES AIDE II	41.00	50.00	58.00	8.00
60G21	WIB EMPLOYMENT PROGRAMS REPRESENTATIVE II	22.00	0.00	0.00	0.00
60G33	WIB EMPLOYMENT PROGRAMS REPRESENTATIVE III	6.00	0.00	0.00	0.00
60G43	WIB EMPLOYMENT PROGRAMS SUPERVISOR	4.00	0.00	0.00	0.00
60H11	EMPLOYMENT & TRAINING WORKER II	4.00	7.00	7.00	0.00
60H21	EMPLOYMENT & TRAINING WORKER III	36.00	36.00	36.00	0.00
60H31	EMPLOYMENT & TRAINING SUPERVISOR	7.00	7.00	7.00	0.00
60H32	SUPERVISING STAFF TRAINER	1.00	1.00	1.00	0.00
60I01	DEPUTY DIRECTOR SOCIAL SERVICES	3.00	3.00	4.00	1.00
60I02	PROGRAM MANAGER II	13.00	13.00	13.00	0.00
60U20	MILITARY & VETERAN AFFAIRS OFFICER	1.00	1.00	1.00	0.00
60U21	MILITARY & VETERANS REPRESENTATIVE III	4.00	4.00	4.00	0.00
60X01	COMMUNITY AFFILIATION MANAGER	1.00	1.00	1.00	0.00
70A21	CUSTODIAN	1.00	1.00	1.00	0.00
70F79	WAREHOUSE WORKER	1.00	2.00	2.00	0.00
70F80	SENIOR STOREKEEPER	1.00	0.00	0.00	0.00
70F82	SUPERVISING WAREHOUSE WORKER	1.00	1.00	1.00	0.00
70N01	OFFICE MAINTENANCE WORKER	2.00	2.00	3.00	1.00
80A31	SECRETARY	10.00	10.00	11.00	1.00
80A32	SENIOR SECRETARY	5.00	4.00	4.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80E21	OFFICE ASSISTANT II	93.00	91.00	90.00	-1.00
80E22	OFFICE ASSISTANT III	30.00	28.00	32.00	4.00
80E80	PRINCIPAL OFFICE ASSISTANT	17.00	17.00	16.00	-1.00
80E81	SUPERVISING OFFICE ASSISTANT I	14.00	15.00	17.00	2.00
80E82	SUPERVISING OFFICE ASSISTANT II	1.00	1.00	1.00	0.00
80E98	PRINCIPAL CLERK-CONFIDENTIAL	3.00	3.00	3.00	0.00
80J20	ACCOUNTING CLERICAL SUPERVISOR	2.00	2.00	2.00	0.00
80J22	SENIOR ACCOUNT CLERK	4.00	3.00	2.00	-1.00
80J30	ACCOUNTING TECHNICIAN	5.00	4.00	4.00	0.00
80W21	WORD PROCESSOR	1.00	1.00	0.00	-1.00
Subtotal		802.00	823.00	844.00	21.00

Library

11A05	LIBRARY DIRECTOR	1.00	1.00	1.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	1.00	0.00

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
43J04	DEPARTMENTAL INFORMATION SYSTEMS SPECLIST	1.00	1.00	1.00	0.00
65A10	LITERACY PROGRAM ASSISTANT	1.00	1.00	0.00	-1.00
65A11	LITERACY PROGRAM SPECIALIST	1.00	1.00	0.00	-1.00
65A31	LIBRARIAN I	2.00	1.00	1.00	0.00
65A33	LIBRARIAN II	12.00	12.00	11.00	-1.00
65A40	LIBRARIAN III	3.00	3.00	3.00	0.00
65A85	MANAGING LIBRARIAN	3.00	3.00	3.00	0.00
80C01	LIBRARY ASSISTANT I	11.50	12.00	11.00	-1.00
80C21	LIBRARY ASSISTANT II	22.50	22.50	21.50	-1.00
80C22	LIBRARY ASSISTANT III	10.00	10.50	10.50	0.00
80J21	ACCOUNT CLERK	1.00	1.00	1.00	0.00
80J22	SENIOR ACCOUNT CLERK	1.00	1.00	1.00	0.00
	Subtotal	71.00	71.00	66.00	-5.00
Cooperative Extension Service					
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	1.00	0.00
43T23	FARM ADVISOR ASSISTANT III	2.00	1.00	1.00	0.00
80A31	SECRETARY	1.00	1.00	1.00	0.00
80J30	ACCOUNTING TECHNICIAN	1.00	1.00	1.00	0.00
	Subtotal	5.00	4.00	4.00	0.00
Parks					
11A11	CHIEF RANGER/PARKS DIRECTOR	1.00	1.00	1.00	0.00
20B10	ACCOUNTANT I	2.00	2.00	2.00	0.00
20B95	FINANCE MANAGER I	1.00	1.00	1.00	0.00
41F85	PARKS PLANNING MANAGER	1.00	1.00	1.00	0.00
65C10	PARKS MUSEUM ASSISTANT	1.00	1.00	1.00	0.00
65C23	HISTORIC & CULTURAL AFFAIRS MANAGER	1.00	1.00	0.00	-1.00
68A30	RANGE MASTER	1.00	1.00	1.00	0.00
68A41	COUNTY PARK RANGER II	15.00	14.00	9.00	-5.00
68A42	COUNTY PARK RANGER III	4.00	4.00	4.00	0.00
68A43	COUNTY PARK RANGER SUPERVISOR	5.00	5.00	4.00	-1.00
68B02	SPECIAL EVENTS MANAGER	1.00	1.00	1.00	0.00
68C02	RANGE AIDE	1.00	1.00	1.00	0.00
68C23	PARK SERVICES AIDE III	1.00	1.00	1.00	0.00
68E01	COUNTY PARK RANGER MANAGER	2.00	2.00	2.00	0.00
68E21	DEPUTY CHIEF RANGER/PARKS OPERATIONS MANAGER	2.00	2.00	2.00	0.00
72B31	PARKS BUILDING & GROUNDS WORKER II	13.00	13.00	12.00	-1.00
72B40	PARKS UTILITIES & WATER SYSTEMS SPECIALIST	3.00	3.00	3.00	0.00
72B41	SENIOR PARKS UTILITIES & WATER SYSTEMS SPECIALIST	1.00	1.00	1.00	0.00
72C23	MECHANIC II	1.00	1.00	1.00	0.00
72C26	MECHANIC III	1.00	1.00	0.00	-1.00
80A31	SECRETARY	1.00	1.00	1.00	0.00
80E21	OFFICE ASSISTANT II	2.00	1.00	1.00	0.00
80E22	OFFICE ASSISTANT III	1.00	1.00	1.00	0.00
80J21	ACCOUNT CLERK	1.00	1.00	1.00	0.00
80J22	SENIOR ACCOUNT CLERK	1.00	1.00	1.00	0.00
	Subtotal	64.00	62.00	53.00	-9.00
Water Resources Agency					
11A15	GENERAL MANAGER-WATER RESOURCES AGENCY	1.00	1.00	1.00	0.00

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
12C32	ASSISTANT GENERAL MANAGER/ENGINEER	2.00	2.00	2.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	1.00	0.00
14K22	CHIEF OF WATER RESOURCES PLANNING	1.00	1.00	1.00	0.00
16F40	DEPARTMENTAL INFORMATION SYSTEMS MANAGER I	1.00	1.00	1.00	0.00
20B12	ACCOUNTANT III	1.00	1.00	1.00	0.00
20B93	FINANCE MANAGER II	1.00	1.00	1.00	0.00
28C02	RIGHT OF WAY SPECIALIST	1.00	1.00	1.00	0.00
41C02	WATER RESOURCES HYDROLOGIST	7.00	7.00	7.00	0.00
41C14	ASSOCIATE WATER RESOURCES HYDROLOGIST	1.00	1.00	1.00	0.00
41C17	SENIOR WATER RESOURCES HYDROLOGIST	4.00	4.00	4.00	0.00
41C20	WATER RESOURCES BIOLOGIST	1.00	1.00	1.00	0.00
41E11	WATER RESOURCES ENGINEER	4.00	4.00	4.00	0.00
41E21	ASSOCIATE WATER RESOURCES ENGINEER	2.00	2.00	2.00	0.00
41E30	SENIOR WATER RESOURCES ENGINEER	3.00	3.00	3.00	0.00
43A21	ENGINEERING AIDE II	1.00	1.00	1.00	0.00
43A22	ENGINEERING AIDE III	1.00	1.00	0.00	-1.00
43B03	WATER RESOURCES TECHNICIAN	6.00	6.00	3.00	-3.00
74C01	WATER MAINTENANCE SUPERINTENDENT	1.00	1.00	1.00	0.00
74F23	HYDROELECTRIC TECHNICIAN	1.00	1.00	1.00	0.00
74J01	WATER MAINTENANCE WORKER I	2.00	2.00	2.00	0.00
74J11	WATER MAINTENANCE WORKER II	3.00	3.00	3.00	0.00
74J21	SENIOR WATER MAINTENANCE WORKER	3.00	3.00	3.00	0.00
74J22	ASSISTANT WATER MAINTENANCE SUPERINTENDNT	2.00	2.00	2.00	0.00
80A32	SENIOR SECRETARY	1.00	1.00	1.00	0.00
80E22	OFFICE ASSISTANT III	1.00	1.00	1.00	0.00
80J22	SENIOR ACCOUNT CLERK	1.00	1.00	1.00	0.00
80J82	SENIOR ACCOUNT CLERK-CONFIDENTIAL	1.00	1.00	1.00	0.00
Subtotal		55.00	55.00	51.00	-4.00

Natividad Medical Center

11A25	NMC CHIEF EXECUTIVE OFFICER	1.00	1.00	1.00	0.00
12C28	NMC CHIEF NURSING OFFICER	1.00	1.00	1.00	0.00
12C29	NMC ASSISTANT ADMINISTRATOR	2.00	3.00	3.00	0.00
14A60	EXECUTIVE MANAGEMENT SPECIALIST	0.00	4.00	4.00	0.00
14A70	HOSPITAL REVENUE CYCLE EXAMINER	2.00	2.00	2.00	0.00
14A80	HOSPITAL DECISION SUPPORT MANAGER	0.00	1.00	1.00	0.00
14B21	ASSOCIATE PERSONNEL ANALYST	3.00	3.00	3.00	0.00
14B32	SENIOR PERSONNEL ANALYST	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	0.00	0.00	2.00	2.00
14C31	MANAGEMENT ANALYST III	3.00	2.00	2.00	0.00
14C52	PATIENT FINANCIAL SERVICES DIRECTOR	1.00	1.00	1.00	0.00
14C60	NMC CHIEF FINANCIAL OFFICER	1.00	1.00	1.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	0.00	0.00	1.00	1.00
14E20	BUYER II	1.00	1.00	1.00	0.00
14E90	DIRECTOR OF MATERIAL MANAGEMENT	1.00	1.00	1.00	0.00
14G02	MANAGEMENT ANALYST I	3.00	3.00	3.00	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	4.00	5.00	5.00	0.00
14H65	MEDICAL STAFF COORDINATOR	1.00	1.00	1.00	0.00
14K26	MANAGED CARE OPERATIONS MANAGER	1.00	1.00	1.00	0.00

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
14K31	MANAGER OF DIAGNOSTIC IMAGING SERVICES	1.00	1.00	1.00	0.00
14K33	HOSP DIRECTOR OF ENGINEERING AND SAFETY	1.00	1.00	1.00	0.00
14K35	NMC HUMAN RESOURCES ADMINISTOR	1.00	1.00	1.00	0.00
14K43	HOSPITAL CHIEF INFORMATION OFFICER	1.00	1.00	1.00	0.00
14K67	HOSPITAL PURCHSING & MATERIALS SUPPORT DIRECTOR	1.00	1.00	1.00	0.00
14M31	HOSPITAL DIRECTOR OF NURSING EDUCATION	1.00	1.00	1.00	0.00
14M32	HOSPITAL RISK ASSESSEMENT & COMPLIANCE OFFICER	1.00	1.00	1.00	0.00
14M33	HOSPITAL MEDICAL INTERPRETATION COORDINATOR	1.00	1.00	1.00	0.00
14N10	OUTPATIENT SERVICES MANAGER I	1.00	1.00	1.00	0.00
14N11	OUTPATIENT SERVICES MANAGER II	1.00	1.00	1.00	0.00
14N30	HOSPITAL PATIENT ADMITTING MANAGER	1.00	1.00	1.00	0.00
14N31	HOSPITAL DIRECTOR OF ENVIRONMENTAL SERVICES	1.00	1.00	1.00	0.00
14P40	HOSPITAL CLINICAL INFORMATICIST	2.00	2.00	0.00	-2.00
16C61	HOSPITAL SOFTWARE ANALYST II	2.00	2.00	3.00	1.00
16C62	HOSPITAL SOFTWARE ANALYST III	4.00	4.00	6.00	2.00
16E50	HOSPITAL SECURITY & DATABASE ADMINISTRATOR	1.00	1.00	1.00	0.00
20B12	ACCOUNTANT III	2.00	2.00	2.00	0.00
20B91	CHIEF HOSPITAL ACCOUNTANT	1.00	1.00	1.00	0.00
20B92	HOSPITAL CONTROLLER	1.00	1.00	1.00	0.00
20B94	FINANCE MANAGER III	1.00	0.00	0.00	0.00
41K01	HOSPITAL NETWORK & SYSTEMS ENGINEER	3.00	3.00	3.00	0.00
43M40	HOSPITAL INFORMATION SYSTEMS SUPPORT TECHNICIAN	4.00	4.00	4.00	0.00
50A21	PHARMACIST I	10.00	10.00	11.00	1.00
50A23	PHARMACY DIRECTOR	1.00	1.00	1.00	0.00
50A25	CLINICAL PHARMACY COORDINATOR	1.00	1.00	1.00	0.00
50D12	CLINICAL LABORATORY ASSISTANT	8.50	10.00	11.20	1.20
50D13	SENIOR CLINICAL LABORATORY ASSISTANT	2.00	2.00	2.00	0.00
50D21	CLINICAL LABORATORY SCIENTIST	12.60	11.60	12.60	1.00
50D22	SENIOR CLINICAL LABORATORY SCIENTIST	6.00	7.00	7.00	0.00
50D23	SUPERVISING CLINICAL LABORATORY SCIENTIST	1.00	1.00	1.00	0.00
50D80	CLINICAL LABORATORY MANAGER	1.00	1.00	1.00	0.00
50F10	SUPERVISING THERAPIST	1.00	1.00	1.00	0.00
50F20	OCCUPATIONAL THERAPIST	3.30	2.80	2.80	0.00
50G11	PHYSICAL THERAPIST	4.00	5.00	6.00	1.00
50G95	REHABILITATIVE SERVICES MANAGER	1.00	1.00	1.00	0.00
50K19	HEALTH EDUCATION ASSISTANT	5.00	5.00	4.00	-1.00
50P21	CARDIOPULMONARY TECHNICIAN II	13.00	13.00	13.00	0.00
50P22	SENIOR CARDIOPULMONARY TECHNICIAN	1.00	1.00	1.00	0.00
50P80	DIRECTOR OF CARDIOPULMONARY SERVICES	1.00	1.00	1.00	0.00
50R21	RADIOLOGIC TECHNICIAN	9.80	9.80	16.80	7.00
50R22	SENIOR RADIOLOGIC TECHNICIAN	3.00	3.00	3.00	0.00
50R25	DIAGNOSTIC IMAGING SUPERVISOR	1.00	1.00	1.00	0.00
50R31	SONOGRAPHER	5.20	5.80	5.80	0.00
50R32	SENIOR SONOGRAPHER	1.00	1.00	1.00	0.00
50R41	NUCLEAR MEDICINE TECHNOLOGIST	1.00	1.00	1.00	0.00
50T03	HEALTH INFORMATION MANAGEMENT CODER II	5.00	5.00	5.00	0.00
50T22	HEALTH INFORMATION MANAGEMENT CODING SUPERVISOR	1.00	1.00	1.00	0.00
50T41	DIRECTOR OF HEALTH INFORMATION MANAGEMENT	1.00	1.00	1.00	0.00

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
50U17	PHYSICAL THERAPIST ASSISTANT	1.00	1.00	1.00	0.00
50U18	PHARMACY TECHNICIAN	9.80	9.80	9.80	0.00
50U19	PHYSICAL THERAPIST HELPER	1.00	1.00	1.00	0.00
50U20	NURSING ASSISTANT	68.40	69.90	71.90	2.00
50U22	HEALTH CARE TECHNICIAN	22.90	22.90	29.90	7.00
50U25	ORTHOPEDIC TECHNICIAN	1.00	1.00	1.00	0.00
50U28	SENIOR PHARMACY TECHNICIAN	1.00	1.00	1.00	0.00
50U30	DIETITIAN AIDE	3.00	3.00	3.00	0.00
50U35	SENIOR HEALTH CARE TECHNICIAN	2.00	2.00	2.00	0.00
50U42	MEDICAL ASSISTANT	3.00	3.00	3.00	0.00
50Y21	DIETITIAN	4.60	4.60	4.60	0.00
52A02	LICENSED VOCATIONAL NURSE	7.70	7.70	7.70	0.00
52A16	SUPERVISING NURSE I	12.30	12.30	12.30	0.00
52A17	SUPERVISING NURSE II	2.00	2.00	1.90	-0.10
52A19	STAFF NURSE II	202.00	211.80	263.00	51.20
52A20	STAFF NURSE III	23.80	24.80	26.90	2.10
52A21	CLINIC NURSE	2.00	2.00	3.00	1.00
52A22	SENIOR CLINIC NURSE	2.00	2.00	3.00	1.00
52A31	INFECTION CONTROL NURSE	1.00	1.00	1.00	0.00
52A33	CASE MANAGEMENT NURSE	3.50	3.50	6.50	3.00
52A34	UTILIZATION MANAGEMENT COORDINATOR	1.00	1.00	1.00	0.00
52A40	HOSPITAL NURSE AUDITOR	1.00	1.00	1.00	0.00
52A50	HOSPITAL QUALITY ASSURANCE NURSE	4.00	4.00	4.00	0.00
52A60	CLINICAL NURSE SPECIALIST	3.00	3.00	3.00	0.00
52A83	SUPERVISING CLINIC NURSE	1.00	1.00	1.00	0.00
52A84	QUALITY/COMPLIANCE ADMINISTRATOR	1.00	1.00	1.00	0.00
52A88	NURSING SERVICES DIVISION MANAGER	3.00	3.00	4.00	1.00
52A89	ADMIN NURSE/HOUSE SUPV	5.70	5.70	5.70	0.00
52A91	DIRECTOR OF NURSING	0.00	1.00	1.00	0.00
52A92	NURSING SERVICES UNIT MANAGER	1.00	1.00	1.00	0.00
52A96	DIRECTOR OF SURGICAL SERVICES	1.00	1.00	1.00	0.00
52A98	NURSE PRACTITIONER III	4.00	5.00	9.60	4.60
54A03	RESIDENT PHYSICIAN III	26.00	26.00	29.00	3.00
54B03	PEDIATRICIAN	1.00	0.00	0.00	0.00
54B10	CHIEF OB/GYN SURGEON	1.00	1.00	1.00	0.00
54B12	CONTRACT PHYSICIAN	26.90	28.10	34.50	6.40
54B70	HOSPITAL CHIEF MEDICAL OFFICER	1.00	1.00	1.00	0.00
54B82	CHIEF OF SURGERY	1.00	1.00	1.00	0.00
54B83	CHIEF PATHOLOGIST	1.00	1.00	1.00	0.00
54B84	DIRECTOR FAMILY PRACTICE RESIDENCY PROGRAM	1.00	1.00	1.00	0.00
54B92	ASSISTANT DIRECTOR FAMILY PRACTICE RESIDENCY PROGRAM	1.00	1.00	1.00	0.00
54C02	PHYSICIAN ASSISTANT II	0.80	0.80	0.80	0.00
60C24	SOCIAL WORKER V	4.00	4.00	4.00	0.00
65A22	MEDICAL LIBRARIAN	1.00	1.00	1.00	0.00
70A10	HOSPITAL ENVIRONMENTAL SERVICES AIDE	44.60	44.60	47.40	2.80
70A12	HOSPITAL SENIOR ENVIRONMENTAL SERVICES AIDE	1.00	1.00	1.00	0.00
70A13	HOSPITAL SUPERVISING ENVIRONMENTAL SERVICES AIDE	2.00	2.00	2.00	0.00
70C21	GROUNDSKEEPER	1.00	1.00	1.00	0.00

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
70F21	COURIER	2.00	2.00	1.00	-1.00
70F23	STOREKEEPER	6.00	6.00	6.00	0.00
70F79	WAREHOUSE WORKER	1.00	1.00	1.50	0.50
70F81	SUPERVISING STOREKEEPER	1.00	1.00	1.00	0.00
70K21	FOOD SERVICE WORKER II	14.00	14.00	14.00	0.00
70K23	COOK	2.00	2.00	2.00	0.00
70K25	SENIOR COOK	2.00	2.00	2.00	0.00
70K80	HEAD COOK	1.00	1.00	1.00	0.00
70K84	HOSPITAL DIRECTOR OF FOOD SERVICES	1.00	1.00	1.00	0.00
70N01	OFFICE MAINTENANCE WORKER	2.00	2.00	2.00	0.00
72A24	MAINTENANCE PAINTER	1.00	2.00	2.00	0.00
72A80	HOSPITAL MAINTENANCE SUPERVISOR	1.00	1.00	1.00	0.00
72A87	PHYSICAL PLANT MANAGER	1.00	1.00	2.00	1.00
72A90	FACILITIES PROJECTS SPECIALIST	1.00	1.00	1.00	0.00
72C19	HOSPITAL MAINTENANCE MECHANIC	10.00	9.00	9.00	0.00
80A32	SENIOR SECRETARY	8.00	8.00	8.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80E21	OFFICE ASSISTANT II	13.90	14.30	14.30	0.00
80E22	OFFICE ASSISTANT III	13.30	11.50	13.00	1.50
80E80	PRINCIPAL OFFICE ASSISTANT	6.00	6.00	6.00	0.00
80E82	SUPERVISING OFFICE ASSISTANT II	2.00	2.00	2.00	0.00
80G21	DATA ENTRY OPERATOR II	1.00	1.00	1.00	0.00
80H25	MEDICAL TRANSCRIPTIONIST II	2.00	2.00	2.00	0.00
80J22	SENIOR ACCOUNT CLERK	4.00	4.00	4.00	0.00
80J30	ACCOUNTING TECHNICIAN	2.00	2.00	2.00	0.00
80K21	MEDICAL UNIT CLERK	16.10	18.10	19.70	1.60
80K23	MEDICAL INTERPRETER	1.00	1.00	2.00	1.00
80L02	PATIENT SERVICES REPRESENTATIVE II	33.20	33.20	38.20	5.00
80L03	SENIOR PATIENT SERVICES REPRESENTATIVE	1.00	1.00	1.00	0.00
80L04	SUPERVISING PATIENT SERVICES REPRESENTATIVE	2.00	2.00	2.00	0.00
80M02	PATIENT ACCOUNT REPRESENTATIVE II	26.50	26.50	26.50	0.00
80M03	SENIOR PATIENT ACCOUNT REPRESENTATIVE	3.00	3.00	3.00	0.00
80M05	PATIENT ACCOUNT MANAGER	1.00	1.00	1.00	0.00
80U11	HOSPITAL COMMUNICATIONS OPERATOR II	6.00	6.00	6.00	0.00
80U14	HOSPITAL SUPERVISING COMMUNICATIONS OPERATOR	1.00	1.00	1.00	0.00
Subtotal		863.40	886.10	994.90	108.80
Grand Total		4,497.15	4,682.89	4,859.97	177.08



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Board of Supervisors

Monterey County is governed by five supervisors elected by District to represent the distinct needs of individual districts as well as the County in its entirety. District One, represented by Supervisor Fernando Armenta, encompasses the urban east, west, north, and downtown areas of the City of Salinas. District Two, an area spanning from the Boronda north through Castroville and Pajaro to the Santa Cruz County line, is represented by Supervisor Lou Calcagno. Supervisor Simon Salinas represents District Three, which includes a small part of east Salinas, the four Salinas Valley cities of Gonzales, Greenfield, Soledad, and King City, and south to the San Luis Obispo County line. District Four, represented by Supervisor Jane Parker, includes south Salinas, Fort Ord, and the cities of Marina, Seaside, Del Rey Oaks, and Sand City. Supervisor Dave Potter represents District Five, covering the Highway 68 corridor, Carmel Valley and Pebble Beach, the cities of Carmel by the Sea, Monterey, and Pacific Grove, and south along the Big Sur coastline.

The majority of the Board's activities focus on services to the public provided in its capacity as the legislative body of the County. The identities and specific needs of each district are as varied as their geographical areas. Supervisors task themselves with ensuring their district constituents are well-served, balanced against the broader responsibility for policies and decision-making on behalf of all Monterey County residents.

The Board of Supervisors is responsible for establishing and directing the implementation of policies consistent with public needs and the requirements of State and Federal laws. As the governing body of Monterey County, the Board of Supervisors also acts in the capacity of the Board of Directors of the Monterey County Water Resources Agency and as the governing Board of the County of Monterey as Successor Agency and Housing Successor Agency of the County Redevelopment Agency. Board members provide review and policy guidance through committees of the Board of Supervisors, including the Budget, Health & Human Services, Capital Improvement, Legislative, Human Resources, Economic Development, and Alternative Energy and the Environment Committees. Additionally, Board members represent the interests of Monterey County as members of numerous local and regional committees, boards, and special districts.

District Offices coordinate Board business with the Clerk of the Board and the County Administrative Office (CAO). Each Supervisorial district budget includes funding for direct support by a three-person staff. The Board of Supervisors' budget provides for the payment of salaries and benefits to Board members and their staff, as well as costs for countywide internal services, such as information technology, telecommunications, general liability insurance, and workers' compensation insurance. Appropriations also provide for expenses related to the business needs of each district, including office supplies, equipment and maintenance, and travel requirements.



Operating Budget: \$3,023,941
Positions (FTEs): 20.00

Board of Supervisors

Fernando Armenta
District 1

Jane Parker
District 4

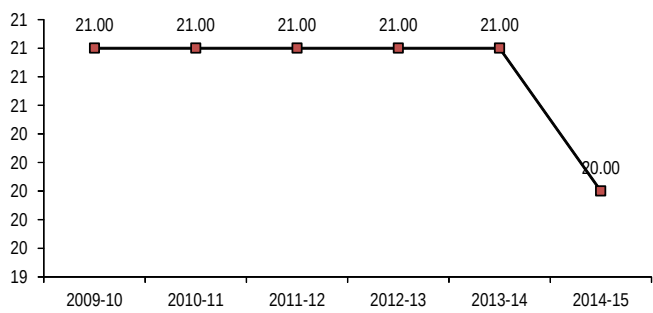
Louis R. Calcagno
District 2

Dave Potter
District 5

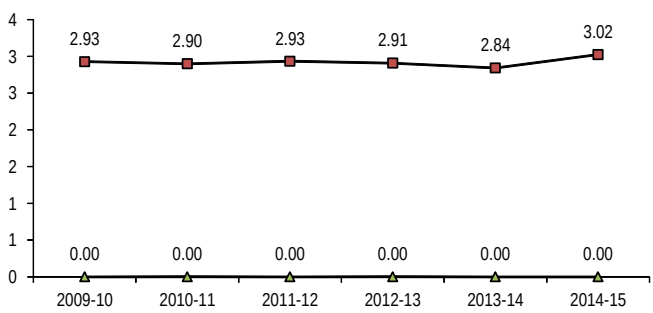
Simón Salinas
District 3

Board General

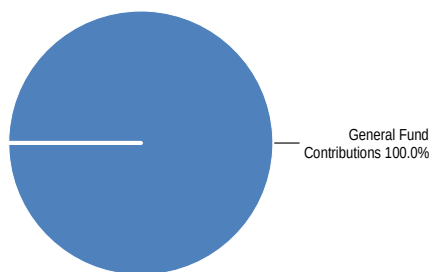
Staffing Trends



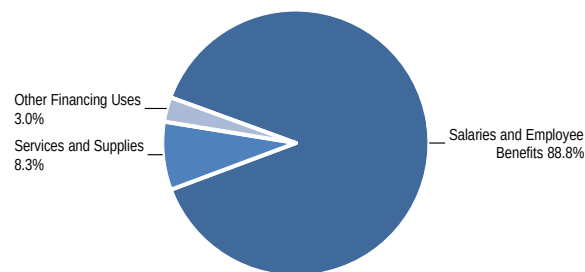
Expenditure/Revenue History (in thousands)



Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	2,417,966	2,552,625	2,510,958	2,683,767	2,683,767	131,142
Services and Supplies	489,944	198,604	239,339	249,783	249,783	51,179
Other Financing Uses	0	90,953	90,953	90,391	90,391	(562)
Subtotal	\$2,907,910	\$2,842,182	\$2,841,250	\$3,023,941	\$3,023,941	181,759

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Miscellaneous Revenues	488	0	0	0	0	0
Subtotal	\$488	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$2,907,422	\$2,842,182	\$2,841,250	\$3,023,941	\$3,023,941	181,759
Total Source of Funds	\$2,907,910	\$2,842,182	\$2,841,250	\$3,023,941	\$3,023,941	181,759

Summary of Recommendation

The County Administrative Office (CAO) prepares the budget for the Board of Supervisors, working with district staff to identify funding requirements specific to the anticipated business needs and work plans of each particular district and Supervisor.

The FY 2014-15 Recommended Budget includes appropriations for each Board district to meet salary and benefits requirements at a level consistent with negotiated salary and earned step increases, and individual benefits costs for existing staff. Appropriations also provide for fixed, non-discretionary expenditures and day-to-day business-related costs necessary to meeting district and County representation requirements. Recommended appropriations total \$3,023,941, increasing by \$181,759 (6.4%). Increased expenditures include \$131,142 (5.1%) for district staff Salary and Benefits, to cover the 3.0% salary increase approved for employee groups in FY 2013-14, the 2.0% increase effective July 1, 2014, and a 1.5% increase effective in FY 2013-14 for Supervisors based on County Code provisions for Board member increases consistent with the percentage of increases for Court Judges. Additional changes include earned Step increases for district staff, related salary driven increases in payroll taxes and increased costs for healthcare benefits and changes in healthcare coverage for individual employees.

Generally, budgeted variances between districts are related to individual employee healthcare options (i.e., "employee only" vs "employee + family," etc.), employee step level, one-time

expenditures for districts with obsolete technology, and travel requirements related to Committee assignments and district configuration.

Services and supplies expenditures include one-time costs for replacement of aging computer systems and software, increased charges for General Liability insurance, communications and Information Technology charges, and countywide shared non-discretionary costs for IT infrastructure replacement and Enterprise system upgrades.

Other Financing Uses totaling \$90,391 is the departmental Building Lease Allocation charge, distributed to all departments based on the Building Use Allowance component of the Countywide Cost Allocation Plan (COWCAP). These charges were new to departments beginning in FY 2013-14.

Budget Impacts

The Recommended Budget provides funding sufficient to allow for approved salary and benefits costs, as well as individual District resource requirements to remain responsive to district and Countywide issues and requirements. To reduce future year departmental charges related to FTE count, the Recommended Budget deletes one vacant Administrative Assistant position. This position was added in FY 2007-08 as an "extra help" floater position related to Board Chair assignment. Due to budgetary constraints, it has remained vacant and has been unfunded since FY 2008-09.

Prior Year Accomplishments

Strategic Initiatives adopted by the Board of Supervisors set forth policies and key objectives for Economic Development, Administration, Health and Human Services, Infrastructure, and Public Safety. Related Board actions in FY 2013-14 included the following:

In support of collaborative efforts to strengthen economic development to ensure a diversified and healthy economy:

Maintained General Fund contributions through the Development Set-Aside Program to promote economic development, tourism, filmmaking and cultural arts activities that strengthen and broaden the County's economic base.

Maintained efforts as the County's Successor Agency to the Redevelopment Agency, and in support of Oversight Boards for County successor agencies to former redevelopment agencies as required by the State's Dissolution Act (ABx1 26).

Furthering Administration policies that promote efficient and effective resource management, achieve a balanced budget that sustains core services and efficiently allocates resources, and support efforts to recruit and retain a diverse talented workforce that supports the mission of Monterey County:

Maintained active involvement in fiscal and operational policies to ensure sustainable fiscal stability and effective leadership of the County's Hospital, Natividad Medical Center (NMC).

Maintained active involvement in oversight and implementation of sound fiscal management policies to ensure current and long-term fiscal integrity across all County funds. Board adopted policies and ongoing efforts in this regard continue to earn Monterey County an excellent credit rating and "high-grade" designation.

Continued to direct activities toward achievement of the three-year plan adopted in July 2011 to centralize the County's Human Resources function.

Received status reports and continued to direct activities for development and implementation of the countywide performance measurement program, Managing for Results (MFR).

Adopted the Monterey County Construction Task Catalogs, Roads & Bridges and Facilities Projects Manuals and Job Order Contracting (JOC) Policy Guidelines (July 2013 for Resource Management Agency, Public Works, and Parks; August 2013 for Natividad Medical Center).

Directed negotiation activities, and considered and adopted labor contracts and side letters with sixteen bargaining units.

Adopted the Monterey County Municipal Climate Action Plan (MCAP) to reduce Greenhouse Gas emissions associated with County operations by 15% below 2005 levels by 2020 (November 2014)

In support of key objectives to provide adequate County facilities (Infrastructure) and to attain safe and appropriate facilities to house adult and juvenile offenders that prepare them for successful re-entry to society (Public Safety):

Approved additional funding to establish the County's \$8.9 million minimum match requirement to secure an additional grant award from the State AB900 Phase II funds, and authorized actions necessary to meet State requirements for \$80 million in funding to improve existing jail capacity (February 2014).

Approved the new Juvenile Hall site (January 2014) and adopted a revised scope for the new Juvenile Hall (April 2014), furthering necessary actions for State approval of \$35 million in grant funding.

To create and sustain a comprehensive approach to reducing youth and gang violence by implementing best practices, crime prevention and justice system efficiencies, the Board of Supervisors continued to work with public safety/criminal justice representatives to direct and support development of the Monterey County Gang Violence Prevention Strategic Plan.

Furthering efforts to plan and develop a sustainable physical infrastructure that improves the quality of life for County residents and supports economic development results, the Board:

Continued oversight and direction to actively pursue completion of the Government Center Master Plan.

Approved actions to consolidate Moss Landing County Sanitation District with Castroville Community Services District to increase efficiencies and improve wastewater collection and transport services levels, in the interest of public health and safety (February 2014).

Approved infrastructure improvements and funding for street lighting, sidewalks and drainage improvements in the Las Lomas community.

Approved and implemented policy to provide increased annual General Fund contribution to the Road Fund through a dedicated funding source based on the County's annual level of revenue from Transient Occupancy Tax (TOT). The policy provided 20% of the County's TOT revenue in FY 2013-14, and will increase by 1% each year, capping at an annual contribution equal to 25% of the previous year's actual TOT revenue.

In the interest of preserving and improving health and human services, quality of life, public safety, and economic security, the Board:

Approved Implementation Plan and authorized Natividad Medical Center (NMC) to begin implementation of a Level II Trauma plan (January 2014).

Provided immediate and comprehensive emergency response and follow-up for areas and individuals impacted by the 2013 Pfeiffer Fire, Big Sur (December 2013; January 2014).

Budget Year Goals

Continue implementation of adopted Strategic Initiatives and Key Objectives, which assure that County functions are performed to consistently meet Board-adopted goals on behalf of Monterey County citizens. The Board will remain actively engaged with directing and achieving policy area Strategic Initiatives to meet key objectives.

Pending Issues

There are no pending issues.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted	Fund Code	Org Code
Board General (BOA001)	16,409	122,056	119,152	122,308	122,308	252	001	1000_8012
District 1 (BOA001)	594,671	543,499	574,143	587,391	587,391	43,892	001	1000_8013
District 2 (BOA001)	506,886	532,945	501,574	578,255	578,255	45,310	001	1000_8014
District 3 (BOA001)	591,697	534,053	528,741	563,496	563,496	29,443	001	1000_8015
District 4 (BOA001)	595,473	553,371	553,303	587,781	587,781	34,410	001	1000_8016
District 5 (BOA001)	602,773	556,258	564,337	584,710	584,710	28,452	001	1000_8017
Subtotal	\$2,907,910	\$2,842,182	\$2,841,250	\$3,023,941	\$3,023,941	181,759		

Units

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Board General	16,409	122,056	119,152	122,308	122,308	252
District 1	594,671	543,499	574,143	587,391	587,391	43,892
District 2	506,886	532,945	501,574	578,255	578,255	45,310
District 3	591,697	534,053	528,741	563,496	563,496	29,443
District 4	595,473	553,371	553,303	587,781	587,781	34,410
District 5	602,773	556,258	564,337	584,710	584,710	28,452
Subtotal	\$2,907,910	\$2,842,182	\$2,841,250	\$3,023,941	\$3,023,941	181,759

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
10A01	BOARD OF SUPERVISORS CHAIRMAN	1.00	1.00	1.00	0.00
10A02	BOARD OF SUPERVISORS MEMBER	4.00	4.00	4.00	0.00
14H02	BOARD OF SUPERVISORS AIDE	5.00	5.00	5.00	0.00
14H10	PRINCIPAL BOARD AIDE	5.00	5.00	5.00	0.00
80A90	BOARD OF SUPERVISORS ADMINISTRATIVE ASSIST	6.00	6.00	5.00	-1.00
Total		21.00	21.00	20.00	-1.00



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County Administrative Office

The County Administrative Office (CAO) serves as the chief policy advisor to the County Administrative Officer and the Board of Supervisors. The CAO provides assistance and advice to the Board of Supervisors through coordination of County operations and responses to and resolution of countywide issues and problems. The CAO promotes responsible resource allocation, strives to protect the financial position and integrity of the County and provides independent analysis on policy issues. This responsibility includes the recommendation of the annual County budget, representation of the Board of Supervisors in relationships with other agencies, and assistance to departments in analyzing new or changed systems, procedures, and organizations.

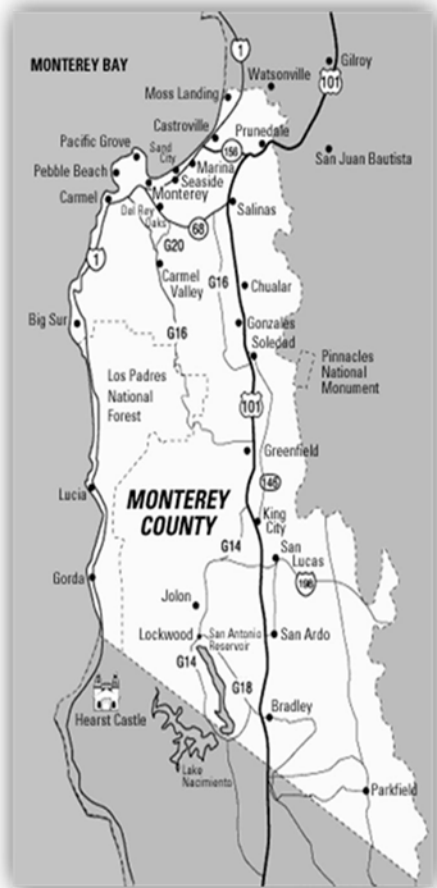
The CAO Department has four major divisions within its organization: Administration, Intergovernmental and Legislative Affairs (IGLA), Office of Community Engagement & Strategic Advocacy (OCESA) and Non-Departmental. The Administration Division includes Administration & Finance, Budget & Analysis, Contracts/Purchasing, Fleet Administration, Shuttle and Vehicle Replacement Program (VRP) units. The IGLA Division includes the IGLA and Office of Emergency Services (OES) units.

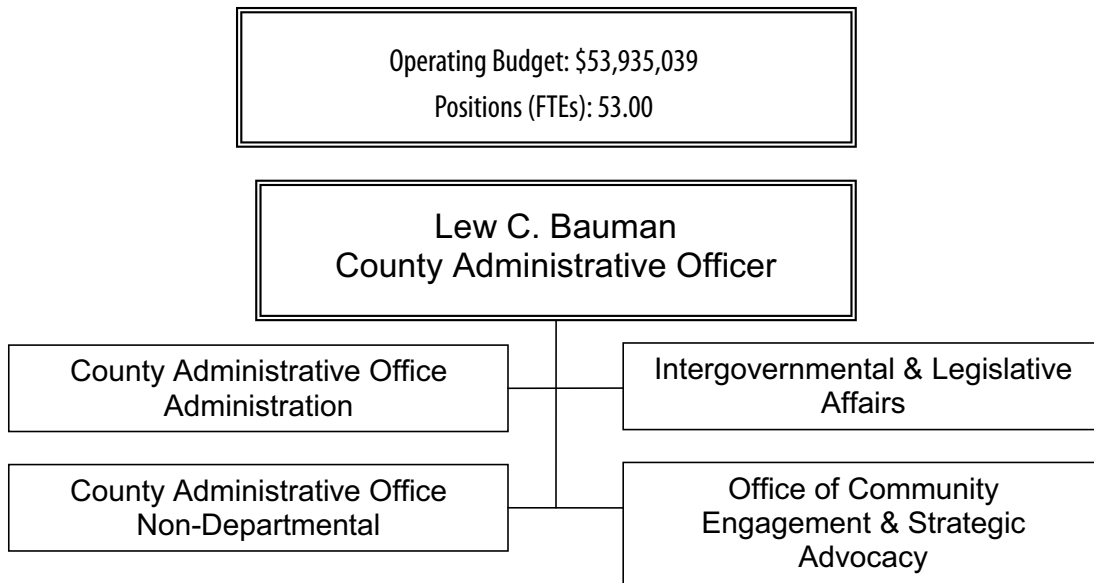
The Non-Departmental Division provides the accounting of General Fund non-program revenue, administration of funds on behalf of other departments and/or funds, financing pass-through, contributions to other agencies, and/or provides for single-purpose countywide needs and requirements. The Division units include: Contributions - Proposition 172; Contributions - Other Agencies; Trial Courts; Contingencies; County Memberships; Medical Care Services; Other Financing Uses; Other General Expenditures; and Non-Program Revenue.

The County Administrative Office continues to engage in leadership and change management issues within its divisions and within other County departments with the expressed focus to provide continuous improvement in the quality, efficiency and effectiveness of County operations.

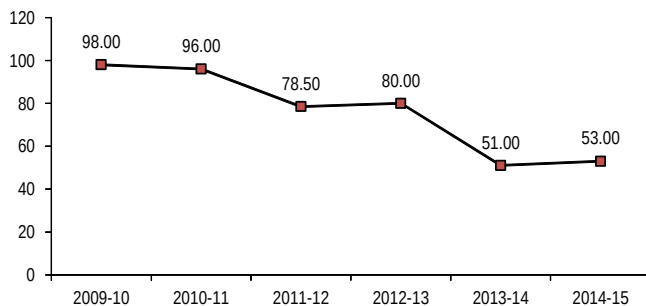
The County Administrative Office has implemented two changes in operations for the FY 2014-15 Recommended Budget: (1) Addition of the Office of Community Engagement & Strategic Advocacy Division (OCESA) and (2) Addition of Fleet Services (Management, Shuttle and VRP). OCESA was implemented to have a function within CAO Administration specifically focused on working with local jurisdictions and entities to identify and collectively and strategically address common issues, such as gang violence. The addition of Fleet Services is to gain economies of scale efficiencies and effectiveness through centralization of functions that have internal countywide influence. Fleet Services had previously been a Resource Management Agency-Public Works Department division.

The County Administrative Office addresses the following Board Strategic Initiatives: Administration-promoting an organization that practices efficient and effective resource management and is recognized for responsiveness, strong customer orientation, accountability and transparency. Promotion includes achieving a balanced budget each year that sustains core services and efficiently allocates resources; recruiting and retaining a diverse, talented workforce that supports the mission of Monterey County; and fostering innovation in order to improve efficiency and effectiveness of County services.

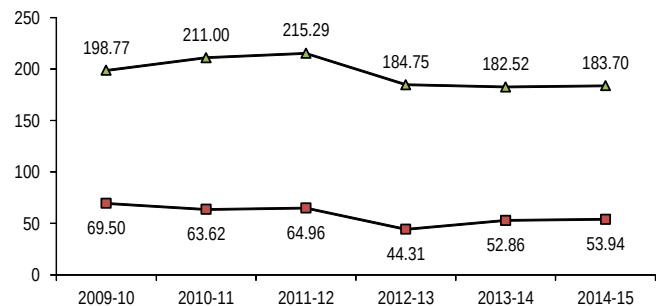




Staffing Trends



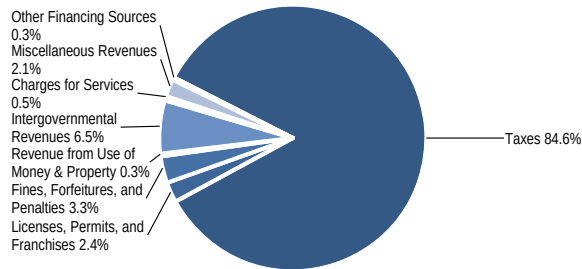
Expenditure/Revenue History (in thousands)



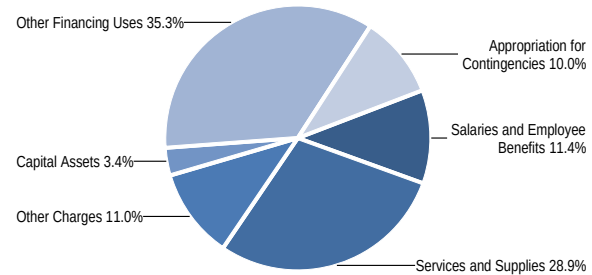
The County Administrative Office (CAO) functions as the chief policy and fiscal advisor to the County Administrative Officer and the Board of Supervisors for county-wide priorities and issues.

Key Performance Measures	Actual 2011-12	Actual 2012-13	To Date 2013-14
Percent of General Fund Revenue to General Fund Expenditures	101.3%	102.8%	N/A
Number of purchase orders processed per FTE.	751	775	559
Number of Federal/State legislative or other measures analyzed per Calendar Year.	N/A	1,050	N/A
Percent of County Departments with department performance measures.	38%	88%	93%
Community Engagement & Advocacy measures in development.	N/A	N/A	N/A
Percent of contractual documents processed within 72 hours. Target = 95%	N/A	N/A	89.7%

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	3,979,566	4,465,556	4,473,173	6,138,319	6,138,319	1,672,763
Services and Supplies	2,718,247	6,788,588	6,726,718	15,651,952	15,608,742	8,820,154
Other Charges	10,447,842	13,903,350	13,896,146	5,915,227	5,915,227	(7,988,123)
Capital Assets	169,330	170,000	200,000	1,809,671	1,809,671	1,639,671
Other Financing Uses	26,996,446	22,769,548	22,769,548	19,055,773	19,055,773	(3,713,775)
Appropriation for Contingencies	0	4,794,358	4,794,358	5,407,307	5,407,307	612,949
Subtotal	\$44,311,430	\$52,891,400	\$52,859,943	\$53,978,249	\$53,935,039	1,043,639
Provision for Reserves	1,080,516	0	0	0	0	0

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Taxes	148,496,860	150,064,088	150,481,622	155,389,880	155,389,880	5,325,792
Licenses, Permits, and Franchises	4,649,882	4,104,382	4,649,882	4,500,000	4,500,000	395,618
Fines, Forfeitures, and Penalties	5,962,346	5,972,435	5,972,435	5,972,435	5,972,435	0
Revenue from Use of Money & Property	549,752	429,453	564,141	570,554	570,554	141,101
Intergovernmental Revenues	18,440,156	15,900,575	15,709,400	11,884,654	11,884,654	(4,015,921)
Charges for Services	665,379	506,517	598,376	963,111	963,111	456,594
Miscellaneous Revenues	5,769,562	4,036,225	3,873,454	3,869,841	3,869,841	(166,384)
Other Financing Sources	218,548	0	668,650	553,363	553,363	553,363
Subtotal	\$184,752,485	\$181,013,675	\$182,517,960	\$183,703,838	\$183,703,838	2,690,163
Cancellation of Reserve	5,550,162	5,214,032	5,214,032	8,701,912	8,701,912	3,487,880
General Fund Contributions	(\$140,419,522)	(\$128,122,275)	(\$129,658,017)	(\$129,725,589)	(\$129,768,799)	(1,646,524)
Total Source of Funds	\$49,883,125	\$58,105,432	\$58,073,975	\$62,680,161	\$62,636,951	4,531,519

Summary of Recommendation

The Recommended Budget for the County Administrative Office (CAO) is \$53,935,039, a net increase of \$1,043,639, or 2%. Increases were realized as follows: \$1,672,763 in salaries and employee benefits, \$8,820,154 in services and supplies, \$1,639,671 in capital assets, and \$612,949 in appropriations for contingencies. The main driver of the increases is the addition of Fleet Services to the CAO. Decreases were realized in other charges in the amount of \$7,988,123, and other financing uses in the amount \$3,713,775. The addition of Fleet Services was the primary driver for the decrease in other charges and the reduction of medical care services for the decrease in other financing uses.

The reduction in medical care services reflects California electing to implement a State run Medicaid expansion afforded by the Affordable Care Act. The State anticipates counties' costs and responsibilities in providing health care services for the indigent population will decrease because most of the indigent population are eligible for coverage through Medi-Cal or the Health Insurance Exchange.

Recommended General Fund revenues are \$183,703,838, an increase of \$2,690,163, or 1%. The increase is due to the following increases: \$5,325,792 in tax revenue, \$395,618 in licenses, permits, and franchises, \$141,101 in revenue from use of money and property, \$456,594 in charges for services, and \$553,363 in other financing sources. The increases were offset by significant

decreases of \$4,015,921 in intergovernmental revenue and \$166,384 in miscellaneous revenue.

The reduction in intergovernmental revenue is a reflection of Assembly Bill 85 (AB 85) that provides a mechanism for the State to redirect State Health Realignment funding (1991 State Health Realignment) to fund social service programs. AB 85 set forth a specific formula-based approach for the redirected funds.

Budget Impacts

The CAO's Recommended FY 2014-15 Budget includes the elimination of 1.0 vacant Full-Time Equivalent (FTE) Senior Secretary position in the Intergovernmental and Legislative Affairs Division. The addition of Fleet Services units resulted in an addition of 1.0 Full-Time Equivalent (FTE) Finance Manager II in the Administration Division and the transfer of 19 positions from Fleet Services.

Prior Year Accomplishments

Current Year Accomplishments are discussed at the Departmental/Non-Departmental and Unit levels.

Budget Year Goals

Budget Year Goals are discussed at the Departmental/Non-Departmental and Unit levels.

Pending Issues

Pending issues are presented at the Departmental and Non-Departmental levels.

Policy Considerations

Pending issues are presented at the Departmental and Non-Departmental levels.

Appropriation Expenditure Detail

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted	Fund Code	Org Code
Contributions - Proposition 172 (CA0007)	2,243,449	2,478,544	2,478,544	2,607,735	2,607,735	129,191	001	1050_8028
Contributions-Other Agencies (CA0007)	325,381	486,881	486,881	486,881	486,881	0	001	1050_8029
Trial Courts (CA0008)	8,000,754	9,025,615	9,025,615	9,025,615	9,025,615	0	001	1050_8031
Contingencies (CA0020)	148,498	4,794,358	4,794,358	5,407,307	5,407,307	612,949	001	1050_8034
County Memberships (CA0013)	46,881	48,459	48,459	222,329	222,329	173,870	001	1050_8035
Medical Care Services (CA0016)	11,879,755	11,930,018	11,930,018	8,334,327	8,334,327	(3,595,691)	001	1050_8037
Other Financing Uses (CA0017)	15,557,454	17,821,560	17,821,560	20,580,517	20,580,517	2,758,957	001	1050_8038
Other General Expenditures (CA0014)	339,080	67,500	67,500	67,500	67,500	0	001	1050_8039
Administration & Finance (CA0001)	983,154	1,564,292	1,627,906	1,151,601	1,151,601	(412,691)	001	1050_8045
Budget & Analysis (CA0001)	1,406,388	1,108,772	1,121,649	1,060,952	1,060,952	(47,820)	001	1050_8046
Contracts/Purchasing (CA0002)	732,851	787,947	884,463	987,947	987,947	200,000	001	1050_8047
Intergovernmental & Legislative Affairs (CA0004)	996,773	1,118,804	1,118,804	1,063,183	1,063,183	(55,621)	001	1050_8054
Office of Emergency Services (CA0005)	866,584	908,650	882,086	912,817	912,817	4,167	001	1050_8056
Homeland Security Grant (CA0023)	759,385	750,000	572,100	973,679	973,679	223,679	024	1050_8412
Office of Community Engagement & Strategic Advocacy (CA0024)	0	0	0	559,342	516,132	516,132	001	1050_8440
Fleet Administration (CA0025)	0	0	0	319,803	319,803	319,803	001	1050_8451
Shuttle (CA0025)	0	0	0	163,351	163,351	163,351	001	1050_8452
Vehicle Replacement Program (CA0026)	0	0	0	53,363	53,363	53,363	001	1050_8453
Subtotal	\$44,286,387	\$52,891,400	\$52,859,943	\$53,978,249	\$53,935,039	1,043,639		

Units

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Contributions - Proposition 172	2,243,449	2,478,544	2,478,544	2,607,735	2,607,735	129,191
Contributions-Other Agencies	325,381	486,881	486,881	486,881	486,881	0
Trial Courts	8,000,754	9,025,615	9,025,615	9,025,615	9,025,615	0
Contingencies	148,498	4,794,358	4,794,358	5,407,307	5,407,307	612,949
County Memberships	46,881	48,459	48,459	222,329	222,329	173,870
Medical Care Services	11,879,755	11,930,018	11,930,018	8,334,327	8,334,327	(3,595,691)
Other Financing Uses	15,557,454	17,821,560	17,821,560	20,580,517	20,580,517	2,758,957
Other General Expenditures	339,080	67,500	67,500	67,500	67,500	0
Non-Program Revenue	0	0	0	0	0	0
Administration & Finance	983,154	1,564,292	1,627,906	1,151,601	1,151,601	(412,691)
Budget & Analysis	1,406,388	1,108,772	1,121,649	1,060,952	1,060,952	(47,820)
Contracts/Purchasing	732,851	787,947	884,463	987,947	987,947	200,000
Intergovernmental & Legislative Affairs	996,773	1,118,804	1,118,804	1,063,183	1,063,183	(55,621)
Office of Emergency Services	866,584	908,650	882,086	912,817	912,817	4,167
Homeland Security Grant	759,385	750,000	572,100	973,679	973,679	223,679
Office of Community Engagement & Strategic Advocacy	0	0	0	559,342	516,132	516,132
Fleet Administration	0	0	0	319,803	319,803	319,803
Shuttle	0	0	0	163,351	163,351	163,351
Vehicle Replacement Program	0	0	0	53,363	53,363	53,363
Subtotal	\$44,286,387	\$52,891,400	\$52,859,943	\$53,978,249	\$53,935,039	1,043,639

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
11A01	ADMINISTRATIVE OFFICER	1.00	1.00	1.00	0.00
11A07	DIRECTOR OF HUMAN RESOURCES	1.00	0.00	0.00	0.00
12E03	ASSISTANT COUNTY ADMINISTRATIVE OFFICER	1.00	3.00	3.00	0.00
14A20	ASSOCIATE ADMINISTRATIVE ANALYST	0.00	1.00	1.00	0.00
14A23	PRINCIPAL ADMINISTRATIVE ANALYST	6.00	5.00	5.00	0.00
14A24	COUNTY BUDGET DIRECTOR	1.00	0.00	0.00	0.00
14A25	EMERGENCY SERVICES MANAGER	1.00	1.00	1.00	0.00
14B21	ASSOCIATE PERSONNEL ANALYST	4.00	0.00	0.00	0.00
14B23	PRINCIPAL PERSONNEL ANALYST	1.00	0.00	0.00	0.00
14B32	SENIOR PERSONNEL ANALYST	1.00	0.00	0.00	0.00
14B60	RISK & BENEFITS SPECIALIST-CONFIDENTIAL	1.00	0.00	0.00	0.00
14B61	RISK & BENEFITS ANALYST	3.00	0.00	0.00	0.00
14B63	SENIOR RISK & BENEFITS ANALYST	2.00	0.00	0.00	0.00
14B64	PRINCIPAL RISK & BENEFITS ANALYST	1.00	0.00	0.00	0.00
14B65	SUPERVISING RISK & BENEFITS ANALYST	1.00	0.00	0.00	0.00
14C30	MANAGEMENT ANALYST II	3.00	1.00	1.00	0.00
14C31	MANAGEMENT ANALYST III	7.00	5.00	6.00	1.00
14C32	SAFETY OFFICER	1.00	0.00	0.00	0.00
14C85	WORKERS COMPENSATION MANAGER	1.00	0.00	0.00	0.00
14C86	ERGONOMICS MANAGER	1.00	0.00	0.00	0.00
14E20	BUYER II	2.00	2.00	2.00	0.00
14G02	MANAGEMENT ANALYST I	1.00	1.00	1.00	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	2.00	0.00	0.00	0.00

Adopted 2014 to Recommended 2015 Positions

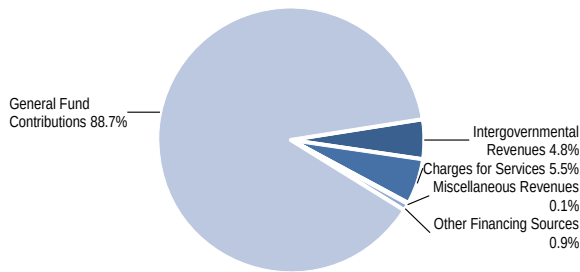
Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
14H64	FLEET MANAGER	0.00	0.00	1.00	1.00
14K65	INTERGOVERNMENTAL & LEGISLATIVE AFFAIRS DIRECTOR	1.00	0.00	0.00	0.00
14N35	CONTRACTS & PURCHASING OFFICER	1.00	1.00	1.00	0.00
16C87	BUSINESS TECHNOLOGY ANALYST II	0.00	1.00	1.00	0.00
20B93	FINANCE MANAGER II	0.00	0.00	1.00	1.00
20B95	FINANCE MANAGER I	1.00	0.00	0.00	0.00
41G01	EMERGENCY SERVICES PLANNER	3.00	3.00	3.00	0.00
70F23	STOREKEEPER	0.00	0.00	1.00	1.00
70F80	SENIOR STOREKEEPER	0.00	0.00	1.00	1.00
70M01	SHUTTLE DRIVER	0.00	0.00	1.00	1.00
72C20	MECHANIC I	0.00	0.00	1.00	1.00
72C23	MECHANIC II	0.00	0.00	10.00	10.00
72C26	MECHANIC III	0.00	0.00	1.00	1.00
72C83	FLEET SERVICE WRITER	0.00	0.00	1.00	1.00
80A31	SECRETARY	0.00	0.00	1.00	1.00
80A32	SENIOR SECRETARY	4.00	2.00	1.00	-1.00
80A34	SENIOR SECRETARY-CONFIDENTIAL	2.00	0.00	0.00	0.00
80A97	EXECUTIVE ASSISTANT TO ADMINISTRATIVE OFFICER	1.00	1.00	1.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	2.00	3.00	3.00	0.00
80E22	OFFICE ASSISTANT III	1.00	0.00	0.00	0.00
80E23	SENIOR CLERK-CONFIDENTIAL	1.00	0.00	0.00	0.00
80G21	DATA ENTRY OPERATOR II	0.00	0.00	1.00	1.00
80J30	ACCOUNTING TECHNICIAN	2.00	2.00	2.00	0.00
Total		62.00	33.00	53.00	20.00

Augmentation

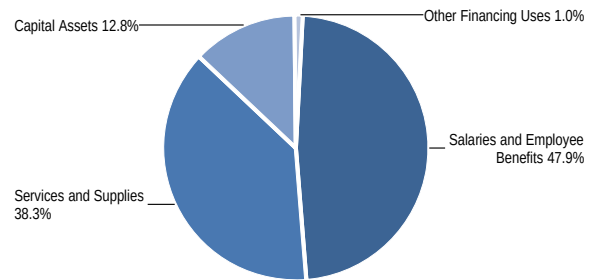
Dept	Request Code	Request Name	Ranking Type	Requested Amount	FTEs	Cumm. Approved	Approved FTEs
1050	AUG1_1050_8440_001	Integrated Gang Violence Prevention Strategic Plan	Base Level Maintenance	43,210	0.00	0	0.00
Grand Total				43,210	0.00	0	0.00

CAO Departmental

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	3,979,566	4,465,556	4,473,173	6,138,319	6,138,319	1,672,763
Services and Supplies	1,094,037	959,770	1,098,596	4,951,543	4,908,333	3,948,563
Other Charges	(87,852)	(23,372)	(23,372)	(6,584,012)	(6,584,012)	(6,560,640)
Capital Assets	0	0	0	1,639,671	1,639,671	1,639,671
Other Financing Uses	0	86,511	86,511	126,838	126,838	40,327
Subtotal	\$4,985,750	\$5,488,465	\$5,634,908	\$6,272,359	\$6,229,149	740,684

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Intergovernmental Revenues	253,177	295,833	300,000	300,000	300,000	4,167
Charges for Services	25,015	0	0	344,803	344,803	344,803
Miscellaneous Revenues	30,437	8,000	8,000	8,000	8,000	0
Other Financing Sources	151,548	0	0	53,363	53,363	53,363
Subtotal	\$460,178	\$303,833	\$308,000	\$706,166	\$706,166	402,333
General Fund Contributions	\$4,525,573	\$5,184,632	\$5,326,908	\$5,566,193	\$5,522,983	338,351
Total Source of Funds	\$4,985,750	\$5,488,465	\$5,634,908	\$6,272,359	\$6,229,149	740,684

Unit Description

The County Administrative Office (CAO) Departmental section includes: (1) Administration; (2) Intergovernmental and Legislative Affairs; and (3) Office of Community Engagement and Strategic Advocacy.

Administration contains the following Units: Administration and Finance, Budget and Analysis, Contracts/Purchasing and Fleet Services (Management, Shuttle and Vehicle Replacement Program).

Intergovernmental and Legislative Affairs (IGLA) contains the following Units: IGLA and the Office of Emergency Services (OES).

Office of Community Engagement and Strategic Advocacy (OCESA) contains the following Unit: Office of Community Engagement & Strategic Advocacy.

The responsibilities and programs for each respective unit are discussed in the narrative provided.

Summary of Recommendation

CAO DEPARTMENTAL: The FY 2014-15 Recommended Budget for the CAO's Departmental Division is \$6,229,149, an increase of \$740,684, or 13%. This budget reflects increases in both expenditures and revenue, which were primarily driven by the addition of Fleet Services to the CAO. The new unit, Office of Community Engagement & Strategic Advocacy (OCESA) did not have a budgetary impact. The funds for the Unit were sourced from the Administration and Finance unit.

ADMINISTRATION & FINANCE: The FY 2014-15 Recommended Budget for the Administration & Finance Division is \$1,151,601, an expenditure decrease of \$412,691, or 26%. The decreases experienced in this Unit were driven by using the Unit as the funding source for the OCESA Division. The addition of Fleet Services resulted in the addition of 1.0 Full Time Equivalent (FTE) Finance Manager II.

BUDGET & ANALYSIS: The FY 2014-15 Recommended Budget for the Budget & Analysis Division is \$1,060,952, an expenditure

decrease of \$47,820 or 4%. The decrease was realized through decreases in Workers' Compensation Insurance and services & supplies.

CONTRACTS/PURCHASING: The FY 2014-15 Recommended Budget for the Contracts/Purchasing Unit is \$987,947, an expenditure increase of \$200,000 or 25%. The increase is based on a FY 2013-14 Board of Supervisors directive to implement improvements in the countywide contract process and the resultant budget modification. The increase and response to the directive included the addition of 1.0 FTE Management Analyst III.

INTERGOVERNMENTAL AND LEGISLATIVE AFFAIRS: The FY 2014-15 Recommended Budget for the Intergovernmental and Legislative Affairs (IGLA) Division is \$1,063,183, an expenditure decrease of \$55,621, or 5%. The decrease is due to the deletion of a 1.0 FTE vacant Senior Secretary position.

OFFICE OF EMERGENCY SERVICES (OES): The Recommended Budget for the Office of Emergency Services is \$912,817 and reflects the FY 2013-14 Adopted Budget with a minimal increase of \$4,167. Essentially operations are status-quo.

OFFICE OF COMMUNITY ENGAGEMENT AND STRATEGIC ADVOCACY: The FY 2014-15 Recommended Budget for the Office of Community Engagement & Strategic Advocacy (OCESA) is \$559,342. The budget for this operation was previously budgeted within the Administration & Finance Unit.

FLEET ADMINISTRATION: The Recommended FY 2014-15 Budget for Fleet Management is \$5,287,741. Due to inter/intra-fund reimbursements and the fuel sales revenues realized through the Monterey County Office of Education, the net budget is \$319,803. Fleet Administration provides services to entities within the government and as such, the budget is totally derived from the services rendered. It operates on a full cost recovery basis and does not receive any General Fund Contribution (GFC). This unit was formerly a Resource Management Agency-Public Works Department unit.

SHUTTLE SERVICES: FY 2014-15 Recommended Budget for Shuttle Services is \$163,351, a decrease of \$25,000, or 13%. The reduction is based on reducing overtime through better alignment of service with demand and recognizing revenue received through agreements with other government entities. The combination results in the General Fund Contribution remaining the same at \$138,351. This unit was formerly a Resource Management Agency-Public Works Department unit.

VEHICLE REPLACEMENT PROGRAM: The Recommended Budget for the Vehicle Replacement Program is where vehicle purchases are based on the estimated monthly vehicle lease payments made by respective County departments to replace their vehicles once they have reached their useful life. The monthly payment is calculated based on the useful life of the vehicle. The amount budgeted for vehicle purchases in FY 2014-15 is \$1,250,707. The revenue of \$53,362 is estimated proceeds from vehicles sold at auction. The staff associated with this Unit, are budgeted in Fleet Administration (Unit 8451). The unit previously was under the Resource Management Agency-Public Works Department.

Budget Impacts

INTERGOVERNMENTAL AND LEGISLATIVE AFFAIRS (IGLA): Eliminated 1.0 FTE vacant Senior Secretary position.

OFFICE OF COMMUNITY ENGAGEMENT AND STRATEGIC ADVOCACY: In Fiscal Year 2013-14, the Board approved an amendment to a contract for the completion of the Integrated Gang Violence Prevention Strategic extending the contract to June 2014 and providing additional funding. The plan may not be completed by the expiration of the contract and funding will no longer be available in FY 2014-15. OCESA requested an \$43,210 augmentation to have funding in case there was a need to extend the contract date. OCESA is working hard to ensure the plan is completed this Fiscal Year.

Prior Year Accomplishments

ADMINISTRATION & FINANCE/BUDGET & ANALYSIS: Developed and presented the County's annual Recommended Budget, the Three-Year Financial Forecast, the Budget End-of-Year Report (BEYR), quarterly fiscal reports and various other financial reports, organizational studies and reviews as directed by the County Administrative Officer and the Board of Supervisors.

Developed a structurally balanced budget where expenditures matched revenues, resulting in fund balance not used for ongoing operations.

Maintained a strong credit rating with credit agencies where County financial instruments are considered high quality investments with low credit risk.

Successfully implemented new organizational structures; such as, the assimilation of the Assistant County Administrative Officers' functions and areas of responsibility.

CONTRACTS/PURCHASING: Worked collaboratively with County departments to develop a countywide contracts/purchasing standard agreement process.

Implemented performance tracking and performance target for the percent of agreement documents processed within 72-hours.

Throughout County operations, emphasized and promoted green procurement awareness through use of electronic purchasing.

INTERGOVERNMENTAL AND LEGISLATIVE AFFAIRS: Worked closely with the Board of Supervisors and department heads to update and track implementation of the County's strategic initiatives/key objectives.

Facilitated and completed preparation and implementation of Monterey County's 2014 legislative principles, priorities, and platform.

Provided legislative analysis and coordinated advocacy services in support of County legislative priorities and critical County initiatives.

Per Board of Supervisors directive, continued development and presentation of the County's annual Performance Management Program, including presentation of the annual Performance Management Book.

OFFICE OF COMMUNITY ENGAGEMENT AND STRATEGIC ADVOCACY: Continued Gang Violence Prevention Design Labs development to supplement the strategic and action plan efforts to reduce gang violence.

Budget Year Goals

ADMINISTRATION & FINANCE/BUDGET & ANALYSIS: Update, develop, and recommend fiscal policies to assure the financial stability of the County.

Collaborate with departments to produce periodic financial reports and annual Three-year Financial Forecasts for the Board of Supervisors.

Develop and recommend for Board of Supervisors' consideration, principles and strategies for development of the FY 2015-16 Recommended Budget.

Provide continuous improvement in the Fiscal Year Recommended Budget Book to provide greater transparency and user-friendliness.

Implement the successful integration of Fleet Services with the CAO.

CONTRACTS/PURCHASING: Complete collaborative work with County departments to improve the countywide contracts/purchasing process.

Continue to develop performance measures that track major workload indicators and level of service performance to help manage and communicate overall performance.

Continue to improve outreach in the area of green procurement, in accordance with the County's climate-friendly purchasing policy.

INTERGOVERNMENTAL & LEGISLATIVE AFFAIRS: Direct preparation and implementation of the County's FY 2014-15 legislative principles, priorities, and platform.

Provide legislative analysis and coordinate advocacy services in support of County legislative priorities and critical County initiatives.

Direct development and continue implementation of the County's performance management program.

Facilitate and coordinate joint efforts among the County and other jurisdictions/agencies to secure funding to implement County priority initiatives.

OFFICE OF COMMUNITY ENGAGEMENT & STRATEGIC ADVOCACY: Complete the development of an integrated gang violence prevention action plan in response to the Monterey County Gang Violence Prevention Strategic Plan.

Implement the integrated gang violence prevention action plan in developing short and long term goals and establishing measurable outcomes and objectives, which includes serious and sustained collaboration among stakeholders and significant involvement by the public at large.

Pending Issues

There are no pending issues.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted	Fund Code	Org Code
Administration & Finance (CA0001)	983,154	1,564,292	1,627,906	1,151,601	1,151,601	(412,691)	001	1050_8045
Budget & Analysis (CA0001)	1,406,388	1,108,772	1,121,649	1,060,952	1,060,952	(47,820)	001	1050_8046
Contracts/Purchasing (CA0002)	732,851	787,947	884,463	987,947	987,947	200,000	001	1050_8047
Intergovernmental & Legislative Affairs (CA0004)	996,773	1,118,804	1,118,804	1,063,183	1,063,183	(55,621)	001	1050_8054
Office of Emergency Services (CA0005)	866,584	908,650	882,086	912,817	912,817	4,167	001	1050_8056
Office of Community Engagement & Strategic Advocacy (CA0024)	0	0	0	559,342	516,132	516,132	001	1050_8440
Fleet Administration (CA0025)	0	0	0	319,803	319,803	319,803	001	1050_8451
Shuttle (CA0025)	0	0	0	163,351	163,351	163,351	001	1050_8452
Vehicle Replacement Program (CA0026)	0	0	0	53,363	53,363	53,363	001	1050_8453
Subtotal	\$4,985,750	\$5,488,465	\$5,634,908	\$6,272,359	\$6,229,149	740,684		

Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
11A01	ADMINISTRATIVE OFFICER	1.00
12E03	ASSISTANT COUNTY ADMINISTRATIVE OFFICER	1.00
20B93	FINANCE MANAGER II	1.00
80A97	EXECUTIVE ASSISTANT TO ADMINISTRATIVE OFFICER	1.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00
80J30	ACCOUNTING TECHNICIAN	2.00
14A20	ASSOCIATE ADMINISTRATIVE ANALYST	1.00
14A23	PRINCIPAL ADMINISTRATIVE ANALYST	5.00
16C87	BUSINESS TECHNOLOGY ANALYST II	1.00
14C30	MANAGEMENT ANALYST II	1.00
14C31	MANAGEMENT ANALYST III	2.00
14E20	BUYER II	2.00
14G02	MANAGEMENT ANALYST I	1.00
14N35	CONTRACTS & PURCHASING OFFICER	1.00
12E03	ASSISTANT COUNTY ADMINISTRATIVE OFFICER	1.00
14C31	MANAGEMENT ANALYST III	3.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00

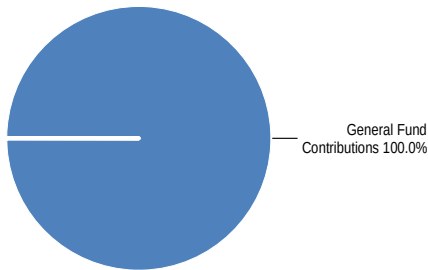
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
14A25	EMERGENCY SERVICES MANAGER	1.00
41G01	EMERGENCY SERVICES PLANNER	3.00
80A32	SENIOR SECRETARY	1.00
12E03	ASSISTANT COUNTY ADMINISTRATIVE OFFICER	1.00
14C31	MANAGEMENT ANALYST III	1.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00
14H64	FLEET MANAGER	1.00
70F23	STOREKEEPER	1.00
70F80	SENIOR STOREKEEPER	1.00
72C20	MECHANIC I	1.00
72C23	MECHANIC II	10.00
72C26	MECHANIC III	1.00
72C83	FLEET SERVICE WRITER	1.00
80A31	SECRETARY	1.00
80G21	DATA ENTRY OPERATOR II	1.00
70M01	SHUTTLE DRIVER	1.00
Total		53.00

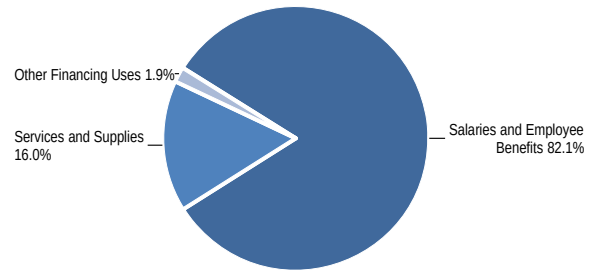
Administration & Finance

(Unit 8045— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	779,252	1,354,758	1,306,050	946,019	946,019	(408,739)
Services and Supplies	203,902	179,255	291,577	184,255	184,255	5,000
Other Financing Uses	0	30,279	30,279	21,327	21,327	(8,952)
Subtotal	\$983,154	\$1,564,292	\$1,627,906	\$1,151,601	\$1,151,601	(412,691)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Charges for Services	15	0	0	0	0	0
Miscellaneous Revenues	705	0	0	0	0	0
Subtotal	\$720	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$982,434	\$1,564,292	\$1,627,906	\$1,151,601	\$1,151,601	(412,691)
Total Source of Funds	\$983,154	\$1,564,292	\$1,627,906	\$1,151,601	\$1,151,601	(412,691)

Unit Description

The Administration & Finance unit consists of countywide executive management and the staff for fiscal/financial support to all divisions within the County Administrative Office (CAO), the Board of Supervisors, Clerk of the Board and Human Resources. The daily departmental support includes processes, such as payroll, accounts payable, accounts receivable, purchase requisitions, expense reimbursements, cost accounting and related interactions with the Auditor-Controller's Office and other County departments. Assistance is additionally provided to individual CAO divisions, such as the Board of Supervisors' District Offices, the Clerk of the Board, and the Equal Opportunity Office in the development of their annual budget requests and budget maintenance throughout the fiscal year. In the FY 2014-15 Recommended Budget process, Fleet Services (Administration, Shuttle and Vehicle Replacement Program), and Human Resources has been added as part of staff responsibility in providing fiscal/financial support.

Prior Year Accomplishments

Based on Board of Supervisors directive, implemented the new CAO organizational structure that incorporated new Assistant

County Administrative Officer (CAAO) functions and the staff to transition and implement the Office of Community Engagement and Strategic Advocacy for FY 2014-15.

Budget Year Goals

Integrate the addition of Fleet Services into the CAO Department organizational structure and functions.

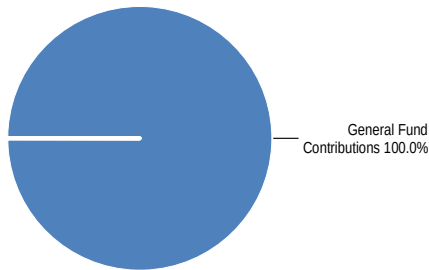
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
11A01	ADMINISTRATIVE OFFICER	1.00
12E03	ASSISTANT COUNTY ADMINISTRATIVE OFFICER	1.00
20B93	FINANCE MANAGER II	1.00
80A97	EXECUTIVE ASSISTANT TO ADMINISTRATIVE OFFICER	1.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00
80J30	ACCOUNTING TECHNICIAN	2.00
Total		7.00

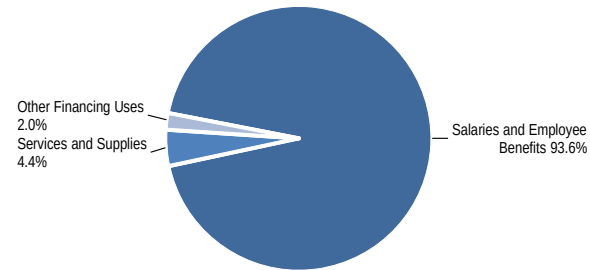
Budget & Analysis

(Unit 8046— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	1,270,588	1,017,414	1,049,208	992,980	992,980	(24,434)
Services and Supplies	136,335	61,079	42,162	46,645	46,645	(14,434)
Other Charges	(535)	0	0	0	0	0
Other Financing Uses	0	30,279	30,279	21,327	21,327	(8,952)
Subtotal	\$1,406,388	\$1,108,772	\$1,121,649	\$1,060,952	\$1,060,952	(47,820)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Intergovernmental Revenues	44,385	0	0	0	0	0
Subtotal	\$44,385	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$1,362,003	\$1,108,772	\$1,121,649	\$1,060,952	\$1,060,952	(47,820)
Total Source of Funds	\$1,406,388	\$1,108,772	\$1,121,649	\$1,060,952	\$1,060,952	(47,820)

Unit Description

The Budget and Analysis unit is responsible for various functions, including the development and presentation of the County's annual Recommended Budget assuring recommendations are aligned with the adopted goals, policies, and priorities of the Board of Supervisors (BOS); development and presentation of the annual Three-Year Financial Forecast, the Budget End-of-Year Report (BEYR), and quarterly fiscal reports; recommends to the BOS fiscal policies to ensure fiscal transparency and the financial solvency in County operations; monitors revenues and expenditures performances as provided by the annual budget; evaluates potential Federal, State, and local budget impacts; ensures implementation of Board policy; reviews all weekly Board meeting agenda items to ensure recommendations are consistent with Board policy, transparency in reporting, and clarity; works closely with County departments to monitor and report on issues that may impact or require modifications to the budget during the fiscal year; provides advisory assistance and analysis to departments on recommendations for new or changing organizational programs, systems, policies, and procedures; and recommends, assists, implements, and evaluates organizational improvements to maximize countywide service delivery and efficiencies. The Budget

and Analysis unit coordinates and provides professional staff support to the BOS' Budget Committee.

Prior Year Accomplishments

Maintained a balanced FY 2013-14 Budget through making the necessary modifications.

Completed and presented to the Budget Committee and BOS, the Fiscal Year (FY) 2012-13 Budget End-of-Year Report (BEYR). The reports promote transparency and accountability through review of the previous fiscal year budget performance overall by County, agency and individual departments.

Redesign of the FY 2014-15 Recommended Budget Book to improve budget reporting and fiscal performance transparency.

Completed and presented to the Budget Committee and BOS, the FY 2014-15 through FY 2016-17 Three-Year Financial Forecast. This is a strategic budgeting and forecasting model, which allows policies to be developed, initiated and where need be, modified, in a budgetary context spanning a three year period.

Reviewed, updated, developed and presented for BOS consideration and adoption, County financial policies to establish a framework for overall fiscal planning, management and guidance; which are utilized in the Recommended Budget preparation.

Received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award. The award recognizes budget documents, such as the Recommended Budget Book, of the very highest quality that reflect both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA's best practices on budgeting.

Budget Year Goals

Update, develop, and recommend fiscal policies to ensure the financial stability of the County.

Work with departments to produce periodic financial reports, the BYER and the annual Three-Year Financial Forecast.

Develop and recommend Board of Supervisors' principles and strategies for development of the FY 2015-16 Recommended Budget.

Enhance the Recommended Budget publication to be more user-friendly and transparent.

Develop performance measures that track workload and major activities within this unit, as well as measurable efficiency and effectiveness outputs related to these activities.

Achieve the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for the fourth straight year.

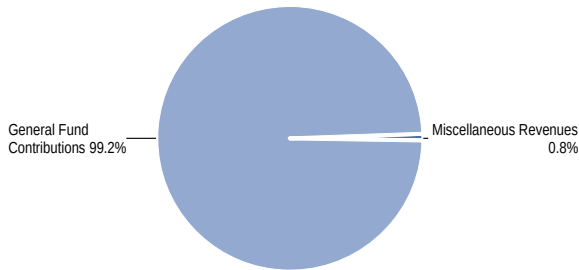
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
14A20	ASSOCIATE ADMINISTRATIVE ANALYST	1.00
14A23	PRINCIPAL ADMINISTRATIVE ANALYST	5.00
16C87	BUSINESS TECHNOLOGY ANALYST II	1.00
Total		7.00

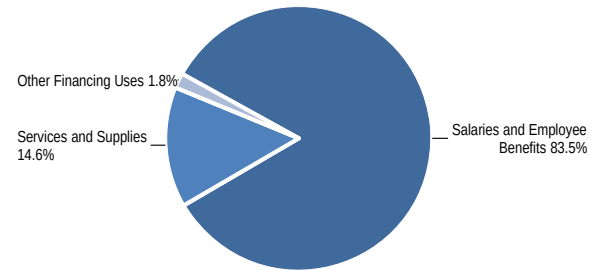
Contracts/Purchasing

(Unit 8047— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	665,062	677,651	778,971	825,232	825,232	147,581
Services and Supplies	67,790	84,343	79,539	144,639	144,639	60,296
Other Financing Uses	0	25,953	25,953	18,076	18,076	(7,877)
Subtotal	\$732,851	\$787,947	\$884,463	\$987,947	\$987,947	200,000

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Miscellaneous Revenues	29,484	8,000	8,000	8,000	8,000	0
Other Financing Sources	3,050	0	0	0	0	0
Subtotal	\$32,534	\$8,000	\$8,000	\$8,000	\$8,000	0
General Fund Contributions	\$700,317	\$779,947	\$876,463	\$979,947	\$979,947	200,000
Total Source of Funds	\$732,851	\$787,947	\$884,463	\$987,947	\$987,947	200,000

Unit Description

The Contracts/Purchasing unit provides County departments centralized procurement of goods and services and assistance with management of contractual issues. The Unit's services include the development and coordination of competitive bid processes, including Requests for Proposals (RFPs) and Requests for Qualifications (RFQs); administer contract documentation; maintain contract data; and acts as the Purchasing Agent representative for the Board of Supervisors. Contracts/Purchasing manages the County's procurement card and surplus property programs; utilizing best business practices in the administration of both these programs to ensure County resources are maximized to the fullest extent possible.

Prior Year Accomplishments

Continued to update the internet and intranet for easy access of current contracts/purchasing templates, procedural documents, policies & updates to ensure current information is available to all County departments.

Continued to post all active RFP's/RFQ's, Addenda and Attachments on the Solicitations Webpage to ensure easy and fast accessibility to vendors wishing to submit proposals.

Continued providing quarterly training sessions to County staff on new procurement policies, procedures, and practices and continued to provide one-on-one training for County departmental staff, upon request, for a variety of procurement and contract related tasks. Examples include: user training of the Advantage/ERP financial system to new employees in other departments; and an overview of the contracting process.

Supported and provided direction to County departments on the application of the County's climate-friendly purchasing policy.

Supported and provided direction on the Local Business Policy adopted by the Board of Supervisors.

Continued to develop and improve our County web-based, online auction system. The implementation of the online program has significantly improved the level of interest in County surplus property.

Increased outreach efforts to registered local non-profit organizations in need of donations, by redirecting surplus office furniture and other office equipment from the salvage facility for their use.

Assisted in the implementation of a Job Order Contracting (JOC) program. The establishment of the JOC program has given the County the ability to streamline the handling of major projects relative to Works of Public Improvement.

Collaborated with Human Resources-Learning & Development (LOD) in the development of a Contracts Academy as directed by the Board of Supervisors. The Academy will provide County employees with training on a standardized process for contract development. Staff has contributed in the development of the academy by mapping the process, policy advisement, and assistance in writing the Standard Operations Procedures and training Modules for the course work.

Partnered with the Auditor-Controller's Office to develop and implement a contracts approval electronic tracking system.

Commenced development of performance measures to track major workload indicators and level of service performance measures.

Budget Year Goals

Complete implementation and provide continuous improvement for the Contracts Academy and the electronic contract approval tracking system.

Create additional contract templates (e.g., basic services agreement, consulting agreement, agreement for hazardous goods and services, etc.), which meet County Counsel's risk provision requirements, while providing greater processing flexibility and reduction in processing timelines for County departments.

Continue to work cooperatively with the Auditor-Controller's Office to establish an e-procurement process geared towards streamlining selected procurement practices, including the ability for the County to process vendor payments electronically.

Continue outreach efforts for the County's surplus property program, resulting in timely disposal of surplus property and increased revenue to the County.

Continue to identify opportunities for increasing the use of the County's procurement card for small, routine purchases, which will result in increased rebate revenue to the County from the credit card company.

Continue to improve outreach in the area of green procurement, in accordance with the County's climate-friendly purchasing policy.

Continue to improve outreach efforts to the local vendor community by participating in various small business expositions; continually looking for ways to improve the Vendor Self Service (VSS) user experience; continuous collaboration with Auditor-Controller's Office to optimize efficiency and accuracy in Vendor Data reporting.

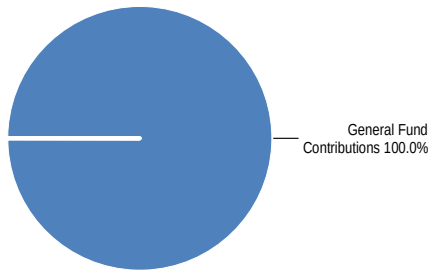
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
14C30	MANAGEMENT ANALYST II	1.00
14C31	MANAGEMENT ANALYST III	2.00
14E20	BUYER II	2.00
14G02	MANAGEMENT ANALYST I	1.00
14N35	CONTRACTS & PURCHASING OFFICER	1.00
Total		7.00

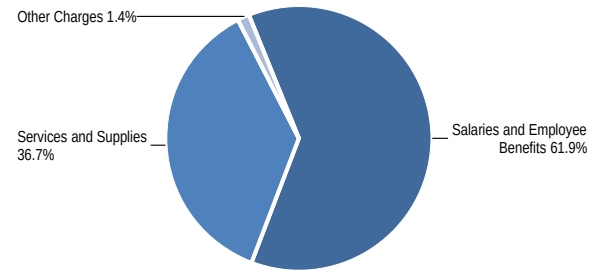
Intergovernmental & Legislative Affairs

(Unit 8054— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	674,226	782,796	703,690	658,108	658,108	(124,688)
Services and Supplies	384,863	314,380	393,486	389,841	389,841	75,461
Other Charges	(62,317)	21,628	21,628	15,234	15,234	(6,394)
Subtotal	\$996,773	\$1,118,804	\$1,118,804	\$1,063,183	\$1,063,183	(55,621)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Miscellaneous Revenues	85	0	0	0	0	0
Other Financing Sources	148,498	0	0	0	0	0
Subtotal	\$148,583	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$848,190	\$1,118,804	\$1,118,804	\$1,063,183	\$1,063,183	(55,621)
Total Source of Funds	\$996,773	\$1,118,804	\$1,118,804	\$1,063,183	\$1,063,183	(55,621)

Unit Description

The Intergovernmental and Legislative Affairs (IGLA) unit is responsible for State and Federal legislative coordination and advocacy and coordinates and negotiates with other governmental and regulatory agencies on matters of mutual concern; manages and provides for the needs of countywide strategic planning; manages the countywide performance management program; and oversees the Office of Emergency Services (OES). Additional responsibilities include the coordination of media relations; staff for a number of Board of Supervisors standing and ad hoc committees, which includes the Legislative and Capital Improvement Committees; and represents the County Administrative Officer (CAO) for the Interagency Criminal Justice Collaborative, the Emergency Communications Users' Advisory Council, and the Emergency Communications/Next Generation (NGEN) Governance Committee. A wide variety of special projects may be assigned upon direction of the Board of Supervisors and CAO.

Prior Year Accomplishments

Participated in the coordination, management and implementation of the Fort Ord planned 1,400-home, East Garrison Development Project.

Coordinated and managed efforts to respond to the San Lucas safe drinking water quality issue due to local drinking water well pollution by nitrate from fertilizers.

Initiated review on Laguna Seca operations and exploration of alternatives.

Convened staff level drought task force and coordinated presentation in a Board of Supervisors workshop on County response to drought emergency.

Coordinated issue identification for proposed City/County workshop on workforce housing.

Served as a liaison and coordinated among the County Administrative Office, Resource Management Agency, and Agricultural Commissioner and Cooperative Extension.

Planned and coordinated the 2013 Board/Department Head retreat.

Prepared and implemented the County's 2013-14 Legislative Program update.

Provided legislative analysis, developed legislative strategies, coordinated with internal and external partners, and advocated in support of the County's interests, priorities, and critical legislative or other initiatives.

Developed and administered the County's State and Federal lobbying efforts.

Provided County, State and Federal lobbying efforts utilizing the California State Association of Counties (CSAC) and National Association of Counties (NACo) organizations.

Coordinated legislative strategy development and advocacy related to high priority water issues affecting the County (e.g. Salinas River Channel Maintenance, California Drought, Water Bond, 11043 Permit, etc.).

Aligned Performance Measurement Program (Managing for Results) with the Board of Supervisors Strategic Initiatives and Key Objectives; created and included Department Key Performance Measures in the FY 2014-15 Recommended Budget Book; and coordinated various departments to report to the Board on how they use operational performance measures and outcomes as a management tool.

Facilitated department head work groups to refine and/or create Strategic Initiative descriptors, Key Objectives, Success Indicators, Milestones and Timelines.

Coordinated the County Sustainable Monterey County Program that focuses on transitioning to sustainable practices. Coordination included the implementation of a County Sustainable Monterey County webpage.

Developed and working toward implementation of an electronic Board Policy Manual to increase accessibility and resource sustainability.

Formed the Monterey County Government Channel Programming Review Group to enhance the development of contents for the County access channel and initiated work on Review Group recommendations for better delivery of programming.

Oversight of the County Government Channel programming; serves the public by providing and increasing access to public meetings and information on County services.

Provided communication among employees and the public communication on County activities and concerns, while maintaining resource sustainability through the CAO Weekly Report, via the Internet.

Budget Year Goals

Provide liaison and coordination among the County Administrative Office, the Resource Management Agency, Agricultural Commissioner and Cooperative Extension.

Coordinate and manage the East Garrison Development Project.

Coordinate and manage work supporting a solution to San Lucas water quality issue.

Coordinate State and Federal legislative/advocacy efforts related to critical water related projects and the drought emergency including coordinating the County's response.

Complete assessment and recommendations regarding Laguna Seca management/operation alternatives.

Organize a City/County workshop on workforce housing to identify issues and possible solutions.

Prepare and implement the County's FY 2015-16 Legislative Program.

Provide legislative analysis, coordination, and advocacy services in support of the County's legislative priorities and critical County initiatives including efforts to secure funding. Develop and administer the County's State and Federal legislative advocacy contracts. Coordinate County participation in State and Federal lobbying efforts through CSAC and NACo.

Direct and manage the continued development of the Managing for Results (MFR), County Performance Management Program and annual reports.

Plan and coordinate FY 2014-2015 Board/Department Heads annual retreat.

Continue to work with departments to identify, refine or review Department Key Performance Measures for the FY 2015-16.

Review, analyze and prepare Strategic Initiative/Key Objective Success Indicator outcomes and presentation to the Board.

Continue development of the Sustainable Monterey County Program and website.

Develop and implement online Board Policy Manual.

Provide programming oversight for the County Government Channel; ensure programming is meeting the needs of both the community and the County organization; and do an outreach to departments increasing awareness of the low and no cost aspects of the County Government Channel for outreach purposes. Work on Review Group recommendation for improving the channel website.

Implement guidelines for County department public outreach efforts.

Collaborate with public safety and community groups to ensure and maintain positive communications in a disaster or emergency event.

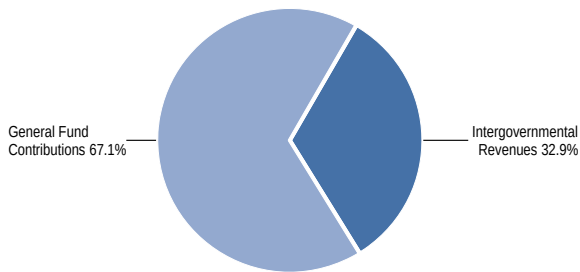
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
12E03	ASSISTANT COUNTY ADMINISTRATIVE OFFICER	1.00
14C31	MANAGEMENT ANALYST III	3.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00
Total		5.00

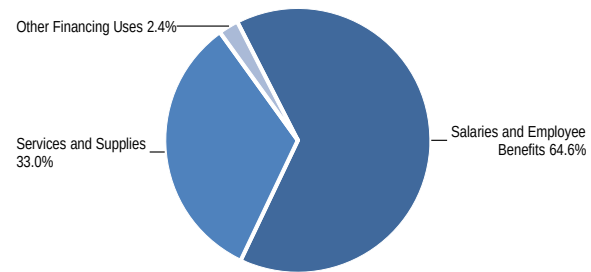
Office of Emergency Services

(Unit 8056— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	590,438	632,937	635,254	618,415	618,415	(14,522)
Services and Supplies	301,146	320,713	291,832	316,087	316,087	(4,626)
Other Charges	(25,000)	(45,000)	(45,000)	(45,000)	(45,000)	0
Other Financing Uses	0	0	0	23,315	23,315	23,315
Subtotal	\$866,584	\$908,650	\$882,086	\$912,817	\$912,817	4,167

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Intergovernmental Revenues	208,792	295,833	300,000	300,000	300,000	4,167
Charges for Services	25,000	0	0	0	0	0
Miscellaneous Revenues	163	0	0	0	0	0
Subtotal	\$233,955	\$295,833	\$300,000	\$300,000	\$300,000	4,167
General Fund Contributions	\$632,629	\$612,817	\$582,086	\$612,817	\$612,817	0
Total Source of Funds	\$866,584	\$908,650	\$882,086	\$912,817	\$912,817	4,167

Unit Description

The Office of Emergency Services (OES) budget unit functions under the direction of the Intergovernmental and Legislative Affairs (IGLA) Assistant County Administrative Officer. The OES is the lead agency of the Monterey County Operational Area. The mission of the OES is to ensure that Monterey County has the capability and the sustained capacity to prepare, respond, and recover from any natural, technological, or human related emergency or disaster. Responsibilities include coordinating public awareness and education on community risks, hazards, and preparedness actions. Ensuring that the "whole community" including public safety, government leadership, private and non-profit agencies are fully prepared to engage in response, recovery, and mitigation operations throughout the County. To accomplish this task, the OES develops and maintains a wide variety of emergency planning efforts, including incident response plans, hazard and function specific plans. The coordination and collaboration between Federal, State, local, nongovernment agencies is the cornerstone of OES operations. The OES operates the Monterey County and Operational Area Emergency Operations Center (EOC), which is activated during emergency conditions.

Prior Year Accomplishments

The Emergency Operations Center was activated for the Pfeiffer Fire from December 16 - December 20, 2013 and played a lead role in the following: issuance of an Emergency Proclamation; coordinated the evacuation and support for displaced populations; conducted damage assessments on 34 destroyed structures; and coordinated with the local assistance center to provide State and local services for unmet community needs.

The Office of Emergency Services (OES) has successfully administered over \$1,000,000 grant funds and met all deadlines, milestones, and spending documentation requirements. The Homeland Security Grant has been moved to a separate Fund (024) for improved tracking and auditing; provided oversight in Urban Area Security Initiative (UASI) grant approval process.

A risk management program has been implemented with all communities as part of the UASI (Urban Area Security Initiative), which includes critical assets inventories; threat assessments and gap analysis. This endeavor will be used to justify grant opportunities in the future.

The multi-jurisdictional, multi-hazard mitigation plan is 75% complete with full approval and an adopted scheduled for September 2014.

WebEOC is now fully operational and 95% of the EOC team members have been trained. Roll out to cities has been completed, and the system was tested in a Statewide Golden Guardian exercise.

Emergency Operations Plan (EOP) has been approved by Operational Area Coordinating Council (OACC) and adopted by the Board of Supervisors.

Drought task force has been created to monitor drought conditions throughout Monterey County and its impacts.

Continuity of Operations Planning has begun with all County departments participating. A Table-top Exercise is scheduled for June 2014.

Community outreach and Disaster Service Worker training for city and County employees has reached over 2,432 government, public, and non-profit employees. Shakeout in October, 2013 had 90,500 registered participants from Monterey County.

Budget Year Goals

Preparedness /Mitigation:

Develop the Operational Area Coordinating Council (OACC) three year strategic plan.

OES will conduct 25 community outreach programs to increase community preparedness awareness.

Community Emergency Response Teams (CERT) will conduct two exercises and membership is projected to increase by 55 new members throughout the County.

Three year Training and Exercise Plan will be updated. OES will conduct three EOC/ Field Exercises and two EOC trainings of staff to ensure the state of local readiness for the occurrence of any natural, technological or human conflict-related emergency or disaster that may impact any segment of Monterey County including relocation of EOC.

Ensure that all grants are awarded, tracked, and closed out within 12 months. Stakeholders have Terrorism Liaison Officer (TLO) assigned to their agency.

Have the Hazard Mitigation Plan approved by the Federal Emergency Management Agency (FEMA) and adopted by the Board of Supervisors.

Response:

Review all specific hazard annexes and response plans for National Incident Management System (NIMS)/ Standard Emergency Management System (SEMS) compliance.

Complete EOC Standard Operating Procedures reflecting new organizational changes.

Test computer infrastructure for compliance with County system requirements.

Fully implement WebEOC, test new EOC capabilities; improve interoperability and connectivity.

Train all participating communities.

Provide two WebEOC end user training for new EOC team members.

Administration user group will develop standard operation procedures.

Increase OES staff capability of mutual aid deployment per Emergency Management Mutual Aid (EMMA) standards.

Ensure all Special Teams are credentialed per FEMA guidelines.

Recovery:

Develop Disaster Recovery Plans including Logistics, Resource Management, and Lifeline restoration.

Conduct Volunteer Management/ Donations Management exercise.

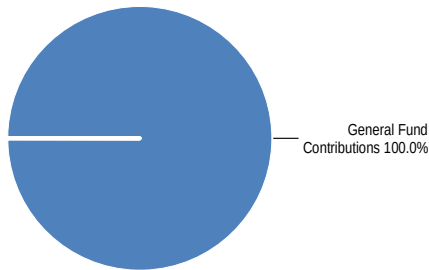
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
14A25	EMERGENCY SERVICES MANAGER	1.00
41G01	EMERGENCY SERVICES PLANNER	3.00
80A32	SENIOR SECRETARY	1.00
Total		5.00

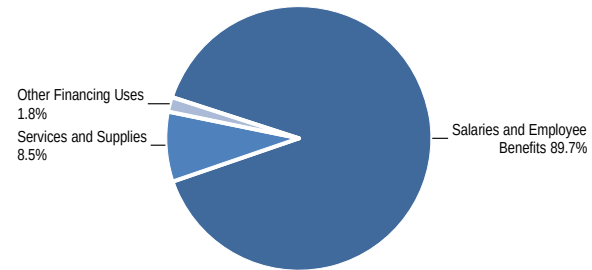
Office of Community Engagement & Strategic Advocacy

(Unit 8440— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	0	0	0	463,115	463,115	463,115
Services and Supplies	0	0	0	87,087	43,877	43,877
Other Financing Uses	0	0	0	9,140	9,140	9,140
Subtotal	\$0	\$0	\$0	\$559,342	\$516,132	516,132

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$0	\$0	\$0	\$559,342	\$516,132	516,132
Total Source of Funds	\$0	\$0	\$0	\$559,342	\$516,132	516,132

Unit Description

The Office of Community Engagement and Strategic Advocacy (OCESA) is a newly created County Administrative Office Unit and part of the reorganization that took place within the County Administrative Office to establish the management capacity formerly experienced in the Office, and provide an appropriate span of management control. The Division is responsible for the Monterey County Gang Violence Prevention Initiative. A Monterey County Gang Violence Prevention Strategic Plan was presented to the Board of Supervisors and approved in May 2013. The plan serves as a framework that emphasizes the requirement of serious and sustained collaboration among stakeholders and significant involvement by the public at large. County departments and partner agencies support activities along the continuum of prevention, intervention, suppression, and reentry services. The plan includes specific strategies to coordinate internal and external partners and evaluation of current practices to further develop short and long term goals, objectives, and outcomes. The unit has functional area responsibilities for public safety, public health, social and child support services, human resources, elections and library services. The unit functions as staff for the Health and Human Services Committee and the Human Resources Committee. The function and responsibilities of the unit were previously assigned within the Administration and Finance unit.

Prior Year Accomplishments

Continued Gang Violence Prevention Design Labs development to supplement the strategic and action plan efforts to reduce gang violence. The deliverable of the Labs is to provide peer review of design and implementation process; education component where experts share best practices; and action plan updated by workgroup and action teams.

Budget Year Goals

Finalize The Monterey County Gang Violence Prevention Strategic Action Plan, its strategies, short and long term goals, objectives and outcomes and provide sustainable implementation recommendations to the Board of Supervisors.

Implement the Board of Supervisors approved Monterey County Gang Violence Prevention Strategic Action Plan recommendation.

Function as CAO Liaison for the Countywide Criminal Justice IT System implementation; County Jail and County Juvenile Hall construction, planning and outreach; Interagency Criminal Justice Collaborative; Countywide Gang Violence Prevention Coordinator; and Countywide Health Services coordination and implementation of the 2010 Affordable Care Act (ACA).

Develop performance measurements to communicate outcomes on key activities.

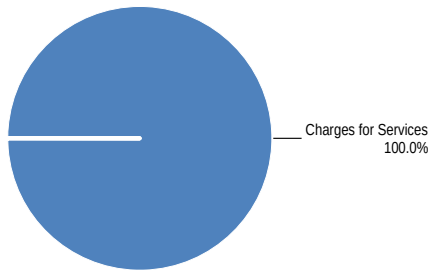
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
12E03	ASSISTANT COUNTY ADMINISTRATIVE OFFICER	1.00
14C31	MANAGEMENT ANALYST III	1.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00
Total		3.00

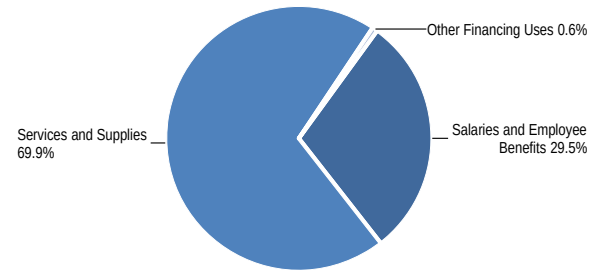
Fleet Administration

(Unit 8451— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	0	0	0	1,557,531	1,557,531	1,557,531
Services and Supplies	0	0	0	3,696,557	3,696,557	3,696,557
Other Charges	0	0	0	(4,967,938)	(4,967,938)	(4,967,938)
Other Financing Uses	0	0	0	33,653	33,653	33,653
Subtotal	\$0	\$0	\$0	\$319,803	\$319,803	319,803

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Charges for Services	0	0	0	319,803	319,803	319,803
Subtotal	\$0	\$0	\$0	\$319,803	\$319,803	319,803
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$0	\$0	\$0	\$319,803	\$319,803	319,803

Unit Description

Fleet Management services and tracks repair actions for over 1,601 vehicles and pieces of equipment that operate over the 2,127,359 acres of Monterey County. Fleet provides rental vehicles to meet transportation needs of County employees when their official travels take them outside of County lines or when County owned vehicles undergo repairs. Fleet Management also provides oversight of the County's five fueling stations that dispense over 527,000 gallons of diesel and unleaded fuel per year.

Prior Year Accomplishments

Filled three critical vacant positions.

Collaborated with other government entities by sharing resources and incorporating best practices.

Began negotiations with the City of Monterey for the relocation of the Toro Park fleet facility to a shared regional facility.

Restructured the Vehicle Replacement Program (VRP) and replaced it with the Vehicle Asset Management Program (VAMP).

Implemented a customer survey to determine level of satisfaction with Fleet services.

Complied with all government agency requirements for vehicle safety and regulations.

Provided safe and serviceable vehicles and equipment to County departments.

Established a New Muni-Lube Service model at the Laurel Yard Facility to expedite Level A & B Services (Standard Oil, Tire Rotations and Safety Checks).

Budget Year Goals

Evaluate and implement industry best procedures within operation.

Participate in reviewing and updating the Vehicle Use Policy.

Conduct a vehicle utilization study in collaboration with user departments to reduce or reassign underutilized assets.

Raise awareness of driver responsibilities and vehicle policies by participating in the County's new employee orientation sessions.

Centralize Fueling operations within all County owned facilities.

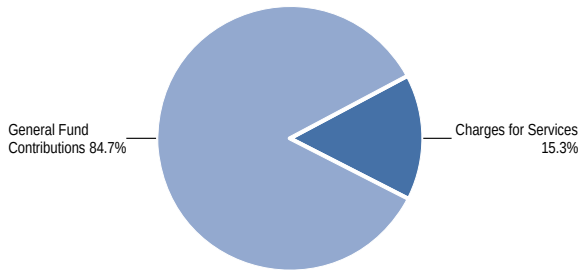
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
14H64	FLEET MANAGER	1.00
70F23	STOREKEEPER	1.00
70F80	SENIOR STOREKEEPER	1.00
72C20	MECHANIC I	1.00
72C23	MECHANIC II	10.00
72C26	MECHANIC III	1.00
72C83	FLEET SERVICE WRITER	1.00
80A31	SECRETARY	1.00
80G21	DATA ENTRY OPERATOR II	1.00
Total		18.00

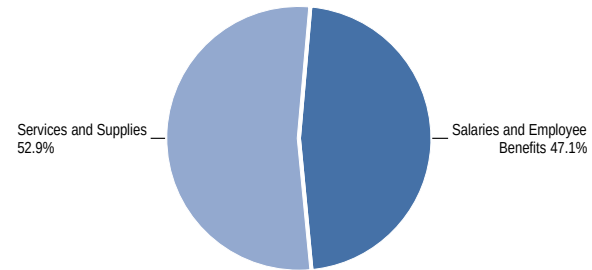
Shuttle

(Unit 8452— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	0	0	0	76,919	76,919	76,919
Services and Supplies	0	0	0	86,432	86,432	86,432
Subtotal	\$0	\$0	\$0	\$163,351	\$163,351	163,351

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Charges for Services	0	0	0	25,000	25,000	25,000
Subtotal	\$0	\$0	\$0	\$25,000	\$25,000	25,000
General Fund Contributions	\$0	\$0	\$0	\$138,351	\$138,351	138,351
Total Source of Funds	\$0	\$0	\$0	\$163,351	\$163,351	163,351

Unit Description

The County Juror and Employee Shuttle program falls under the direction of Fleet Management. The shuttle program provides daily shuttle service for jurors reporting for jury duty within the County Courthouse and to employees working or visiting the County Government Center.

Prior Year Accomplishments

The Shuttle service safely transported approximately 21,637 jurors and government employees from the offsite parking lot located at the City Train Center to the Government Center during FY 2013-14, without any loss time, damage or incidents.

Budget Year Goals

Continue to deliver quality customer service for both County employees and jurors.

Safely transport all employees and jurors to and from their point of destination.

Work with the City of Salinas on the downtown revitalization plan to include parking around the Government Center to reduce the number of shuttle trips.

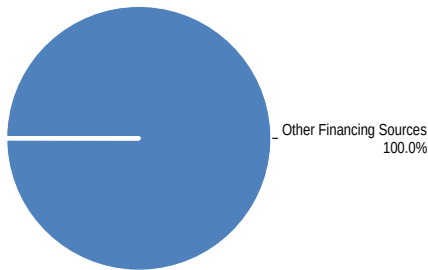
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
70M01	SHUTTLE DRIVER	1.00
Total		1.00

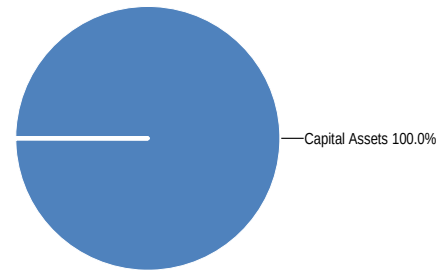
Vehicle Replacement Program

(Unit 8453— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Other Charges	0	0	0	(1,586,308)	(1,586,308)	(1,586,308)
Capital Assets	0	0	0	1,639,671	1,639,671	1,639,671
Subtotal	\$0	\$0	\$0	\$53,363	\$53,363	53,363

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Other Financing Sources	0	0	0	53,363	53,363	53,363
Subtotal	\$0	\$0	\$0	\$53,363	\$53,363	53,363
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$0	\$0	\$0	\$53,363	\$53,363	53,363

Unit Description

The Vehicle Asset Management Program (VAMP formerly VRP) is the County's vehicle management program. Participating departments are charged a monthly future replacement fee during the useful life of the vehicle. These funds are then used to replace the vehicle after it has been fully depreciated, typically six to eight years.

Prior Year Accomplishments

Restructured the existing Vehicle Replacement Program (VRP) and replaced it with the Vehicle Asset Management Program (VAMP). The restructuring was essential to providing users with a more comprehensive fleet solution. This has allowed fleet management to align fleet goals and needs with the department's business goals: identify cost saving opportunities, implemented technology solutions to ensure peak performance from assets, implemented

programs and policies to enhance asset productivity, and increased customer service levels (response times).

Budget Year Goals

Improve the processes and procedures of the Vehicle Asset Management Program (VAMP) by replacing older vehicles that are past their expected life.

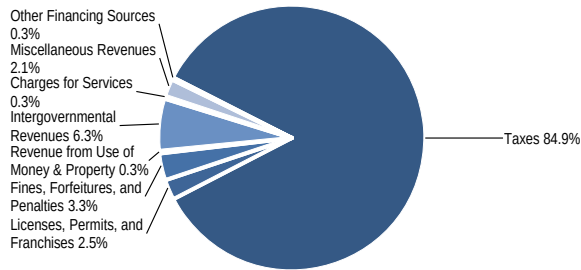
Conduct an Annual Vehicle Utilization Study in cooperation with user departments.

Develop a sustainable process where County departments can turn in vehicles that are either no longer needed for their operations or can no longer afford the cost of the asset.

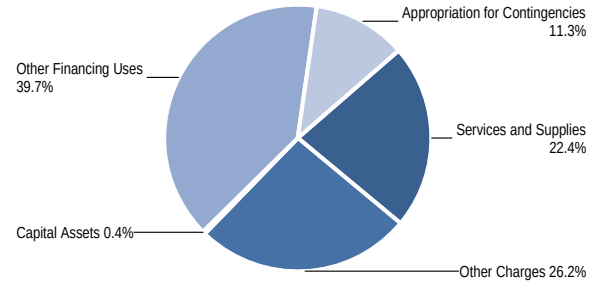
Develop a sustainable program where County departments that cannot afford to buy-in to the VAMP, have an opportunity to assume fee payments from other departments that turn in vehicles prior to their replacement date.

CAO Non-Departmental

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Services and Supplies	1,624,211	5,828,818	5,628,122	10,700,409	10,700,409	4,871,591
Other Charges	10,535,694	13,926,722	13,919,518	12,499,239	12,499,239	(1,427,483)
Capital Assets	169,330	170,000	200,000	170,000	170,000	0
Other Financing Uses	26,996,446	22,683,037	22,683,037	18,928,935	18,928,935	(3,754,102)
Appropriation for Contingencies	0	4,794,358	4,794,358	5,407,307	5,407,307	612,949
Subtotal	\$39,325,680	\$47,402,935	\$47,225,035	\$47,705,890	\$47,705,890	302,955

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Taxes	148,496,860	150,064,088	150,481,622	155,389,880	155,389,880	5,325,792
Licenses, Permits, and Franchises	4,649,882	4,104,382	4,649,882	4,500,000	4,500,000	395,618
Fines, Forfeitures, and Penalties	5,962,346	5,972,435	5,972,435	5,972,435	5,972,435	0
Revenue from Use of Money & Property	549,752	429,453	564,141	570,554	570,554	141,101
Intergovernmental Revenues	18,186,979	15,604,742	15,409,400	11,584,654	11,584,654	(4,020,088)
Charges for Services	640,364	506,517	598,376	618,308	618,308	111,791
Miscellaneous Revenues	5,739,124	4,028,225	3,865,454	3,861,841	3,861,841	(166,384)
Other Financing Sources	67,000	0	668,650	500,000	500,000	500,000
Subtotal	\$184,292,307	\$180,709,842	\$182,209,960	\$182,997,672	\$182,997,672	2,287,830
General Fund Contributions	(\$144,945,095)	(\$133,306,907)	(\$134,984,925)	(\$135,291,782)	(\$135,291,782)	(1,984,875)
Total Source of Funds	\$39,347,212	\$47,402,935	\$47,225,035	\$47,705,890	\$47,705,890	302,955

Unit Description

The County Administrative Office (CAO) Non-Departmental section consists of individual non-operational units under the management and control of the CAO. Specific details on each of the Non-Departmental units are provided in the individual unit narratives.

Included with the Non-Departmental section are the following units: Contributions - Proposition 172; Contributions -Other Agencies; Trial Courts; Contingencies; County Memberships; Medical Care Services; Other Financing Uses; Other General Expenditures; Non-Program Revenue; and Homeland Security Grant.

Summary of Recommendation

CONTRIBUTIONS - PROPOSITION 172: The County contributes a portion of its Public Safety Sales Tax (Proposition 172) revenue to fire protection service providers in unincorporated areas of the County. The disbursement model for Proposition 172 as of FY 2011-12, is the sharing of the full 9.13% of Proposition 172 revenues for the most recently audited fiscal year with the Association. Under this formula, the Association's share of Proposition 172 revenues will increase by \$129,191 to \$2,607,735 in FY 2014-15.

CONTRIBUTIONS - OTHER AGENCIES: The FY 2014-15 Recommended Budget is \$486,881 and reflects payment of fees and dues to other government agencies, such as the Monterey Bay Unified Air Pollution Control District and the Association of

Monterey Bay Area Governments (please see the unit narrative for a complete list of agencies funded by this program).

TRIAL COURTS: The FY 2014-15 Recommended Budget for expenditures is \$9,025,615 which is the same level as FY 2013-14.

CONTINGENCIES: The FY 2014-15 Recommended Budget for General Fund Contingencies totals \$5,407,307, an increase of \$612,949 from the previous year. This funding level complies with the Board of Supervisors' policy (adopted in January 2005), establishing the General Fund Contingencies appropriation at 1% of estimated General Fund revenues.

COUNTY MEMBERSHIPS: The FY 2014-15 Recommended Budget of \$222,329 is a \$173,870 increase from the prior year. The budgeted total is sufficient for the County's current membership costs for the California State Association of Counties and the National Association of Counties (please see the unit narrative for a complete list of memberships funded by this unit).

MEDICAL CARE SERVICES: Due to an accounting change, effective FY 2012-13, this unit appropriates Vehicle License Fee Realignment revenue to the Health and Social Services departments, and the County's portion of the Sales Tax Revenue match for health and mental health services. Effective July 1, 2012, the Mental Health match will be administered in Fund 023-Behavioral Health; and the Health and Social Services department monies will be administered in Fund 025-Realignment/ Vehicle License Fees. As of January 1, 2014, Assembly Bill 85 as modified by Senate Bill 98 (AB85) reduces California Counties' health realignment funds by an average of 60% (Please see detail at the Unit level). Therefore, the Recommended appropriations for this unit are \$8,334,327 reflecting a decrease of \$3,595,691 from the previous Fiscal Year.

OTHER FINANCING USES: This unit provides operating transfers to various County programs including the County's Public Improvement Corporation (PIC) Debt Service Fund (Fund 251) to finance public facility improvements and the Monterey County Next Generation (NGEN) Operational Area Emergency Communications System. It also provides contributions for the Court Appointed Special Advocates (CASA) program, the Fort Ord Reuse Authority (FORA) annual membership fees, Redevelopment & Housing's pollution and liability insurance costs for the East Garrison Redevelopment project, operation of the Prunedale Senior Center, Audit expenses, contracted publishing services for the annual Recommended Budget book, and transfers in support of the following County departments and programs: County Library, Parks, Law Library, and the Public Works/Road Fund chip seal paving program, Carmel Lagoon sandbar emergency response work and capital transfers for Jail Project. The FY 2014-15 Recommended Budget increases appropriations in this unit by \$2,758,957 (15%), to \$20,580,517.

OTHER GENERAL EXPENDITURES: Recommended expenditures in this unit for FY 2014-15 are \$67,500 which is the same level as FY 2013-14.

NON-PROGRAM REVENUE: This unit includes all non-program revenues that are not directly associated with operating departments. Non-program revenues are discretionary funds. Primary sources of non-program revenues including property taxes, sales taxes, transient occupancy taxes (TOT) also referred to as hotel taxes, interest earnings, property transfer taxes, utility franchises, interest on short-term investments for cash flow purposes, open space subventions, discretionary State and Federal aid, property tax administrative cost recoveries, and the sale of fixed assets. A portion of Vehicle License Fee (VLF) revenue for programs that were realigned under State/local program realignment, and tobacco settlement funds, are also budgeted in this unit. The FY 2014-15 Recommended Budget for Non-Program Revenue totals \$174,190,643. This total represents an increase of \$1,434,960 over the FY 2013-14 Adopted Budget, primarily related to estimated growth in revenue from property taxes.

HOMELAND SECURITY GRANT PROGRAM: The FY 2014-15 Recommended Budget for the Homeland Security Grant, Fund 024 is \$973,679 in appropriations and \$973,679 in revenue. There is no budgeted General Fund Contribution for this unit.

Budget Impacts

NON-PROGRAM REVENUE: The FY 2014-15 Recommended Budget for Non-Program Revenue reflects the potential impact of the State's adoption of AB 85, effective January 1, 2014. As a result of this legislation the State proposes to retain 51% of the County's previous levels of revenue from Vehicle License Fees (VLF), related to Public Health Realignment. This action potentially impacts VLF revenues in the last half of FY 2013-14, with an estimated year-end revenue shortfall of \$2.2 million. The FY 2014-15 estimated impact is \$4.6 million. The State will notify the County annually regarding the amount of County VLF revenue to be withheld, up to 51%. As of this writing, the State's determination for FY 2013-14 and FY 2014-15 has not been received.

Prior Year Accomplishments

Current Year Accomplishments are presented at the unit level.

Budget Year Goals

Budget Year Goals are presented at the unit level.

Pending Issues

There are no pending issues.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted	Fund Code	Org Code
Contributions - Proposition 172 (CA0007)	2,243,449	2,478,544	2,478,544	2,607,735	2,607,735	129,191	001	1050_8028

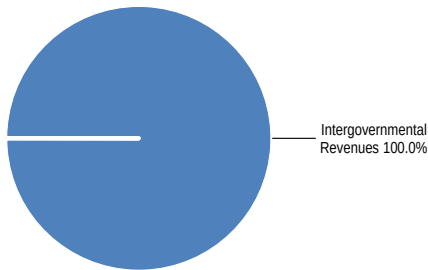
Appropriation Expenditure Detail

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted	Fund Code	Org Code
Contributions-Other Agencies (CA0007)	325,381	486,881	486,881	486,881	486,881	0	001	1050_8029
Trial Courts (CA0008)	8,000,754	9,025,615	9,025,615	9,025,615	9,025,615	0	001	1050_8031
Contingencies (CA0020)	148,498	4,794,358	4,794,358	5,407,307	5,407,307	612,949	001	1050_8034
County Memberships (CA0013)	46,881	48,459	48,459	222,329	222,329	173,870	001	1050_8035
Medical Care Services (CA0016)	11,879,755	11,930,018	11,930,018	8,334,327	8,334,327	(3,595,691)	001	1050_8037
Other Financing Uses (CA0017)	15,557,454	17,821,560	17,821,560	20,580,517	20,580,517	2,758,957	001	1050_8038
Other General Expenditures (CA0014)	339,080	67,500	67,500	67,500	67,500	0	001	1050_8039
Homeland Security Grant (CA0023)	759,385	750,000	572,100	973,679	973,679	223,679	024	1050_8412
Subtotal	\$39,300,636	\$47,402,935	\$47,225,035	\$47,705,890	\$47,705,890	302,955		

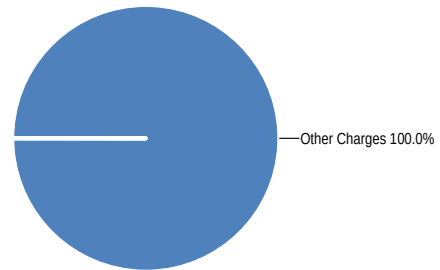
Contributions - Proposition 172

(Unit 8028— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Other Charges	2,243,449	2,478,544	2,478,544	2,607,735	2,607,735	129,191
Subtotal	\$2,243,449	\$2,478,544	\$2,478,544	\$2,607,735	\$2,607,735	129,191

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Intergovernmental Revenues	2,607,735	2,478,544	2,478,544	2,607,735	2,607,735	129,191
Subtotal	\$2,607,735	\$2,478,544	\$2,478,544	\$2,607,735	\$2,607,735	129,191
General Fund Contributions	(\$364,286)	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$2,243,449	\$2,478,544	\$2,478,544	\$2,607,735	\$2,607,735	129,191

Unit Description

This unit accounts for the County's Public Safety Sales Tax (Proposition 172) revenue that the County contributes to fire protection service providers in unincorporated areas. In FY 2011-12, the County Administrative Office and the Association agreed to a disbursement model for Proposition 172 revenues. Beginning in FY 2011-12, the County began sharing with the Association 9.13% of Proposition 172 revenues for the most recently audited fiscal year. Under this formula, the Association's share of Proposition 172 revenues will increase by \$129,191 to \$2,607,735 in FY 2014-15. The disbursement model allocates to fire agencies 9.13% of countywide Proposition 172 revenues for the most recently audited fiscal year (e.g., FY 2014-15 allocations are based on 2012-13

actuals). The model creates predictability for budgeting purposes and eliminates the need for year-end reconciliations and payment true-ups.

Prior Year Accomplishments

This is not an operational unit and serves a specific defined financial purpose, therefore, accomplishments are not required.

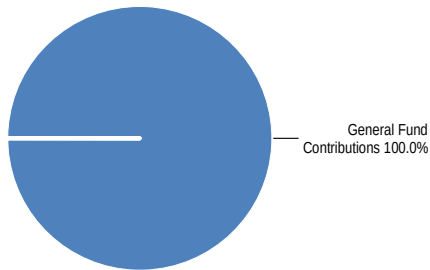
Budget Year Goals

This is not an operational unit and serves a specific defined financial purpose, therefore, goals are not required.

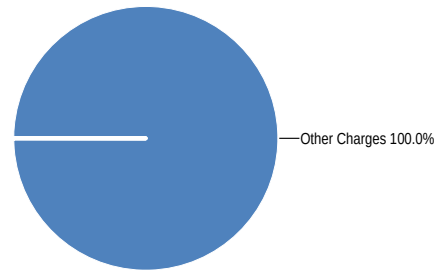
Contributions-Other Agencies

(Unit 8029— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Other Charges	325,381	486,881	486,881	486,881	486,881	0
Subtotal	\$325,381	\$486,881	\$486,881	\$486,881	\$486,881	0

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$325,381	\$486,881	\$486,881	\$486,881	\$486,881	0
Total Source of Funds	\$325,381	\$486,881	\$486,881	\$486,881	\$486,881	0

Unit Description

This unit is used to identify and isolate contributions to the following governmental agencies: Monterey Bay Unified Air Pollution Control District; Association of Monterey Bay Area Governments (AMBAG); Pajaro River Watershed Flood Prevention Authority; Pajaro/Sunny Mesa Community Services District, Monterey Salinas Transit (MST); Local Agency Formation Commission (LAFCO); Law Enforcement Oversight Committee (LEOC) and Fishnet 4C.

Prior Year Accomplishments

This is not an operational unit and serves a specific defined financial purpose therefore, accomplishments are not required.

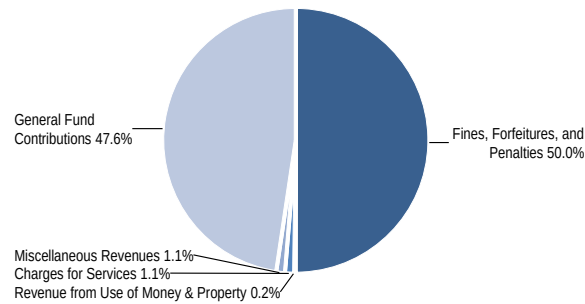
Budget Year Goals

This is not an operational unit and serves a specific defined financial purpose therefore, goals are not required.

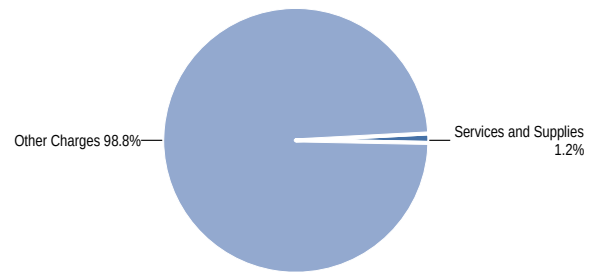
Trial Courts

(Unit 8031— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Services and Supplies	38,890	104,418	104,418	104,418	104,418	0
Other Charges	7,961,863	8,921,197	8,921,197	8,921,197	8,921,197	0
Subtotal	\$8,000,754	\$9,025,615	\$9,025,615	\$9,025,615	\$9,025,615	0

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	4,339,074	4,515,515	4,515,515	4,515,515	4,515,515	0
Revenue from Use of Money & Property	1,894	15,000	15,000	15,000	15,000	0
Charges for Services	132,513	100,100	100,100	100,100	100,100	0
Miscellaneous Revenues	24,498	95,000	95,000	95,000	95,000	0
Subtotal	\$4,497,979	\$4,725,615	\$4,725,615	\$4,725,615	\$4,725,615	0
General Fund Contributions	\$3,502,775	\$4,300,000	\$4,300,000	\$4,300,000	\$4,300,000	0
Total Source of Funds	\$8,000,754	\$9,025,615	\$9,025,615	\$9,025,615	\$9,025,615	0

Unit Description

The Trial Court budget accounts for the County's obligations to the State on behalf of the Courts as outlined in Senate Bill (SB) 1732 and subsequently amended by Assembly Bill (AB) 233, the Trial Court Funding Act of 2002 (the Act). AB 233 authorized the transfer of responsibility for Trial Court funding from counties to the State and established an expenditure and revenue Maintenance of Effort (MOE) obligation for each county. The County MOE is based on the amount of County General Funds expended for Trial Court operations and the amount of certain designated fine and forfeiture revenue distributed to the State in the base year, FY 1994-95. Additionally, AB 233 required the County to share with the State any increases in revenue, on a 50-50 basis, that occurred beyond the revenue base set forth in the Act. The FY 2014-15 recommended expenditures and revenues are \$9,025,615 and \$4,725,615 respectively, requiring a \$4,300,000 General Fund Contribution.

The Trial Court budget provides for local Trial Court activities that affect County expenditures and revenue, including appropriations for: Trial Court Maintenance of Effort (MOE) payments; County

Facility Payments (CFPs); 50-50 revenue sharing with the State; revenue collection-related costs for specified fines and fees; judicial benefits and other court collection costs, as agreed to between the County, the Superior Court of Monterey County, and the Administrative Office of the Courts (AOC). Revenues reflect all fines, forfeitures, and fees currently collected on behalf of the County by both the Superior Court of Monterey County and the Revenue Division of the Treasurer-Tax Collector's Office. The Revenue Division is responsible for the Criminal Court Collections Program (CCCP) for the County.

Pursuant to the Act, the County transferred the Marina Courthouse title to the AOC, effective December 31, 2008. On March 30, 2009, the County executed a transfer of responsibility for the Monterey, King City, and Juvenile Court facilities. Responsibility for the Salinas North Wing Court Facility transferred to the AOC on October 12, 2010. However, title to the North Wing and Monterey facilities will not transfer to the AOC until the bonded indebtedness, to which the buildings are subject, is paid. CFPs associated with these transfers are budgeted in this unit.

Prior Year Accomplishments

This is not an operational unit and serves a specific defined financial purpose, therefore, accomplishments are not required.

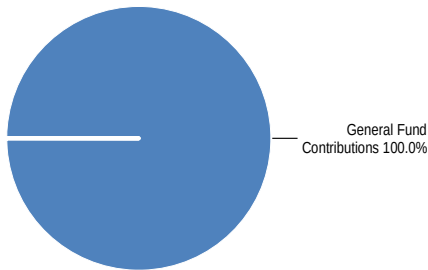
Budget Year Goals

This is not an operational unit and serves a specific defined financial purpose, therefore, goals are not required.

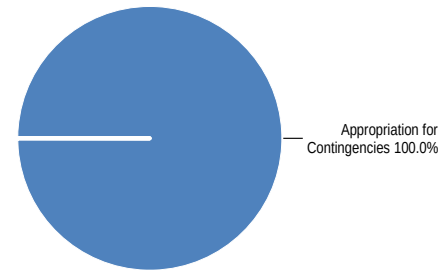
Contingencies

(Unit 8034— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Other Financing Uses	148,498	0	0	0	0	0
Appropriation for Contingencies	0	4,794,358	4,794,358	5,407,307	5,407,307	612,949
Subtotal	\$148,498	\$4,794,358	\$4,794,358	\$5,407,307	\$5,407,307	612,949

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$148,498	\$4,794,358	\$4,794,358	\$5,407,307	\$5,407,307	612,949
Total Source of Funds	\$148,498	\$4,794,358	\$4,794,358	\$5,407,307	\$5,407,307	612,949

Unit Description

The County maintains a portion of the General Fund as a Contingency Reserve to provide the County with sufficient working capital and a margin of safety for such impacts as natural disasters, economic shocks resulting in significant revenue shortfalls or/and program changes. By law (Section 29084 of the State of California Government Code), the amount set aside in a contingency account in the County's General Fund may not exceed 15% of the total appropriations, exclusive of the amount of the appropriations for contingencies. Monterey County's Fund Balance and Reserve Policies specify an annual Contingency Reserve equivalent to 1% of total General Fund estimated revenues. In the event of a emergency and/or unexpected revenue declines, the Contingency Reserve funds may be used at the discretion of and by action of the Board of Supervisors. These funds are utilized only after all other budget sources have been examined.

Summary of Recommendation

The FY 2014-15 Recommended Budget includes \$5,407,307 for Contingencies. This total reflects an increase of \$ 612,949 (13%) over the FY 2013-14 Adopted Budget, in compliance with the Board adopted policy for a General Fund Contingencies budget equal to 1% of estimated General Fund revenues.

Prior Year Accomplishments

This is not an operational unit and serves a specific defined financial purpose, therefore, accomplishments are not required.

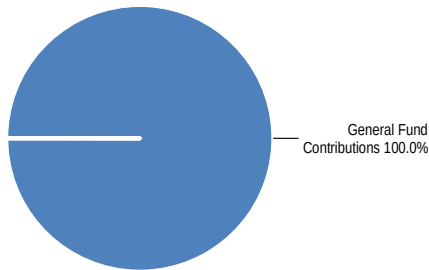
Budget Year Goals

This is not an operational unit and serves a specific defined financial purpose, therefore, goals are not required.

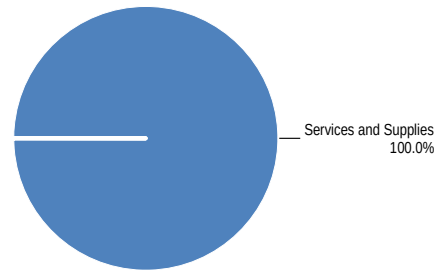
County Memberships

(Unit 8035— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Services and Supplies	46,881	48,459	48,459	222,329	222,329	173,870
Subtotal	\$46,881	\$48,459	\$48,459	\$222,329	\$222,329	173,870

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$46,881	\$48,459	\$48,459	\$222,329	\$222,329	173,870
Total Source of Funds	\$46,881	\$48,459	\$48,459	\$222,329	\$222,329	173,870

Unit Description

This unit provides payment for annual memberships in the California State Association of Counties (CSAC), National Association of Counties (NACo), California Coastal Trail Association (CCTA) and Monterey Peninsula Regional Water Authority (MPRWA). These organizations provide information on issues of interest to the County and provide an opportunity for the County to network with other Boards and administrative staff.

CSAC designates three caucuses: Urban, Suburban, and Rural. Through membership in CSAC, the County enjoys access to a legislative newsletter, a pooled industrial development bond authority, an insurance authority, program litigation review services, a government leasing program, and lobbying services. CSAC also provides Senate Bill (SB) 90 services directed at obtaining reimbursement for State-mandated programs and at educating counties in the methods of filing SB 90 claims to the State.

NACo was founded in 1935 by county officials who saw a need for a presence in Washington, D.C. and who wanted to ensure that the county government message was heard and understood in the

White House and Congress. NACo's purpose and objectives are to serve as a liaison with other levels of government, to improve the public's understanding of county government, and to assist counties in finding innovative methods of meeting the challenges they face.

CCTA is network of cities, counties and other agencies that own a strand of the California Coastal Trail collaboratively working to assure the completion of the trail and long term protection of California's coastline. CCTA's purpose is to expand awareness, promote tourism, economic development and facilitating collaboration between public agencies.

Prior Year Accomplishments

This is not an operational unit and serves a specific defined financial purpose, therefore, accomplishments are not required.

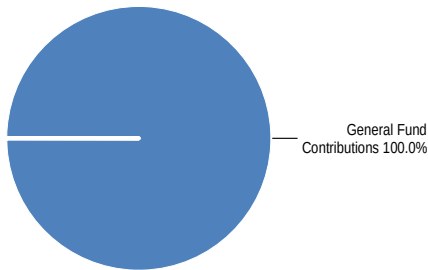
Budget Year Goals

This is not an operational unit and serves a specific defined financial purpose, therefore, goals are not required.

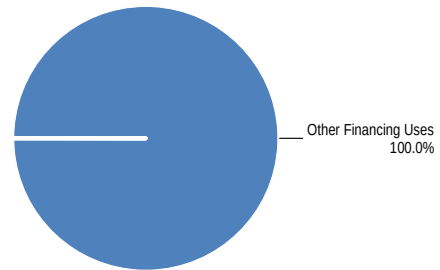
Medical Care Services

(Unit 8037— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Other Financing Uses	11,879,755	11,930,018	11,930,018	8,334,327	8,334,327	(3,595,691)
Subtotal	\$11,879,755	\$11,930,018	\$11,930,018	\$8,334,327	\$8,334,327	(3,595,691)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$11,879,755	\$11,930,018	\$11,930,018	\$8,334,327	\$8,334,327	(3,595,691)
Total Source of Funds	\$11,879,755	\$11,930,018	\$11,930,018	\$8,334,327	\$8,334,327	(3,595,691)

Unit Description

Pursuant to Welfare and Institutions Code Section 17000, counties are required to provide medical care to indigent residents lawfully residing in the County when such persons are not supported and relieved by some other means. In prior fiscal years, the Medical Care Services unit provided a General Fund payment to Natividad Medical Center and the Health Department to cover costs associated with indigent medical care. Beginning in Fiscal Year 2012-13, a change in accounting for realignment dollars resulted in this unit being used to appropriate Vehicle License Fees (VLF) for the Health Department and the Department of Social and Employment Services; the County's portion of the Sales Tax Revenue match for health services; and the Sales Tax Revenue match for Mental Health Services.

Beginning on January 1, 2014, Assembly Bill 85 as modified by Senate Bill 98 (AB 85) reduces California counties' health realignment funds by an average of 60% in consideration of the Medi-Cal expansion for Medically Indigent Adults. California counties were given a choice between two options to determine the portion of realignment funds to be retained by the State: 1) accept a reduction of 60% of realignment funds, or 2) utilize a formula to show that a lesser reduction was appropriate. The County of

Monterey Board of Supervisors chose the second option, and upon the completion of an extensive submission of documentation, the State determined that the County's realignment funds would be reduced by 51%.

The Recommended Budget allocates the Public Health Realignment funds as follows: \$0.53 million Behavioral Health-Mental Health Services, \$3.4 million Health Maintenance of Effort, and \$3.6 million Sheriff's Department-Inmate Medical Services. In FY 2014-15, the Mental Health Services match of \$532,678 will be administered in Fund 023. The VLF (\$4,433,679) and County's portion of the Sales Tax Revenue match (\$3,367,970) for Health and Social Services will be administered in Fund 025.

Prior Year Accomplishments

This is not an operational unit and serves a specific defined financial purpose, therefore, accomplishments are not required.

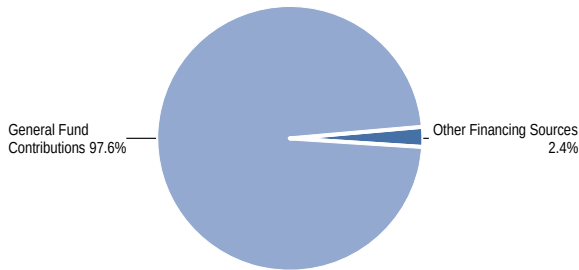
Budget Year Goals

This is not an operational unit and serves a specific defined financial purpose, therefore, goals are not required.

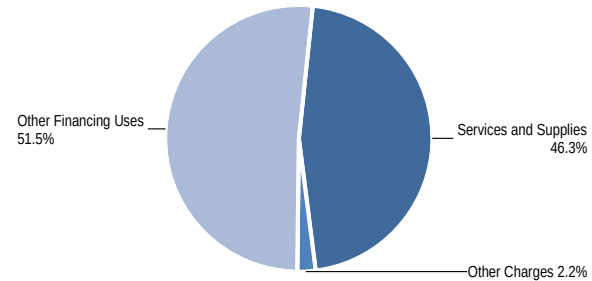
Other Financing Uses

(Unit 8038— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Services and Supplies	777,301	5,063,541	5,063,541	9,531,733	9,531,733	4,468,192
Other Charges	5,000	2,005,000	2,005,000	454,176	454,176	(1,550,824)
Other Financing Uses	14,775,152	10,753,019	10,753,019	10,594,608	10,594,608	(158,411)
Subtotal	\$15,557,454	\$17,821,560	\$17,821,560	\$20,580,517	\$20,580,517	2,758,957

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Other Financing Sources	67,000	0	0	500,000	500,000	500,000
Subtotal	\$67,000	\$0	\$0	\$500,000	\$500,000	500,000
General Fund Contributions	\$15,490,454	\$17,821,560	\$17,821,560	\$20,080,517	\$20,080,517	2,258,957
Total Source of Funds	\$15,557,454	\$17,821,560	\$17,821,560	\$20,580,517	\$20,580,517	2,758,957

Unit Description

This unit is used to contribute monies from the General Fund to other County Funds for debt service and general subsidies. Funding may also be included for issues requiring additional review and analysis and issues that are exempt from the Brown Act related to employee bargaining unit negotiations, litigation, and real estate/property negotiations. FY 2014-15 recommendations for this unit provide operating transfers to various programs, including the County's Public Improvement Corporation (PIC) Debt Service Fund (Fund 251) to finance public facility improvements and the Monterey County Next Generation (NGEN) Operational Area Emergency Communications System.

Summary of Recommendation

The FY 2014-15 Recommended Budget for Other Financing Uses totals \$20,580,517. This total is \$2,758,957 (15%) higher than the FY 2013-14 Adopted Budget.

Prior Year Accomplishments

This is not an operational unit and serves a specific defined financial purpose, therefore, accomplishments are not required.

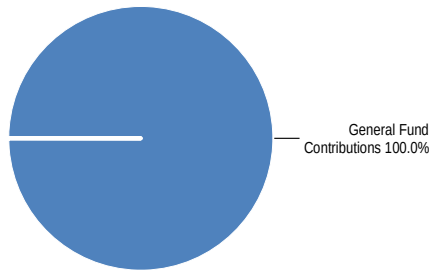
Budget Year Goals

This is not an operational unit and serves a specific defined financial purpose, therefore, goals are not required.

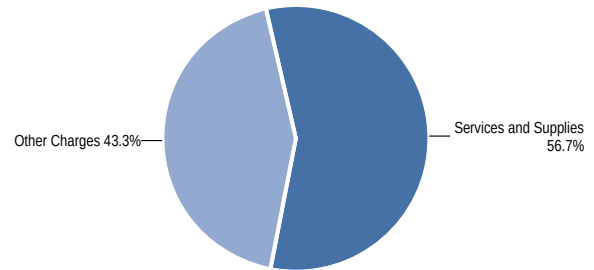
Other General Expenditures

(Unit 8039— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Services and Supplies	146,039	32,400	39,604	38,250	38,250	5,850
Other Charges	0	35,100	27,896	29,250	29,250	(5,850)
Other Financing Uses	193,041	0	0	0	0	0
Subtotal	\$339,080	\$67,500	\$67,500	\$67,500	\$67,500	0

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$339,080	\$67,500	\$67,500	\$67,500	\$67,500	0
Total Source of Funds	\$339,080	\$67,500	\$67,500	\$67,500	\$67,500	0

Unit Description

This unit was created to provide for general purpose expenses that are not allocated to an existing department or program. The amount appropriated in FY 2014-15 is \$67,500.

Prior Year Accomplishments

This is not an operational unit and serves a specific defined financial purpose, therefore, accomplishments are not required.

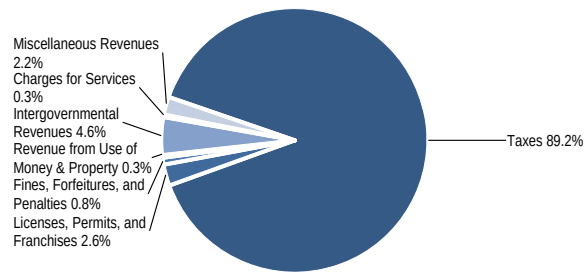
Budget Year Goals

This is not an operational unit and serves a specific defined financial purpose, therefore, goals are not required.

Non-Program Revenue

(Unit 8041— Fund 001)

Source of Funds



Use of Funds

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Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Taxes	148,496,860	150,064,088	150,481,622	155,389,880	155,389,880	5,325,792
Licenses, Permits, and Franchises	4,649,882	4,104,382	4,649,882	4,500,000	4,500,000	395,618
Fines, Forfeitures, and Penalties	1,623,272	1,456,920	1,456,920	1,456,920	1,456,920	0
Revenue from Use of Money & Property	548,966	414,453	548,966	555,554	555,554	141,101
Intergovernmental Revenues	14,794,980	12,376,198	12,358,931	8,003,240	8,003,240	(4,372,958)
Charges for Services	507,851	406,417	498,276	518,208	518,208	111,791
Miscellaneous Revenues	5,716,859	3,933,225	3,770,454	3,766,841	3,766,841	(166,384)
Other Financing Sources	0	0	668,650	0	0	0
Subtotal	\$176,338,670	\$172,755,683	\$174,433,701	\$174,190,643	\$174,190,643	1,434,960
General Fund Contributions	(\$176,338,670)	(\$172,755,683)	(\$174,433,701)	(\$174,190,643)	(\$174,190,643)	(1,434,960)
Total Source of Funds	\$0	\$0	\$0	\$0	\$0	0

Unit Description

This unit includes all non-program revenues that are not directly associated with operating departments. Non-program revenues are discretionary funds. Primary sources of non-program revenues include property taxes, sales taxes, hotel taxes (TOT), interest earnings, property transfer taxes, utility franchises, interest on short-term investments for cash flow purposes, open space subventions, discretionary State and Federal aid, property tax administrative cost recoveries, and the sale of fixed assets. A portion of Vehicle License Fee (VLF) revenue for programs that were realigned under State/local program realignment, and tobacco settlement funds, are also budgeted in this unit.

Summary of Recommendation

The FY 2014-15 Recommended Budget includes a total of \$174,190,643 in non-program revenues. Non-program revenue declined from a high of \$186,000,000 in FY 2007-08 to \$165,800,000 million in FY 2010-11, a loss of \$20,000,000 (11%) in

the County's total discretionary revenues as a result of the 2007-2009 recession. Though these revenues have been recovering in recent years, growth remains gradual and totals have not yet returned to pre-recession levels.

Budget Impacts

The FY 2014-15 Recommended Budget for Non-Program Revenue reflects the potential impact of the State's adoption of AB 85, effective January 1, 2014. As a result of this legislation the State proposes to retain 51% of the County's previous levels of revenue from Vehicle License Fees (VLF), related to Public Health Realignment. This action potentially impacts VLF revenues in the last half of FY 2013-14, with an estimated year-end revenue shortfall of \$2,200,000. The FY 2014-15 estimated impact is \$4,600,000. The State will notify the County annually regarding the amount of County VLF revenue to be withheld, up to 51%. As of this writing, the State's determination for FY 2013-14 and FY 2014-15 has not been received.

Prior Year Accomplishments

This is not an operational unit and serves a defined financial purpose not applicable to specific accomplishments.

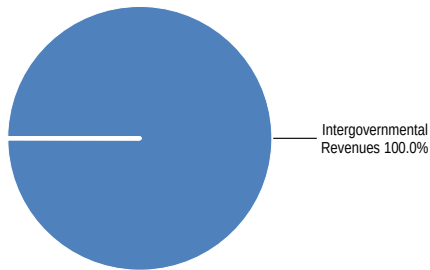
Budget Year Goals

This is not an operational unit and serves a specific defined financial purpose, therefore, goals are not required.

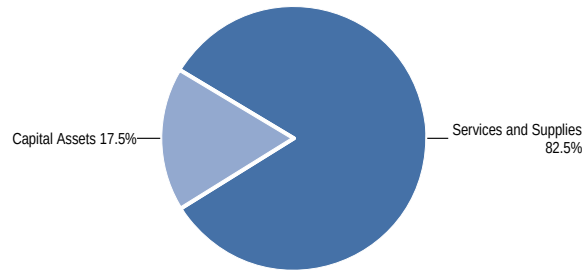
Homeland Security Grant

(Unit 8412— Fund 024)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Services and Supplies	590,056	580,000	372,100	803,679	803,679	223,679
Capital Assets	169,330	170,000	200,000	170,000	170,000	0
Subtotal	\$759,385	\$750,000	\$572,100	\$973,679	\$973,679	223,679

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Revenue from Use of Money & Property	(1,115)	0	175	0	0	0
Intergovernmental Revenues	784,264	750,000	571,925	973,679	973,679	223,679
Subtotal	\$783,149	\$750,000	\$572,100	\$973,679	\$973,679	223,679
Total Source of Funds	\$783,149	\$750,000	\$572,100	\$973,679	\$973,679	223,679

Unit Description

The Homeland Security Grant budget unit was created in FY 2012-13 to separate the grant funds from operational expenditures of the Office of Emergency Services (OES). The separation of Funds facilitates improved tracking and auditing. OES administers funds for authorized training, projects, and purchases for participating agencies.

Prior Year Accomplishments

The Office of Emergency Services (OES) successfully administered over \$1M in Homeland Security Grant funds, met all deadlines, milestones, and spending documentation requirements.

Budget Year Goals

Continue to administer all Homeland Security funds, meet all deadlines, milestone and spending documentation requirements. All grant funds are to be fully administered within 12 months of award.

Human Resources

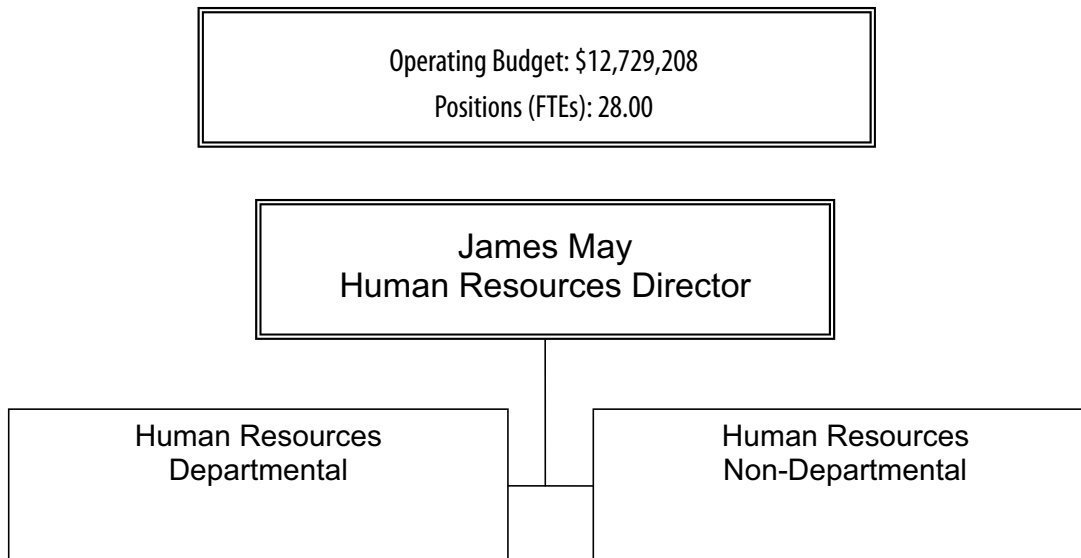
The Human Resources Department (HRD) develops and delivers innovative human resource programs and services designed to support the strategic initiatives of the County. Our core services and competencies include recruitment and staffing; employee relations; organizational and employee development; compensation and benefits; human resources information management; policy development; implementation and administration; and regulatory compliance.

HRD currently consists of five major functional units: Administration; Labor and Employee Relations; Employment and Information Systems; Learning and Organization Development; and Employee Benefits.

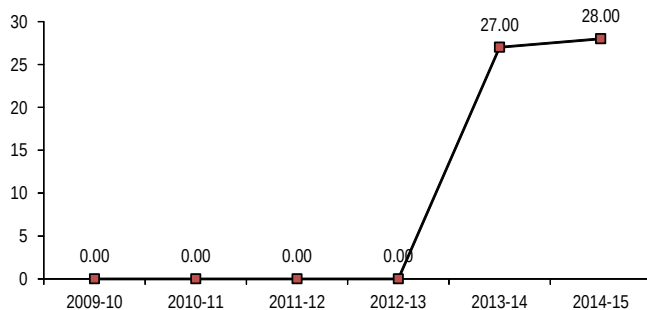
The Department has overall responsibility for administering a comprehensive human resources program and works closely with the Equal Opportunity Office to ensure compliance with equal opportunity laws and regulations and the development of a diverse workforce. HRD staff works closely with its internal and external customers to understand their human resource needs, assist in addressing those needs, and facilitate problem solving.

HRD also provides staff support to the Board of Supervisors Human Resources Committee, and to the Human Resources Centralization Steering Committee, which consist of members of the Board of Supervisors, County Department Heads, HRD staff, and members of employee bargaining units. The Committees review and respond to issues brought forward by the Board, staff, and the public. Additionally, the Committees provide input and monitor the implementation of the Blended Model Plan for the County of Monterey Human Resources.

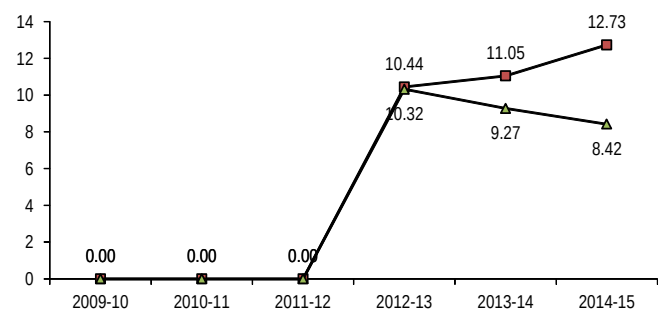




Staffing Trends



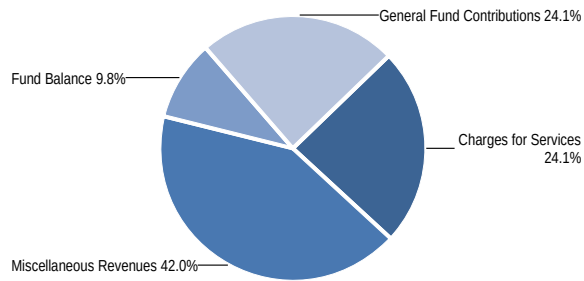
Expenditure/Revenue History (in thousands)



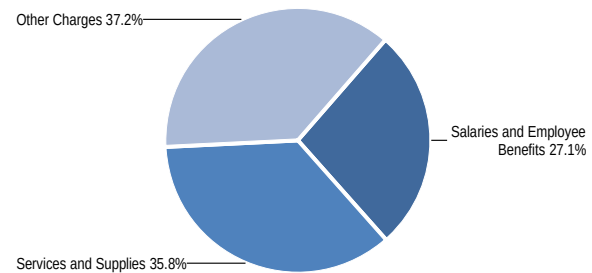
Managing employee performance through the use of written annual performance appraisals. Training and development opportunities for management, supervisory, and line staff to build skills/competencies, and provide information and support for sound organizational management.

Key Performance Measures	Actual 2011-12	Actual 2012-13	To Date 2013-14
Percent of countywide employee appraisals completed on time.	70%	N/A	71%
Percent of staff completing Excelling at Customer Service training that rate the course was of value. Target = 90%	93%	91%	98%
Percent of County managers and supervisors rating Performance Management and Progressive Discipline training as valuable. Target = 90%	96%	93%	88%
Percent of County managers and supervisors rating 7 Habits of Highly Effective Managers training as valuable. Target = 90%	98%	95%	93%
Number of MOU trainings conducted. Target = 8	N/APP	N/APP	6
Percentage of MOU training attendees rating training as valuable. Target = 98%	N/APP	N/APP	100%

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	5,853,615	3,339,085	2,967,672	3,857,614	3,446,218	107,133
Services and Supplies	1,097,843	4,483,805	4,441,186	4,560,015	4,551,131	67,326
Other Charges	3,490,803	4,716,000	3,636,692	4,641,426	4,731,859	15,859
Subtotal	\$10,442,261	\$12,538,890	\$11,045,550	\$13,059,055	\$12,729,208	190,318

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Revenue from Use of Money & Property	52,352	0	0	0	0	0
Charges for Services	6,900,048	3,079,350	3,077,000	3,065,000	3,065,000	(14,350)
Miscellaneous Revenues	3,369,644	5,705,049	6,194,808	5,350,919	5,350,919	(354,130)
Subtotal	\$10,322,044	\$8,784,399	\$9,271,808	\$8,415,919	\$8,415,919	(368,480)
Fund Balance	(2,384,625)	529,370	(1,451,379)	1,241,500	1,241,500	712,130
General Fund Contributions	\$2,504,842	\$3,225,121	\$3,225,121	\$3,401,636	\$3,071,789	(153,332)
Total Source of Funds	\$10,442,261	\$12,538,890	\$11,045,550	\$13,059,055	\$12,729,208	190,318

Summary of Recommendation

The Recommended Budget for FY 2014-15 is \$12,729,208. This includes the transfer of 1.0 FTE Principal Legal Analyst from County Counsel to the Human Resources Department (HRD) as a Human Resources Program Manager.

Budget Impacts

The Recommended Budget provides the resources necessary to maintain FY 2013-14 service levels in most departmental functional areas. Three vacant positions (1-Associate Personnel Analyst, 1-Management Analyst III, and 1-Accounting Technician) were deleted from the FY 2014-15 budget, and three Learning and Organizational Development positions were added for a net increase of one FTE.

Prior Year Accomplishments

Current Year Accomplishments are discussed at the Departmental/Non-Departmental and Unit levels.

Budget Year Goals

Budget Year Goals are discussed at the Departmental/Non-Departmental and Unit levels.

Pending Issues

Pending issues are presented at the Departmental level.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted	Fund Code	Org Code
Labor & Employee Relations (HRD001)	254,298	466,923	466,923	418,336	418,336	(48,587)	001	1060_8401
Employment & Information Services (HRD001)	1,645,136	1,960,532	1,960,532	1,316,657	1,193,444	(767,088)	001	1060_8402
Learning & Organizational Development (HRD001)	2,926	2,350	0	5,000	5,000	2,650	001	1060_8403
Employee Benefits (HRD001)	608,975	797,666	797,666	782,080	782,080	(15,586)	001	1060_8404
Dental (HRD002)	2,874,293	3,442,000	3,186,773	4,257,000	4,257,000	815,000	477	1060_8413
Vision (HRD002)	584,059	650,000	551,056	752,000	752,000	102,000	477	1060_8414
EAP (HRD002)	88,864	90,000	43,236	90,000	90,000	0	477	1060_8415
Disability (HRD002)	193,944	135,000	176,711	135,000	135,000	0	477	1060_8416
Unemployment (HRD002)	772,104	1,480,500	504,262	882,500	882,500	(598,000)	477	1060_8417
Misc Benefits (HRD002)	352,210	436,919	258,391	475,919	475,919	39,000	477	1060_8418
OPEB (HRD002)	3,065,450	3,077,000	3,100,000	3,060,000	3,060,000	(17,000)	477	1060_8419
Human Resources Administartion (HRD001)	0	0	0	884,563	677,929	677,929	001	1060_8445
Subtotal	\$10,442,261	\$12,538,890	\$11,045,550	\$13,059,055	\$12,729,208	190,318		

Units

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Labor & Employee Relations	254,298	466,923	466,923	418,336	418,336	(48,587)
Employment & Information Services	1,645,136	1,960,532	1,960,532	1,316,657	1,193,444	(767,088)
Learning & Organizational Development	2,926	2,350	0	5,000	5,000	2,650
Employee Benefits	608,975	797,666	797,666	782,080	782,080	(15,586)
Dental	2,874,293	3,442,000	3,186,773	4,257,000	4,257,000	815,000
Vision	584,059	650,000	551,056	752,000	752,000	102,000
EAP	88,864	90,000	43,236	90,000	90,000	0
Disability	193,944	135,000	176,711	135,000	135,000	0
Unemployment	772,104	1,480,500	504,262	882,500	882,500	(598,000)
Misc Benefits	352,210	436,919	258,391	475,919	475,919	39,000
OPEB	3,065,450	3,077,000	3,100,000	3,060,000	3,060,000	(17,000)
Human Resources Administartion	0	0	0	884,563	677,929	677,929
Subtotal	\$10,442,261	\$12,538,890	\$11,045,550	\$13,059,055	\$12,729,208	190,318

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
11A07	DIRECTOR OF HUMAN RESOURCES	0.00	1.00	1.00	0.00
12C37	ASSISTANT DIRECTOR OF HUMAN RESOURCES	0.00	0.00	1.00	1.00
14B21	ASSOCIATE PERSONNEL ANALYST	0.00	4.00	3.00	-1.00
14B23	PRINCIPAL PERSONNEL ANALYST	0.00	1.00	0.00	-1.00
14B28	SUPERVISING PERSONNEL ANALYST	0.00	0.00	1.00	1.00
14B32	SENIOR PERSONNEL ANALYST	0.00	1.00	1.00	0.00
14B48	PRINCIPAL LABOR AND EMPLOYEE RELATIONS REPRESENTATIVE	0.00	1.00	0.00	-1.00

Adopted 2014 to Recommended 2015 Positions

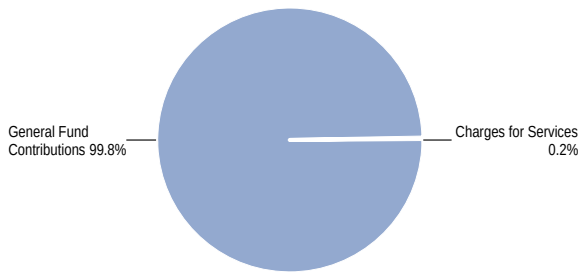
Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
14B60	RISK & BENEFITS SPECIALIST-CONFIDENTIAL	0.00	1.00	1.00	0.00
14B61	RISK & BENEFITS ANALYST	0.00	2.00	2.00	0.00
14B63	SENIOR RISK & BENEFITS ANALYST	0.00	1.00	1.00	0.00
14B65	SUPERVISING RISK & BENEFITS ANALYST	0.00	1.00	0.00	-1.00
14C30	MANAGEMENT ANALYST II	0.00	1.00	0.00	-1.00
14C31	MANAGEMENT ANALYST III	0.00	3.00	2.00	-1.00
14G02	MANAGEMENT ANALYST I	0.00	0.00	2.00	2.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	0.00	3.00	4.00	1.00
14M61	HUMAN RESOURCES PROGRAM MANAGER	0.00	0.00	4.00	4.00
80A32	SENIOR SECRETARY	0.00	2.00	2.00	0.00
80A34	SENIOR SECRETARY-CONFIDENTIAL	0.00	1.00	0.00	-1.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	0.00	1.00	1.00	0.00
80E22	OFFICE ASSISTANT III	0.00	1.00	1.00	0.00
80E23	SENIOR CLERK-CONFIDENTIAL	0.00	1.00	1.00	0.00
XXXX	ALLOCATION TO BE DETERMINED	0.00	1.00	0.00	-1.00
Total		0.00	27.00	28.00	1.00

Augmentation

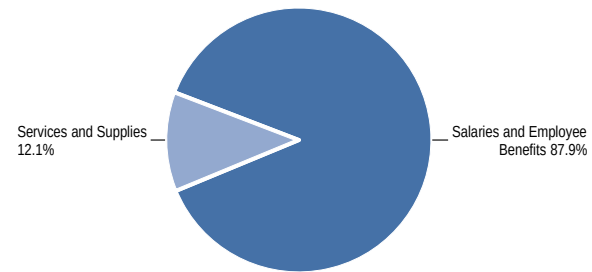
Dept	Request Code	Request Name	Ranking Type	Requested Amount	FTEs	Cumm. Approved	Approved FTEs
1060	AUG1_1060_8403_001	LOD Augmentation #1	Base Level Maintenance	0	1.00	0	1.00
1060	AUG2_1060_8403_001	LOD Augmentation #2	Base Level Maintenance	0	1.00	0	1.00
1060	AUG3_1060_8403_001	LOD Augmentation #3	Base Level Maintenance	0	1.00	0	1.00
1060	AUG5_1060_8402_001	EIS Augmentation #1	Base Level Maintenance	0	1.00	0	0.00
1060	AUG6_1060_8445_001	Admin Augmentation #1	Base Level Maintenance	125,961	1.00	0	0.00
1060	AUG7_1060_8445_001	Admin Augmentation #2	Base Level Maintenance	80,673	1.00	0	0.00
1060	AUG8_1060_8402_001	EIS Augmentation #3	Base Level Maintenance	125,961	1.00	0	0.00
Grand Total				332,595	7.00	0	3.00

Human Resources Departmental

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	2,780,294	3,339,085	2,962,842	3,857,614	3,446,218	107,133
Services and Supplies	431,340	445,386	688,231	482,596	473,712	28,326
Other Charges	(700,298)	(557,000)	(425,952)	(933,574)	(843,141)	(286,141)
Subtotal	\$2,511,335	\$3,227,471	\$3,225,121	\$3,406,636	\$3,076,789	(150,682)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Charges for Services	5,474	2,350	0	5,000	5,000	2,650
Miscellaneous Revenues	1,020	0	0	0	0	0
Subtotal	\$6,494	\$2,350	\$0	\$5,000	\$5,000	2,650
General Fund Contributions	\$2,504,842	\$3,225,121	\$3,225,121	\$3,401,636	\$3,071,789	(153,332)
Total Source of Funds	\$2,511,335	\$3,227,471	\$3,225,121	\$3,406,636	\$3,076,789	(150,682)

Unit Description

The Human Resources Department's departmental section includes Administration, Labor and Employee Relations, Employment and Information Systems, Learning and Organizational Development, and Employee Benefits. Responsibilities and programs for each of these units are detailed in the narratives provided for each unit.

Summary of Recommendation

The Recommended Budget for FY 2014-15 is \$3,076,789 a decrease from FY 2013-14. Expenditures are \$3,076,789, a reduction of \$150,682 over the prior fiscal year. The decrease is primarily due to the transfer of 1.0 FTE Principal Legal Analyst from County Counsel to the HR Department as an HR Program Manager and the deletion of three vacant positions.

Budget Impacts

ADMINISTRATION: This division transferred the following positions from the Employment and Information Systems unit and resulted in no net budget increase:

- 1) Director of Human Resources

- 2) Assistant Human Resources Director

- 3) Senior Secretary

- 4) Management Analyst III

LABOR AND EMPLOYEE RELATIONS: A decrease in active labor negotiations reduced the need for outside consulting services.

EMPLOYMENT AND INFORMATION SYSTEMS: The positions indicated above were transferred to the Administration unit.

Prior Year Accomplishments

EMPLOYEE RELATIONS: Completed negotiations with sixteen (16) bargaining units with open labor contracts or reopener requirements and completed the meet and confer process regarding several side letters (agreements that are not part of the underlying or primary collective bargaining agreements).

EMPLOYMENT AND INFORMATION SYSTEMS: Developed a comprehensive plan to recentralize County human resources services under a blended model.

TRAINING: Launched countywide core training curriculum, a customized, online New Manager Orientation, and the second

Finance Academy for Certified Government Finance Manager (CGFM) certification. Developed curriculum for an eight-module Writing Academy.

BENEFITS: Monitored and implemented benefit changes resulting from the multi-year implementation of the Health Care and Education Reconciliation Act including employee participation and share of cost rules, insurance market rules, and taxation issues. Reviewed, interpreted and implemented (subject to regulations protecting current Memorandum of Understanding language) various initial components of the multi-year implementation of the Public Employees' Pension Reform Act to include multiple levels of retirement benefits and changes to, and limits for, employee/ employer contributions towards total retirement benefit costs.

Budget Year Goals

EMPLOYEE RELATIONS: Conclude negotiations with three (3) bargaining units with open labor contracts.

EMPLOYMENT AND INFORMATION SYSTEMS: Continue the recentralization of the County's human resources function.

Implement the re-engineering of position control/management and leave of absence processes.

TRAINING: Provide all employees with the newly developed mandatory and elective trainings.

EMPLOYEE BENEFITS: Implement medical reimbursement program to assist employees with medical expenses. Monitor, and implement, additional retirement law changes as they occur under the Public Employees' Pension Reform Act (PEPRA).

Pending Issues

The Public Employees Pension Reform Act (PEPRA) and the Affordable Health Care Act may impact the labor contract negotiations with the three bargaining units with open labor contracts.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted	Fund Code	Org Code
Labor & Employee Relations (HRD001)	254,298	466,923	466,923	418,336	418,336	(48,587)	001	1060_8401
Employment & Information Services (HRD001)	1,645,136	1,960,532	1,960,532	1,316,657	1,193,444	(767,088)	001	1060_8402
Learning & Organizational Development (HRD001)	2,926	2,350	0	5,000	5,000	2,650	001	1060_8403
Employee Benefits (HRD001)	608,975	797,666	797,666	782,080	782,080	(15,586)	001	1060_8404
Human Resources Administration (HRD001)	0	0	0	884,563	677,929	677,929	001	1060_8445
Subtotal	\$2,511,335	\$3,227,471	\$3,225,121	\$3,406,636	\$3,076,789	(150,682)		

Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
14B32	SENIOR PERSONNEL ANALYST	1.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	1.00
14M61	HUMAN RESOURCES PROGRAM MANAGER	1.00
14B21	ASSOCIATE PERSONNEL ANALYST	3.00
14B28	SUPERVISING PERSONNEL ANALYST	1.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	3.00
14M61	HUMAN RESOURCES PROGRAM MANAGER	1.00
80E23	SENIOR CLERK-CONFIDENTIAL	1.00
14C31	MANAGEMENT ANALYST III	1.00

Recommended 2014-15 Positions

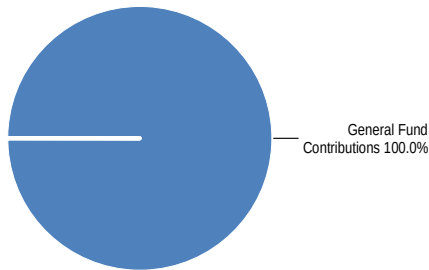
Classification Code	Classification Label	Recommended Budget 2014-2015
14G02	MANAGEMENT ANALYST I	2.00
14M61	HUMAN RESOURCES PROGRAM MANAGER	1.00
80A32	SENIOR SECRETARY	1.00
80E22	OFFICE ASSISTANT III	1.00
14B60	RISK & BENEFITS SPECIALIST-CONFIDENTIAL	1.00
14B61	RISK & BENEFITS ANALYST	2.00
14B63	SENIOR RISK & BENEFITS ANALYST	1.00
14M61	HUMAN RESOURCES PROGRAM MANAGER	1.00
80A32	SENIOR SECRETARY	1.00
Total		24.00

Human Resources

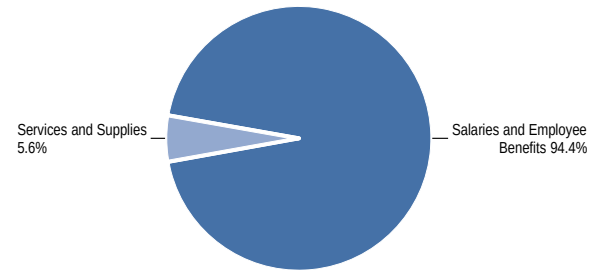
Labor & Employee Relations

(Unit 8401— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	228,720	385,625	309,603	394,893	394,893	9,268
Services and Supplies	25,578	81,298	151,272	23,443	23,443	(57,855)
Other Charges	0	0	6,048	0	0	0
Subtotal	\$254,298	\$466,923	\$466,923	\$418,336	\$418,336	(48,587)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Miscellaneous Revenues	4	0	0	0	0	0
Subtotal	\$4	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$254,294	\$466,923	\$466,923	\$418,336	\$418,336	(48,587)
Total Source of Funds	\$254,298	\$466,923	\$466,923	\$418,336	\$418,336	(48,587)

Unit Description

The Employee Relations Division is responsible for labor and employee relations activities, including labor contract negotiations, interpretation, and maintenance in accordance with the Monterey County Employer-Employee Relations Resolution, the Meyers-Milias Brown Act and other applicable laws and regulations. The Division also handles dispute resolution, grievance processing, investigations, employee and labor relations training.

Provided training to County managers and supervisors in the application of MOU provisions.

Budget Year Goals

Conclude negotiations with three (3) bargaining units with open labor contracts.

Develop and conduct training for departments on application of MOU revisions.

Prior Year Accomplishments

Completed negotiations with sixteen (16) bargaining units with open labor contracts or reopener requirements.

Completed the meet and confer process regarding several side letters (agreements that are not part of the underlying or primary collective bargaining agreements).

Settled all grievances within the time limits set forth in the applicable Memorandum of Understanding (MOU) while working to limit arbitrations.

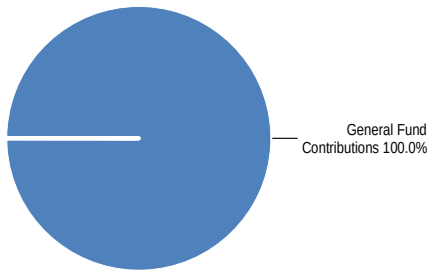
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
14B32	SENIOR PERSONNEL ANALYST	1.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	1.00
14M61	HUMAN RESOURCES PROGRAM MANAGER	1.00
Total		3.00

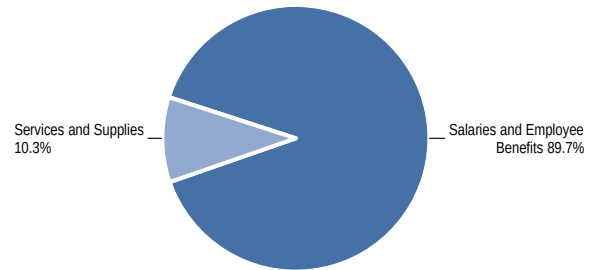
Employment & Information Services

(Unit 8402— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	1,383,123	1,720,529	1,539,062	1,280,826	1,070,248	(650,281)
Services and Supplies	262,014	240,003	358,970	126,264	123,196	(116,807)
Other Charges	0	0	62,500	(90,433)	0	0
Subtotal	\$1,645,136	\$1,960,532	\$1,960,532	\$1,316,657	\$1,193,444	(767,088)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Miscellaneous Revenues	1,016	0	0	0	0	0
Subtotal	\$1,016	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$1,644,121	\$1,960,532	\$1,960,532	\$1,316,657	\$1,193,444	(767,088)
Total Source of Funds	\$1,645,136	\$1,960,532	\$1,960,532	\$1,316,657	\$1,193,444	(767,088)

Unit Description

This unit supports the County in fulfilling its mission, strategic goals and initiatives through activities related to countywide staffing requirements; maintenance of classification and compensation plans; and innovative management of County Human Resources (HR) functions to effectively recruit, select, retain, develop and manage the County's diverse workforce. Other responsibilities include ongoing maintenance and enhancement of human resources information systems including the County's Advantage/Enterprise Resource Planning (ERP) system, the NEOGOV applicant tracking system, the HR department website, internal HR system audits and reviews, and oversight of the County's disciplinary practices.

Prior Year Accomplishments

Developed a comprehensive HR Information Systems plan, including the centralization of HR benefits transactions processing and advanced training.

Completed a comprehensive re-engineering of leave management processes and policies.

Automated County fiscal year position control authorization process.

Provided technical support and training to County departments for HR processes and procedures. Implemented new functionality including sick leave bank, labs for training purposes and updated user guides.

Budget Year Goals

Implement the re-engineering of position control/management and leave of absence processes.

In collaboration with the Equal Opportunity Office, ensure compliance with the Equal Opportunity Plan, including the oversight of recruitment and selection activities.

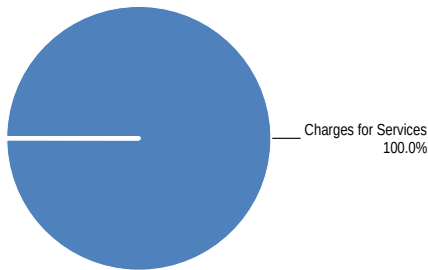
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
14B21	ASSOCIATE PERSONNEL ANALYST	3.00
14B28	SUPERVISING PERSONNEL ANALYST	1.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	3.00
14M61	HUMAN RESOURCES PROGRAM MANAGER	1.00
80E23	SENIOR CLERK-CONFIDENTIAL	1.00
Total		9.00

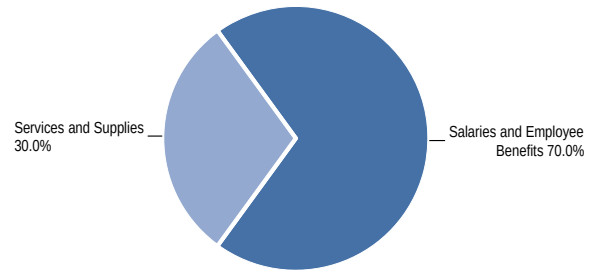
Learning & Organizational Development

(Unit 8403— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	380,551	414,136	319,048	593,777	593,777	179,641
Services and Supplies	105,653	82,714	112,952	254,364	254,364	171,650
Other Charges	(483,278)	(494,500)	(432,000)	(843,141)	(843,141)	(348,641)
Subtotal	\$2,926	\$2,350	\$0	\$5,000	\$5,000	2,650

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Charges for Services	5,474	2,350	0	5,000	5,000	2,650
Subtotal	\$5,474	\$2,350	\$0	\$5,000	\$5,000	2,650
General Fund Contributions	(\$2,548)	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$2,926	\$2,350	\$0	\$5,000	\$5,000	2,650

Unit Description

The Learning and Organizational Development (LOD) Division provides mandatory, elective and customized learning programs to enhance the County's management, supervisory and line staff competencies. Core learning programs are mandatory to meet State requirements and organizational goals and objectives aligned with the Board of Supervisors' strategic initiatives. LOD assists in meeting the Board's strategic initiatives and goals for an ideal culture. Programs provide the tools, skills and knowledge to allow staff to leverage available resources to realize financial stability, transformational learning and effective communication in their operations. Elective curriculum is offered to meet category topics, such as: leadership, time and project management, team building, department-specific training and development needs, and career track which is aligned with succession planning strategies to promote institutional knowledge sharing.

Prior Year Accomplishments

Delivered countywide core training to reach all employees. Curriculum is aligned with Board of Supervisors and Department Heads strategic initiatives for organizational change. Core competency development training programs, available for all employees include: 7 Habits of Highly Effective Managers,

Performance Management/Progressive Discipline and Customer Service.

Met with each Department Head to determine organizational needs and to solicit their support in the marketing and implementation of each of the core trainings.

Provided peer coaches as a supplement to the customized, online New Manager Orientation provided to new County management employees within their first ninety (90) days of employment.

Provided customer service for Advantage Enterprise Resource Planning (ERP) and the County's Learning Management System (LMS); averaged 200 callers and e-mail requests per month.

Developed the curriculum for an eight-module Writing Academy to be implemented.

Budget Year Goals

Provide all employees with the mandatory and elective trainings approved by the Department Heads' Training Advisory Committee. These mandatory trainings are to develop and enhance skill sets

that will assist in the organization's goals to respond to its fiscal challenges, establish effective succession planning through transformational learning, and improve horizontal and vertical communication.

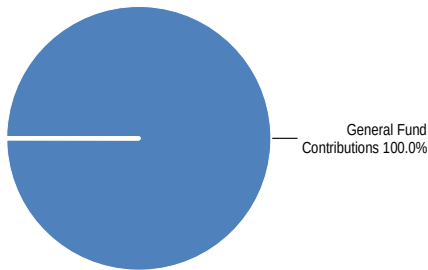
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
14C31	MANAGEMENT ANALYST III	1.00
14G02	MANAGEMENT ANALYST I	2.00
14M61	HUMAN RESOURCES PROGRAM MANAGER	1.00
80A32	SENIOR SECRETARY	1.00
80E22	OFFICE ASSISTANT III	1.00
Total		6.00

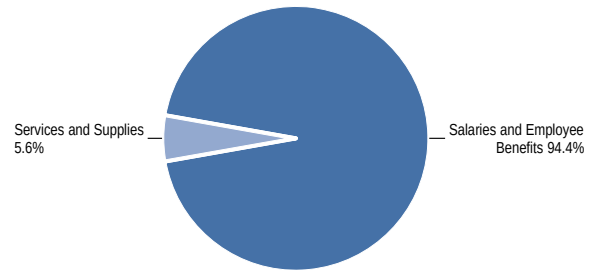
Employee Benefits

(Unit 8404— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	787,901	818,795	795,129	738,522	738,522	(80,273)
Services and Supplies	38,094	41,371	65,037	43,558	43,558	2,187
Other Charges	(217,020)	(62,500)	(62,500)	0	0	62,500
Subtotal	\$608,975	\$797,666	\$797,666	\$782,080	\$782,080	(15,586)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$608,975	\$797,666	\$797,666	\$782,080	\$782,080	(15,586)
Total Source of Funds	\$608,975	\$797,666	\$797,666	\$782,080	\$782,080	(15,586)

Unit Description

The Benefits Division is responsible for the day-to-day operation of specific employee benefit programs provided or offered by the County. This includes benefits paid by the County or by individual employees. Benefit programs managed by this unit include health insurance, voluntary optional benefits, the Dependent Care Assistance Program (DECAP), the Alternative Benefit Option Program (ABO), sick leave bank, sick leave conversion, retirement planning, employee physicals, deferred compensation program, service credit purchases, layoff benefits, and COBRA administration. Other responsibilities include compliance with legal mandates and County or negotiated policies and procedures addressing the various benefit components.

Prior Year Accomplishments

Monitored and implemented benefit changes resulting from the multi-year implementation of the Health Care and Education Reconciliation Act including: employee participation and share of cost rules, insurance market rules, and taxation issues.

Reviewed, interpreted and implemented (subject to regulations protecting current Memorandum of Understanding language) various initial components of the multi-year implementation of the Public Employees' Pension Reform Act to include multiple levels of

retirement benefits and changes to, and limits for, employee/ employer contributions towards total retirement benefit costs.

Conducted program reviews and actuarial analyses on self-insured Dental and Vision programs for recommendations of program changes.

Enhanced benefits in Dental, Vision and Employee Assistance Programs.

Completed multiple Requests for Proposals resulting in awards to three existing vendors and one new vendor for the Flexible Spending Account Program.

Completed internal eligibility audit to reduce program costs by ensuring appropriate enrollments and reducing ineligible participant coverage.

Completed Public Employee Retirement System-required dependent eligibility audit for health care.

Conducted 219 personalized retirement appointments.

Budget Year Goals

Provide timely updates to Benefits User Guides for use by County Benefit Coordinators to support modifications and upgrades of the

Advantage/Enterprise Resource Planning (ERP) system for the benefits functions in the system.

Monitor, and implement, additional insurance benefit changes as they occur under the Health Care and Education Reconciliation Act.

Monitor, and implement, additional retirement law changes as they occur under the Public Employees' Pension Reform Act (PEPRA).

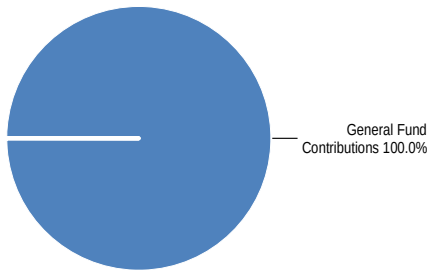
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
14B60	RISK & BENEFITS SPECIALIST-CONFIDENTIAL	1.00
14B61	RISK & BENEFITS ANALYST	2.00
14B63	SENIOR RISK & BENEFITS ANALYST	1.00
14M61	HUMAN RESOURCES PROGRAM MANAGER	1.00
80A32	SENIOR SECRETARY	1.00
Total		6.00

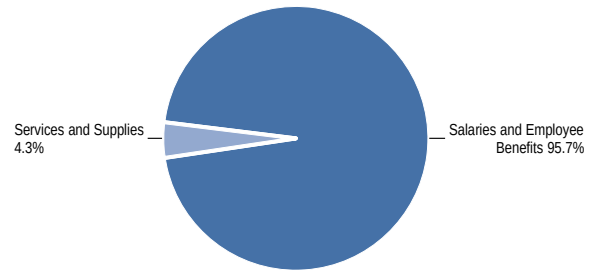
Human Resources Administration

(Unit 8445— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	0	0	0	849,596	648,778	648,778
Services and Supplies	0	0	0	34,967	29,151	29,151
Subtotal	\$0	\$0	\$0	\$884,563	\$677,929	677,929

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$0	\$0	\$0	\$884,563	\$677,929	677,929
Total Source of Funds	\$0	\$0	\$0	\$884,563	\$677,929	677,929

Unit Description

The Administration Division is responsible for countywide human resources leadership, direction and support through the promulgation of policies, management of financial operations, performance of liaison activities with County departments and other agencies, processing of public inquiries, logistics support, gathering and analyzing data, performing research and analysis, and developing programs. Other responsibilities include ensuring compliance with legal mandates, minimization of liability related to personnel functions, and maintenance of policies and procedures. The Division also provides staff support to the Board of Supervisors Human Resources Committee and the Human Resources Centralization Steering Committee.

Budget Year Goals

Recentralize the County's Human Resources function to increase efficiency and effectiveness, and respond to changing business trends and organizational needs.

Rebuild the HRD staffing infrastructure to meet current and existing needs, give HR a more strategic and less administrative focus, and to provide more coherent overall human resource services.

Prior Year Accomplishments

Provided direction regarding the recentralization of County human resources services under a blended model, as directed by the Board of Supervisors.

Prepared and presented reports, organizational studies and reviews as directed by the County Administrative Officer and the Board of Supervisors.

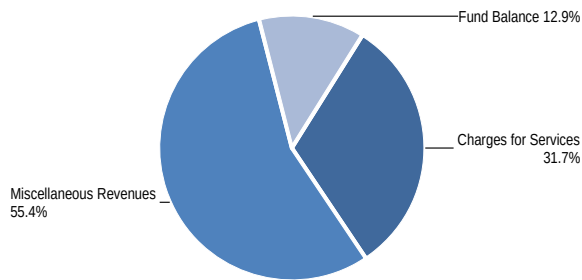
Updated HR policies and procedures as necessary, in response to changes in laws and regulations.

Recommended 2014-15 Positions

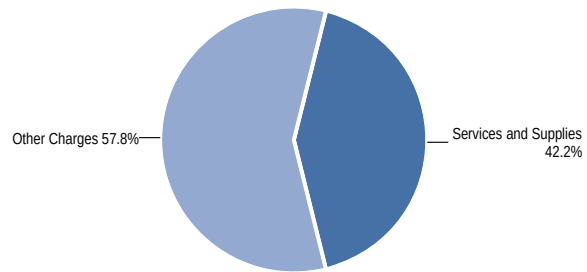
Classification Code	Classification Label	Recommended Budget 2014-2015
11A07	DIRECTOR OF HUMAN RESOURCES	1.00
12C37	ASSISTANT DIRECTOR OF HUMAN RESOURCES	1.00
14C31	MANAGEMENT ANALYST III	1.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00
Total		4.00

Human Resources Non-Departmental

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	3,073,321	0	4,830	0	0	0
Services and Supplies	666,503	4,038,419	3,752,955	4,077,419	4,077,419	39,000
Other Charges	4,191,101	5,273,000	4,062,644	5,575,000	5,575,000	302,000
Subtotal	\$7,930,925	\$9,311,419	\$7,820,429	\$9,652,419	\$9,652,419	341,000

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Revenue from Use of Money & Property	52,352	0	0	0	0	0
Charges for Services	6,894,574	3,077,000	3,077,000	3,060,000	3,060,000	(17,000)
Miscellaneous Revenues	3,368,625	5,705,049	6,194,808	5,350,919	5,350,919	(354,130)
Subtotal	\$10,315,551	\$8,782,049	\$9,271,808	\$8,410,919	\$8,410,919	(371,130)
Fund Balance	(2,384,625)	529,370	(1,451,379)	1,241,500	1,241,500	712,130
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$7,930,926	\$9,311,419	\$7,820,429	\$9,652,419	\$9,652,419	341,000

Unit Description

The Human Resources Department's non-departmental section consists of the Benefits Internal Service Fund (ISF) under the management and control of the Department. The ISF includes separate units for Dental, Vision, Employee Assistance, Disability, Unemployment, Miscellaneous Benefits, and Other Post-Employment Benefits (OPEB).

Specific details on each of these units are provided in the individual unit narratives.

Summary of Recommendation

DENTAL: The FY 2014-15 Recommended Budget for Dental is \$4,257,000, an increase of \$815,000 due to a combination of increased costs of the benefits and an anticipated increase in the number of employees who will utilize the benefit. Costs for this unit are allocated to County departments and employees based upon utilization and plan design.

VISION: The FY 2014-15 Recommended Budget for Vision is \$752,000, an increase of \$102,000 due to the implementation of an

enhancement to the vision benefit. Costs for this unit are allocated to County departments and employees based upon utilization and plan design.

EMPLOYEE ASSISTANCE: The FY 2014-15 Recommended Budget for Employee Assistance is \$90,000, no change from FY 2013-14. Costs for this unit are allocated to County departments based upon utilization and plan design.

DISABILITY: The FY 2014-15 Recommended Budget for Disability is \$135,000, no change from FY 2013-14. Costs for this unit are allocated to County departments based upon utilization and plan design.

UNEMPLOYMENT: The FY 2014-15 Recommended Budget for Unemployment is \$882,500, a decrease of \$598,000 based on anticipated use of the benefit. Costs for this unit are allocated to County departments based upon utilization and plan design.

MISCELLANEOUS BENEFITS: The FY 2014-15 Recommended Budget for Miscellaneous Benefits is \$475,919, an increase of \$39,000. Costs for this unit are allocated to County departments based upon utilization and plan design.

OPEB: The FY 2014-15 Recommended Budget for OPEB is \$3,060,000, a decrease of \$17,000. Costs for this ISF are allocated to County departments based upon utilization and plan design.

Budget Impacts

There are no significant budget impacts in the FY 2014-15 Recommended Budget for non-departmental units of Human Resources.

Prior Year Accomplishments

Current Year Accomplishments are presented at the unit level.

Budget Year Goals

Budget Year Goals are presented at the unit level.

Pending Issues

There are no pending issues.

Policy Considerations

There are no policy considerations.

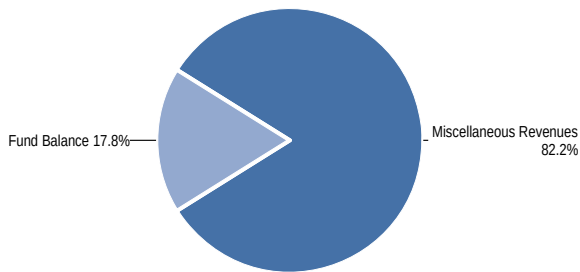
Appropriation Expenditure Detail

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted	Fund Code	Org Code
Dental (HRD002)	2,874,293	3,442,000	3,186,773	4,257,000	4,257,000	815,000	477	1060_8413
Vision (HRD002)	584,059	650,000	551,056	752,000	752,000	102,000	477	1060_8414
EAP (HRD002)	88,864	90,000	43,236	90,000	90,000	0	477	1060_8415
Disability (HRD002)	193,944	135,000	176,711	135,000	135,000	0	477	1060_8416
Unemployment (HRD002)	772,104	1,480,500	504,262	882,500	882,500	(598,000)	477	1060_8417
Misc Benefits (HRD002)	352,210	436,919	258,391	475,919	475,919	39,000	477	1060_8418
OPEB (HRD002)	3,065,450	3,077,000	3,100,000	3,060,000	3,060,000	(17,000)	477	1060_8419
Subtotal	\$7,930,925	\$9,311,419	\$7,820,429	\$9,652,419	\$9,652,419	341,000		

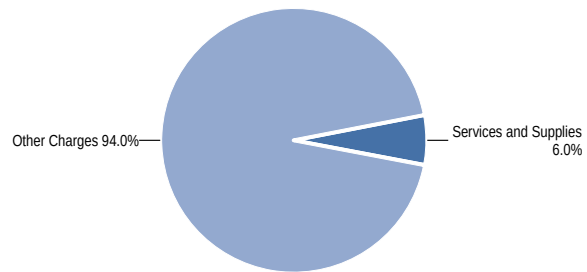
Dental

(Unit 8413— Fund 477)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Services and Supplies	173,032	242,000	153,762	257,000	257,000	15,000
Other Charges	2,701,261	3,200,000	3,033,011	4,000,000	4,000,000	800,000
Subtotal	\$2,874,293	\$3,442,000	\$3,186,773	\$4,257,000	\$4,257,000	815,000

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Revenue from Use of Money & Property	24,170	0	0	0	0	0
Charges for Services	1,176,315	0	0	0	0	0
Miscellaneous Revenues	2,656,149	3,500,000	4,000,000	3,500,000	3,500,000	0
Subtotal	\$3,856,635	\$3,500,000	\$4,000,000	\$3,500,000	\$3,500,000	0
Fund Balance	(982,341)	(58,000)	(813,227)	757,000	757,000	815,000
Total Source of Funds	\$2,874,294	\$3,442,000	\$3,186,773	\$4,257,000	\$4,257,000	815,000

Unit Description

This unit is a component of the Benefits Internal Service Fund (477) that contains revenue and expenditures related to the County's self-insured dental program. Contributions are calculated on a cost recovery basis through charges apportioned to County departments, as well as employee contributions, based on utilization and benefit design. A given department's allocation may change from year-to-year due to changes in payroll, number of employees, benefit utilization, and any change in the costs of the benefits.

Expanded provider participation in the Passive Preferred Provider Organization (PPO) program resulting in savings to both employees and the County.

Monitored changes in regulatory standards to ensure compliance as appropriate under the Health Care and Education Reconciliation Act.

Completed eligibility audit to ensure appropriate enrollments and contain costs.

Prior Year Accomplishments

Performed actuarial analysis to assess benefit option enhancements.

Reviewed claim processes to ensure timely payment of services and reduce employee/provider calls.

Reviewed 'Usual and Customary Rate' structure for possible modifications to promote provider participation.

Budget Year Goals

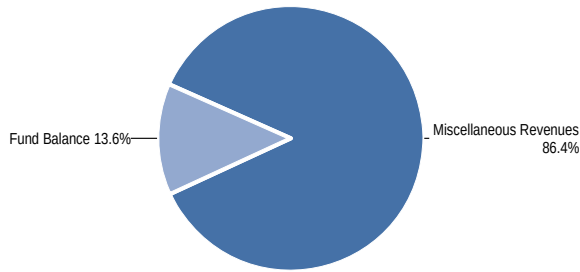
Monitor the Usual and Customary Rate (UCR) paid for services, to ensure local provider participation.

Monitor changes in the Health Care and Education Reconciliation Act to ensure compliance with all applicable regulations and directives.

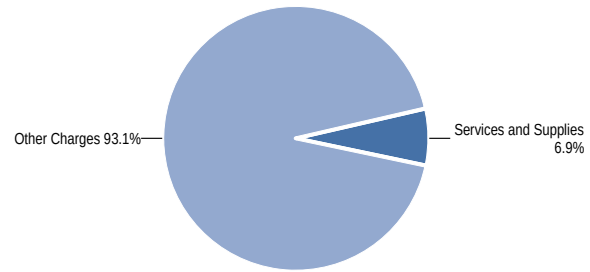
Vision

(Unit 8414— Fund 477)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Services and Supplies	51,138	50,000	55,938	52,000	52,000	2,000
Other Charges	532,921	600,000	495,118	700,000	700,000	100,000
Subtotal	\$584,059	\$650,000	\$551,056	\$752,000	\$752,000	102,000

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Revenue from Use of Money & Property	1,949	0	0	0	0	0
Charges for Services	224,381	0	0	0	0	0
Miscellaneous Revenues	479,788	640,000	696,000	650,000	650,000	10,000
Subtotal	\$706,117	\$640,000	\$696,000	\$650,000	\$650,000	10,000
Fund Balance	(122,058)	10,000	(144,944)	102,000	102,000	92,000
Total Source of Funds	\$584,059	\$650,000	\$551,056	\$752,000	\$752,000	102,000

Unit Description

This unit is a component of the Benefits Internal Service Fund (477) that contains revenue and expenditures related to the County's self-insured vision program. Contributions are calculated on a cost recovery basis through charges apportioned to County departments, as well as employee contributions, based on utilization and benefit design. A given department's allocation may change from year-to-year due to changes in payroll, number of employees, benefit utilization, and any change in the costs of the benefits.

Prior Year Accomplishments

Performed actuarial analysis to assess benefit option enhancements.

Implemented a vision benefit enhancement at no cost to employees.

Monitored changes in regulatory standards to ensure compliance as appropriate under the Health Care and Education Reconciliation Act.

Began eligibility audit to ensure appropriate enrollments and contain costs.

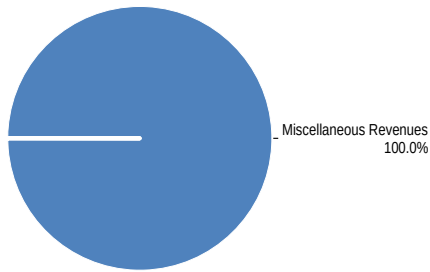
Budget Year Goals

Monitor on a continual basis the Usual and Customary Rate (UCR) paid for services to ensure local provider participation.

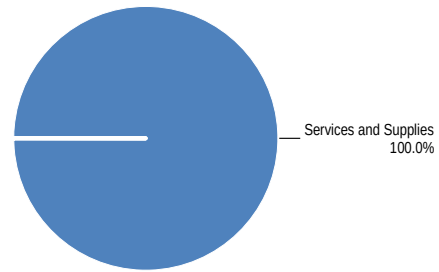
Monitor ongoing changes in the Health Care and Education Reconciliation Act to ensure compliance with all applicable regulations and directives.

EAP
(Unit 8415— Fund 477)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Services and Supplies	75,694	90,000	43,236	90,000	90,000	0
Other Charges	13,170	0	0	0	0	0
Subtotal	\$88,864	\$90,000	\$43,236	\$90,000	\$90,000	0

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Revenue from Use of Money & Property	1,383	0	0	0	0	0
Miscellaneous Revenues	90,009	90,000	75,594	90,000	90,000	0
Subtotal	\$91,392	\$90,000	\$75,594	\$90,000	\$90,000	0
Fund Balance	(2,527)	0	(32,358)	0	0	0
Total Source of Funds	\$88,865	\$90,000	\$43,236	\$90,000	\$90,000	0

Unit Description

This unit is a component of the Benefits Internal Service Fund (477) that contains revenue and expenditures related to the County's self-insured Employee Assistance Program (EAP). Contributions are calculated on a cost recovery basis through charges apportioned to County departments based on utilization and benefit design. A given department's allocation may change from year-to-year due to changes in payroll, number of employees, benefit utilization, and any change in the costs of the benefits.

Prior Year Accomplishments

Implemented new EAP vendor services with increased utilization.

Conducted Countywide EAP training at no cost to County.

Budget Year Goals

Provide regularly scheduled, on-site, employee and manager training sessions at least twice per year.

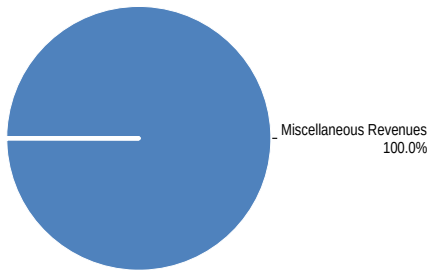
Increase program marketing to increase utilization.

Provide quarterly EAP newsletters to employees to promote whole-person wellness.

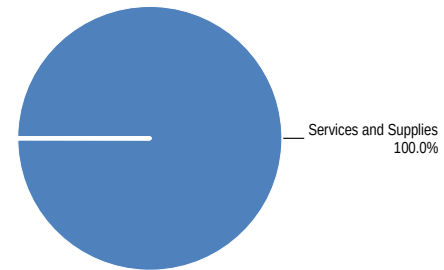
Disability

(Unit 8416— Fund 477)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Services and Supplies	193,944	135,000	176,711	135,000	135,000	0
Subtotal	\$193,944	\$135,000	\$176,711	\$135,000	\$135,000	0

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Revenue from Use of Money & Property	765	0	0	0	0	0
Charges for Services	76,579	0	0	0	0	0
Miscellaneous Revenues	135,198	135,000	222,600	135,000	135,000	0
Subtotal	\$212,542	\$135,000	\$222,600	\$135,000	\$135,000	0
Fund Balance	(18,598)	0	(45,889)	0	0	0
Total Source of Funds	\$193,944	\$135,000	\$176,711	\$135,000	\$135,000	0

Unit Description

This unit is a component of the Benefits Internal Service Fund (477) that contains revenue and expenditures related to the County's Disability (long-term and short-term) program. Contributions are calculated on a cost recovery basis through charges apportioned to County departments based on utilization and benefit design. A given department's allocation may change from year-to-year due to changes in payroll, number of employees, benefit utilization, and any change in the costs of the benefits.

Prior Year Accomplishments

Conferred with current provider to consider implementing a "return to work" component to the program at no cost.

Reviewed program for no-cost improvements/modifications to ensure employees have access to a benefit appropriate to their needs.

Budget Year Goals

Finalize recommendations for program changes based upon review and analysis.

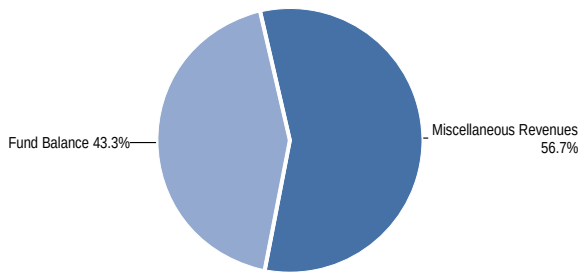
Consider enhancing the Short-Term Disability component to remain current with the cost of living and competitive with State Disability Insurance benefits.

Review options for multi-level, employee-owned disability policies.

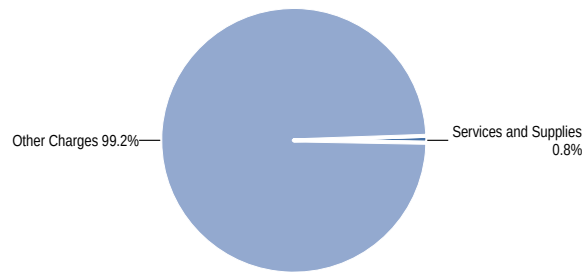
Unemployment

(Unit 8417— Fund 477)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Services and Supplies	4,274	7,500	4,262	7,500	7,500	0
Other Charges	767,830	1,473,000	500,000	875,000	875,000	(598,000)
Subtotal	\$772,104	\$1,480,500	\$504,262	\$882,500	\$882,500	(598,000)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Revenue from Use of Money & Property	4,641	0	0	0	0	0
Charges for Services	1,825,000	0	0	0	0	0
Miscellaneous Revenues	0	877,462	877,462	500,000	500,000	(377,462)
Subtotal	\$1,829,641	\$877,462	\$877,462	\$500,000	\$500,000	(377,462)
Fund Balance	(1,057,537)	603,038	(373,200)	382,500	382,500	(220,538)
Total Source of Funds	\$772,104	\$1,480,500	\$504,262	\$882,500	\$882,500	(598,000)

Unit Description

This unit is a component of the Internal Service Fund that contains revenue and expenditures related to the County's Unemployment Insurance. Contributions are calculated on a cost recovery basis through charges apportioned to departments based on utilization and benefit design. A given department's allocation may change from year-to-year due to changes in payroll, number of employees, benefit utilization and any change in the costs of the benefits.

Prior Year Accomplishments

Made various webinars available to departmental Benefit Coordinators to help reduce absenteeism and expeditiously return employees to work, thus reducing unemployment costs.

Budget Year Goals

Implement identified departmental process improvements for timely processing of claims and responses to hearings.

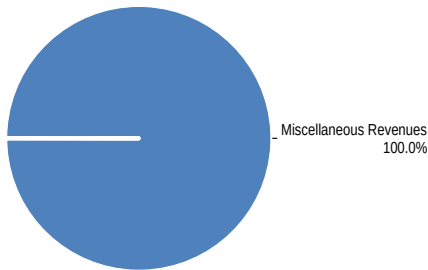
Study comparable agencies to research methods to reduce unemployment costs.

Study potential impact of a Disability Management Program's implementation on unemployment costs.

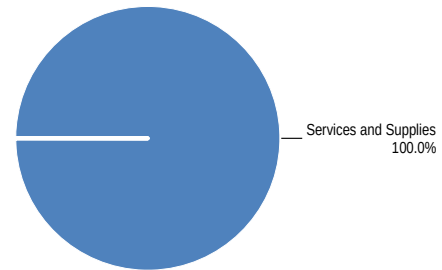
Misc Benefits

(Unit 8418— Fund 477)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	10,321	0	4,830	0	0	0
Services and Supplies	165,970	436,919	219,046	475,919	475,919	39,000
Other Charges	175,919	0	34,515	0	0	0
Subtotal	\$352,210	\$436,919	\$258,391	\$475,919	\$475,919	39,000

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Revenue from Use of Money & Property	12,436	0	0	0	0	0
Charges for Services	426,587	0	0	0	0	0
Miscellaneous Revenues	7,480	462,587	323,152	475,919	475,919	13,332
Subtotal	\$446,503	\$462,587	\$323,152	\$475,919	\$475,919	13,332
Fund Balance	(94,293)	(25,668)	(64,761)	0	0	25,668
Total Source of Funds	\$352,210	\$436,919	\$258,391	\$475,919	\$475,919	39,000

Unit Description

This unit of the Internal Service Fund contains other miscellaneous benefit programs such as life insurance, etc. Contributions are calculated on a cost recovery basis through charges apportioned to departments based on utilization and benefit design. A given department's allocation may change from year-to-year due to changes in payroll, number of employees, benefit utilization and any change in the costs of the benefits.

Prior Year Accomplishments

Completed life insurance Request for Proposal and negotiated contract with MetLife.

Updated MetLife plan document.

Entered discussions with MetLife to provide additional reduced or no-cost benefits to County employees.

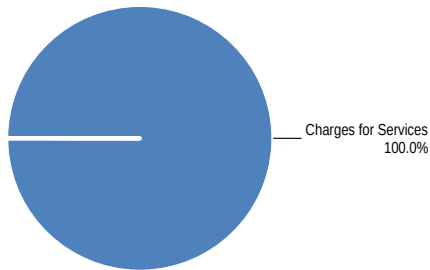
Budget Year Goals

Implement additional no-cost employee benefits available through MetLife.

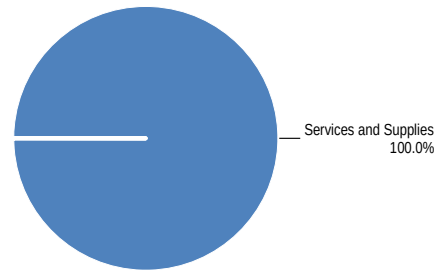
Incorporate free health and wellness modules that are available through current life insurance provider into Benefits website to assist employees in maintaining their good health.

OPEB
(Unit 8419— Fund 477)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	3,063,000	0	0	0	0	0
Services and Supplies	2,450	3,077,000	3,100,000	3,060,000	3,060,000	(17,000)
Subtotal	\$3,065,450	\$3,077,000	\$3,100,000	\$3,060,000	\$3,060,000	(17,000)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Revenue from Use of Money & Property	7,009	0	0	0	0	0
Charges for Services	3,165,712	3,077,000	3,077,000	3,060,000	3,060,000	(17,000)
Subtotal	\$3,172,721	\$3,077,000	\$3,077,000	\$3,060,000	\$3,060,000	(17,000)
Fund Balance	(107,271)	0	23,000	0	0	0
Total Source of Funds	\$3,065,450	\$3,077,000	\$3,100,000	\$3,060,000	\$3,060,000	(17,000)

Unit Description

The Other Post Employment Benefits (OPEB) Internal Service Fund (ISF) is a newly created budget unit which was established to segregate pre-funded costs from other miscellaneous benefits. OPEB in Monterey County is limited to the State mandated amount that we must pay for retiree health care including payments for current retirees, and Board of Supervisors authorized pre-funding of benefit costs for future retirees. Bi-annual actuarial analyses are performed which determine the County's annual contribution. This annual amount is charged to County departments and transmitted to the California Employers' Retiree

Benefit Trust (CERBT) for investment purposes. Other certain costs are charged to the ISF and recovered from departments.

Prior Year Accomplishments

This unit serves a specifically designed financial purpose, therefore no accomplishments are required.

Budget Year Goals

This unit serves a specifically designed financial purpose, therefore no goals are required.

Economic Development

The Economic Development Department (EDD) was conceptualized by the Board of Supervisors in 2009. The Board approved strategic initiatives and key objectives intended to provide a framework to guide County operations. In 2014, the Board of Supervisors updated the Strategic Initiatives and key objectives: The updated Strategic Initiative #1 - Economic Development, aligns with the County's Mission Statement, Department budget goals and performance measurements: "Through collaboration, strengthen economic development to ensure a diversified and healthy economy". The Economic Development Department's key objective is to create better paying jobs to reduce poverty and increase the revenue base through business expansion while adding to the economic vitality of the County.

EDD leverages multiple funding sources to promote economic and community development initiatives, support housing opportunities, and implements workforce training initiatives. The key funding sources come from a number of grants and revolving loan funds, Workforce Investment Act formula allocations, inclusionary housing fees, and General Fund Contributions.

The primary divisions of the Economic Development Department are:

- Economic Development; consists of small business assistance and revolving loan fund, business retention & expansion (BR&E) programs, business attraction program and special projects.
- Housing Division; consists of the County Inclusionary Housing program, the Affordable Housing program, post redevelopment project areas, Successor Agency projects as assigned and the Community Development Block Grant programs.
- The Workforce Investment Board (WIB); coordinates and implements education and training programs for Adult, Youth, Dislocated Workers and Rapid Response situations through its America's Job Center of California (AJCC), formerly known as the One-Stop Center.

EDD proposes a new approach to economic development for the County, one which is based around opportunities offering the promise of high-quality employment for County residents through the creation of new industries and business activities consistent with the values of the community. The opportunities EDD pursues will be designed around the following principles:

- The natural beauty of the County will be preserved and valued as an economic asset.
- All cities and communities across the County will benefit from the employment and benefits generated by economic opportunities.
- Improving the preparation and skills of the County's workforce will be essential to the success of the new regional economy.
- Working collaboratively and cooperatively with stakeholders.

Tourism



Education / Research
Technology



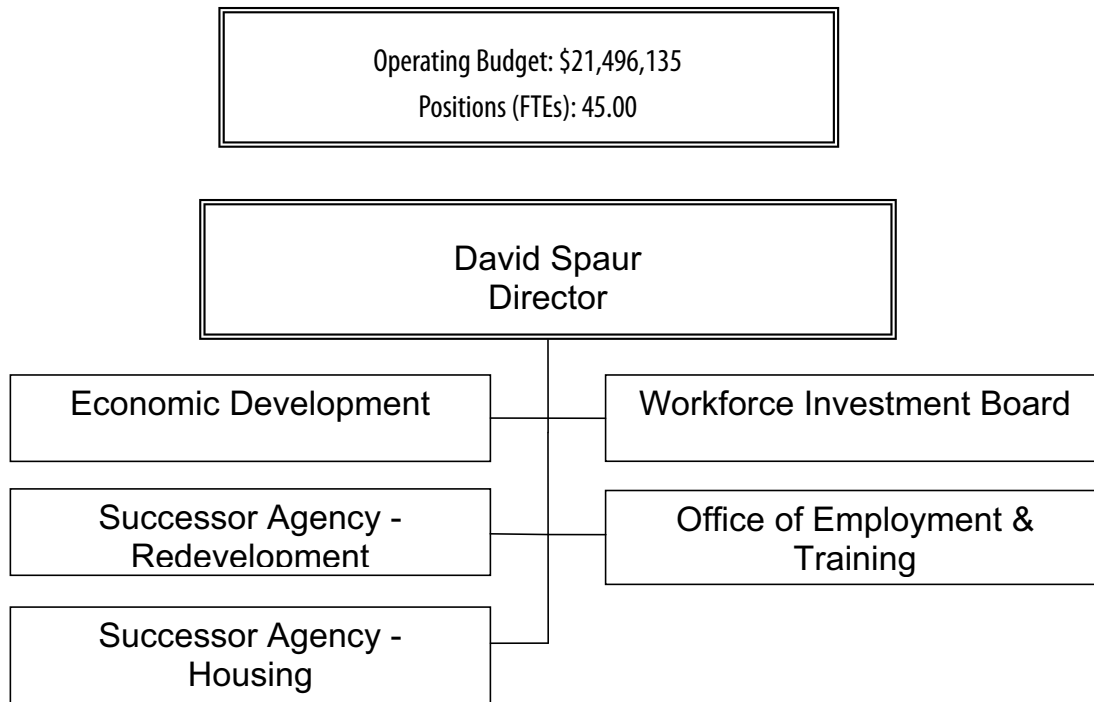
Agriculture



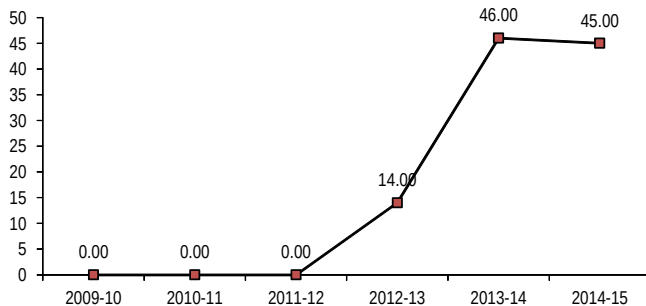
Small Business



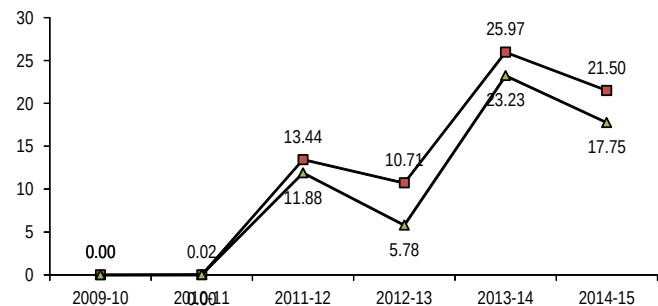
Economic Development



Staffing Trends



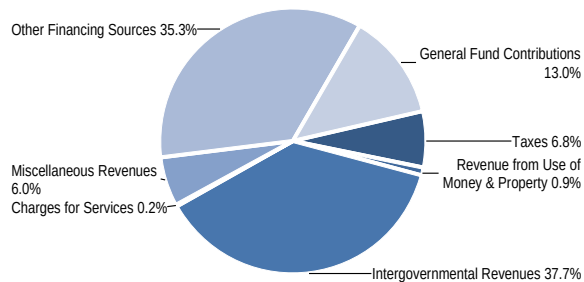
Expenditure/Revenue History (in thousands)



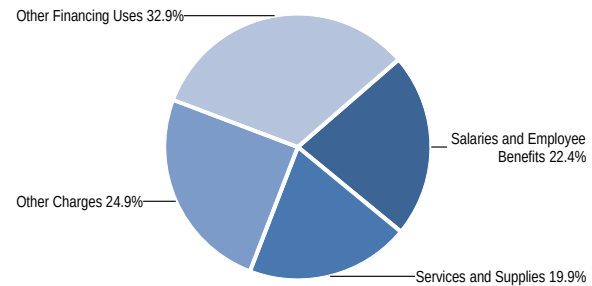
Major areas of focus and Key Performance indicators include internal as well as external infrastructure development, in the Major Program areas: Economic Development, Housing, Workforce. The Department's primary areas of performance include the following Key Performance Measures:

Key Performance Measures	Actual 2011-12	Actual 2012-13	To Date 2013-14
Percent of Strategic Initiatives alignment and implementation completed.	25%	50%	50%
Number of Business Retention & Expansion interviews completed. Target = 100%	N/A	N/A	67%
Number of Affordable Housing Program Units built (single and multi-family).	57	0	125
Number of Inclusionary Housing units retained without foreclosure.	221	218	218
Percent of Workforce Investment Board participants completing the program.	100%	100%	42%
Percent of Youth Program Services (including at-risk Gang Intervention & Prevention) participants completing the program.	100%	100%	62%

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	1,728,511	4,977,394	4,914,187	4,821,242	4,804,905	(172,489)
Services and Supplies	4,881,304	5,811,419	10,324,645	4,502,974	4,275,470	(1,535,949)
Other Charges	2,353,863	3,362,031	2,325,194	5,353,208	5,353,208	1,991,177
Other Financing Uses	1,743,321	7,306,992	8,401,335	7,062,552	7,062,552	(244,440)
Subtotal	\$10,706,998	\$21,457,836	\$25,965,361	\$21,739,976	\$21,496,135	38,299

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Taxes	1,553,713	1,485,134	1,485,134	1,392,585	1,392,585	(92,549)
Licenses, Permits, and Franchises	358,727	0	0	0	0	0
Revenue from Use of Money & Property	223,108	148,696	152,137	192,580	192,580	43,884
Intergovernmental Revenues	1,885,284	9,281,734	13,131,836	7,687,165	7,687,165	(1,594,569)
Charges for Services	140,770	129,810	131,810	42,950	42,950	(86,860)
Miscellaneous Revenues	1,617,450	1,451,418	1,023,684	1,221,256	1,221,256	(230,162)
Other Financing Sources	0	6,451,973	7,304,322	7,211,240	7,211,240	759,267
Subtotal	\$5,779,054	\$18,948,765	\$23,228,923	\$17,747,776	\$17,747,776	(1,200,989)
Fund Balance	2,810,494	167,900	312,491	1,089,394	1,089,394	921,494
General Fund Contributions	\$2,140,272	\$2,416,171	\$2,423,947	\$2,902,806	\$2,658,965	242,794
Total Source of Funds	\$10,729,819	\$21,532,836	\$25,965,361	\$21,739,976	\$21,496,135	(36,701)

Summary of Recommendation

The Fiscal Year (FY) 2014-15 Recommended Budget for the Economic Development Department (EDD) is \$21,496,135. FY 2014-15 anticipated revenues are \$17,747,776. The decrease in budgeted expenditures is primarily due to the completion of the Pajaro Park and Merritt Street projects in FY 2013-14. General Fund Contribution of \$2,658,965 and the use of \$1,089,394 of Fund Balance provide a statutorily balanced budget.

Other Charges are \$5,353,208, a \$1,991,177 increase over the FY 2013-14 Adopted Budget or an approximate 37% increase. This is primarily due to an increase of \$1,011,792 for the Fort Ord Retirement Obligation which is based on the Redevelopment Obligation Payment Schedule (ROPS) to cover administrative costs as well as potential claim settlements in Fiscal Year 2014-15.

Additional factors for the overall increase in the Other Charges category include a slight increase to the Development Set-Aside Agreements per the increase in Transient Occupancy Tax as well as

a change to where/how the Department budgeted the Silver Star, AB109 and Workforce Solutions program funds. In FY 2013-14 Silver Star, AB109 and Workforce Solutions program funds were budgeted to offset/credit expenditures, however due to grant requirements these funds will be budgeted as revenue in FY 2014-15 instead of offsetting total expenditures.

Revenue is \$17,747,776, a reduction of \$1,200,989 and an approximate 6% decrease from the FY 2013-14 Adopted Budget. Anticipated Loan Repayment revenue decreased for FY2014-15 due to a slow down in loan activity resulting from the closing of the Neighborhood Stabilization Project (NSP) 1, NSP3 and HOME grants in FY 2013-14. There was also a reduction in revenue for the Pajaro/Castroville Retirement Obligation due to a slow down in activity as the Pajaro Park and Merritt Street projects were both completed.

The Economic Development Department (EDD) includes three primary divisions; Economic Development, Housing and Community Development, and Redevelopment Successor Agency & Housing Successor Agency activities:

ECONOMIC DEVELOPMENT is represented by the Workforce Investment Board (WIB) Fund 021-Unit 8396; Development Set Aside Fund 001-Unit 8043; Cluster Loans Fund 001-Unit 8042; Office of Employment Training Fund 007-Unit 8427; and the Revolving Loan Program Fund 011-Unit 8044.

EDD's strategic plan for economic development is based on input from more than 150 key stakeholders and the Economic Development Committee, who identified four pillars or "economic base" industry groups and four new economic opportunity areas: Agri-technology, "Blue Economy" research and development, Eco-recreation and wellness, and Edu-tourism integrated with and including Small Business.

HOUSING AND COMMUNITY DEVELOPMENT is represented in Community Development Grants and Reuse Fund 13-Unit 8199 and 8200; and Inclusionary Housing Fund 009-Unit 8208.

The Community Development Grants and Reuse Fund include two grants which were awarded during FY 2012-13: HUD Direct Entitlement of the Community Development Block Grant (CDBG program funds for the Urban County consisting of Monterey County, Del Rey Oaks and the City of Gonzales); and a State CDBG grant for 1) Camphora Workforce Housing and 2) a Planning and Technical Assistance Grant to determine the feasibility of a new regional flower distribution center.

The Inclusionary Housing Fund includes revenues for inclusionary housing. Revenues declined during the past several years because of the slowdown in private housing development in the unincorporated area, along with a policy shift towards requiring developers to construct Inclusionary Housing Units onsite instead of paying fees. Despite the decrease in revenues, there is a continuing need for ongoing monitoring of existing Units, processing of owner requests to refinance or resell their Inclusionary Homes, and review of new development projects for compliance with the Inclusionary Ordinance.

Annual monitoring of HOME, Inclusionary Housing and RDA Affordable Housing Units continues daily as does assistance with the refinance and resale of Inclusionary Units.

REDEVELOPMENT SUCCESSOR AGENCY AND HOUSING SUCCESSOR AGENCY replaces the former Redevelopment Agency (RDA). The RDA was a planning and financing entity formed to eliminate blight and revitalize deteriorated areas within designated Redevelopment Project Areas. The Agency received property tax increment in three Project Areas established under California Redevelopment Law. RDAs were eliminated through a State Dissolution Act in February of 2012.

The Capital and Housing Set-Aside funds that were held by the RDA are now held by the County as Successor Agency/Housing Successor Agency. The funds held by the County as Successor Agency include funding to complete enforceable obligations that were in effect at the time the RDA was eliminated. The use of funds in these units is subject to Oversight Board approval. The Recommended Budget reflects the funds that are expected to be available to meet existing obligations and pass through to other taxing entities.

Funds generated from the former Castroville/Pajaro and Boronda Successor Agencies will be used for monitoring other affordable

housing in the Project Areas to ensure the units remain available for low and very low-income households and developing and/or assisting other affordable housing in the County. The only housing property owned by the County is the existing Kents Court Affordable Housing project located in Pajaro. Cash flow from operations for the development will be used in support of affordable housing efforts as well.

RDA originally had four (4) project areas established: Castroville/Pajaro; Boronda; Fort Ord and East Garrison. These project areas have an obligation of Debt Service, Capital Project and Housing Fund. With the Dissolution Act, Debt Service funds became Trust and Obligation Retirement funds and Redevelopment Capital Projects became Redevelopment Successor Agencies.

The Castroville/Pajaro Redevelopment Successor Agency completed the Pajaro Neighborhood Park project and also completed a project for pedestrian and traffic safety improvements to Merritt Street in Castroville during FY 2013-14.

The Boronda Redevelopment Successor Agency no longer has pending project activity. The goal of the remaining undeveloped property contained in the former Boronda Redevelopment Area is to annex it into the City of Salinas during the Fiscal Year 2014-15 for future development with industrial and job generating uses.

The Fort Ord Redevelopment Successor Agency and the East Garrison Redevelopment Successor Agency are committed through a Development and Disposition Agreement (DDA) and various reimbursement contracts with the developer of the East Garrison portion of Fort Ord. In addition, under State law, 35% of net property taxes and 50% of lease income are payable to the Fort Ord Reuse Authority. The budget recognizes payments to FORA and repayment of a loan from the Housing Fund. The remaining appropriations are to be used for the East Garrison project, including the historic district, community facilities, and other project implementation requirements in accordance with the DDA.

The former Fort Ord and East Garrison Housing Successor Agencies have ongoing uncertainty with respect to current and future property taxes. Revenues received will be used to meet the Agency's obligation to provide funds to support affordable housing opportunities located in the East Garrison development.

Once the financial commitments of the RDA are met, remaining funds will be distributed to taxing entities within the project areas.

Budget Impacts

Business Retention and Expansion and Business Attraction efforts, as outlined in the Strategic Plan, are hampered without assigned staff and resources to implement the Strategic Plan as envisioned by the Economic Opportunity Committee.

Due to the lack of funding available to successfully fund annual memberships that foster business relationships with certain key non-profit organizations such as the Society of Office and Industrial Realtors, Site Selection Network, Coronet Global and our area's local Chambers and government organizations such as the Small Business Development Centers, the level of organizational collaboration diminishes which affects Business Retention and Expansion.

Prior Year Accomplishments

Focused on consolidating the functions of the Workforce Investment Board (WIB) and Economic Development into a cohesive unit.

Secured an additional \$874,890 in State funding for dislocated worker training assistance on behalf of Capital One and River Ranch employees who lost employment due to facility closures.

Completed three projects: Manzanita Place, the first of three affordable housing rental projects in East Garrison consisting of 66 units, Pajaro Park, and the Merritt Street Improvement project in Castroville.

Received an award of funding in the amount of \$856,820 for FY 2013-14 and another allocation of \$865,067 was awarded for the FY 2014-15. The Entitlement process included entering into a Joint Powers Authority (JPA) with the cities of Del Rey Oaks and Gonzales to form an Urban County and getting HUD approval of a Consolidated Plan and Action Plan as well as an Analysis of Impediments to Fair Housing.

Loaned approximately \$100,000 in small business loans.

Acquired and sold the final home funded by the NSP1 grant. The NSP1 grant closed in Fiscal Year 2013-14. This grant combined with staff efforts enabled 22 new low and moderate income families to own their own homes.

Budget Year Goals

Participate in the City of Salinas/Civic Center Downtown Revitalization Plan.

Develop a countywide economic development strategy including specific action items for Monterey County to support and facilitate opportunity in the following economic pillars: Agriculture; Tourism; Research, Education and Technology; and Small Business.

Support the workforce strategy that creates paths of economic opportunity for residents.

Align with strategic partners, public and private, in order to strengthen economic development efforts.

Evaluate return on investment of County funds expended on economic development efforts.

Create a Memorandum of Understanding (MOU) between the County and cities to lead business retention, expansion and attraction.

Develop an implementation plan for a multi-department countywide economic development strategy.

Develop and promote Monterey County as a destination for eco-recreation and wellness.

Support a diversified collective impact model to work toward "cradle to career" model that is integrated into the countywide development strategy.

Support the Central Coast Broadband Consortium for broadband service throughout Monterey County in order to support business expansion and attraction.

Develop, in collaboration with the County Information Technology Dept. (ITD) and Resource Management Agency Public Works Division, a Broadband Policy and trenching procedure to expand conduit and fiber resources in the County.

Encourage and increase revenue generating events at County Parks.

Continue affordable housing efforts.

Pending Issues

The Department continues to work with the State who conducted an audit of the Office of Employment and Training (OET) programs that received American Recovery and Reinvestment Act (ARRA) funds and found significant findings that may result in the County having to reimburse the State for funds spent that did not meet the eligibility requirements. The Department is working towards a full resolution of the findings.

Since the dissolution of the Redevelopment Agency, The Economic Development Department (EDD) has also lost redevelopment funding which contributed significantly to covering operating costs in previous years. It may be necessary for the Board to perform an annual review of the department going forward to revisit the purposes and successes of both the Housing Program and the Economic Development Program. This will ensure that sufficient resources are allocated to EDD so it may complete its mission and support efforts which ensure that the residents are being served as described in the Strategic Initiative.

Appropriation Expenditure Detail

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted	Fund Code	Org Code
Development Set-Aside (DE0019)	1,317,668	1,573,650	1,573,650	1,689,741	1,689,741	116,091	001	1070_8043
Revolving Loan Program (DE0020)	105,784	191,603	154,806	842,845	842,845	651,242	011	1070_8044
Community Development Reuse (DE0003)	1,303,024	967,468	514,483	118,045	118,045	(849,423)	013	1070_8199
Community Development Grant (DE0003)	849,889	1,611,226	2,322,619	1,062,762	1,062,762	(548,464)	013	1070_8200
Boronda Housing Set Aside (DE0013)	2,741,606	4,000	4,000	4,000	4,000	0	176	1070_8202
Castroville/Pajaro Housing Set Aside (DE0012)	171,147	35,195	16,195	21,762	21,762	(13,433)	175	1070_8203
Economic Development			215					

County of Monterey Recommended Budget FY 2014-15

Appropriation Expenditure Detail

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted	Fund Code	Org Code
Inclusionary Housing (DE0002)	128,163	154,956	154,956	197,208	197,208	42,252	009	1070_8208
Economic Development								
Administration (DE0001)	856,512	869,135	1,084,012	1,239,245	995,404	126,269	001	1070_8221
Workforce Investment Board (DE0016)	642,065	6,330,575	6,644,102	6,524,513	6,524,513	193,938	021	1070_8396
E Garrison Public Financing Authority (DE0021)	92,219	100,000	100,000	568,727	568,727	468,727	180	1070_8406
Castroville/Pajaro Project (DE0023)	1,629,796	2,480,585	5,685,526	100,000	100,000	(2,380,585)	406	1070_8421
Fort Ord Project (DE0024)	29,280	375,337	375,337	1,285,978	1,285,978	910,641	406	1070_8422
East Garrison Project (DE0025)	268,959	312,134	312,134	300,000	300,000	(12,134)	406	1070_8423
Office of Employment & Training (DE0026)	0	6,401,972	6,973,541	7,130,150	7,130,150	728,178	007	1070_8427
East Garrison Community Services District (DE0027)	0	50,000	50,000	165,000	165,000	115,000	181	1070_8428
East Garrison Development Reimbursement (DE0028)	0	0	0	490,000	490,000	490,000	182	1070_8431
Subtotal	\$10,136,111	\$21,457,836	\$25,965,361	\$21,739,976	\$21,496,135	38,299		

Units

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Cluster Loans	0	0	0	0	0	0
Development Set-Aside	1,317,668	1,573,650	1,573,650	1,689,741	1,689,741	116,091
Revolving Loan Program	105,784	191,603	154,806	842,845	842,845	651,242
Community Development Reuse	1,303,024	967,468	514,483	118,045	118,045	(849,423)
Community Development Grant	849,889	1,611,226	2,322,619	1,062,762	1,062,762	(548,464)
Boronda Housing Set Aside	2,741,606	4,000	4,000	4,000	4,000	0
Castroville/Pajaro Housing Set Aside	171,147	35,195	16,195	21,762	21,762	(13,433)
Inclusionary Housing	128,163	154,956	154,956	197,208	197,208	42,252
Boronda Capital Fund	0	0	0	0	0	0
Castroville/Pajaro Capital Fund	0	0	0	0	0	0
Fort Ord Capital Fund	0	0	0	0	0	0
Economic Development Administration	856,512	869,135	1,084,012	1,239,245	995,404	126,269
Workforce Investment Board	642,065	6,330,575	6,644,102	6,524,513	6,524,513	193,938
E Garrison Public Financing Authority	92,219	100,000	100,000	568,727	568,727	468,727
Castroville/Pajaro Project	1,629,796	2,480,585	5,685,526	100,000	100,000	(2,380,585)
Fort Ord Project	29,280	375,337	375,337	1,285,978	1,285,978	910,641
East Garrison Project	268,959	312,134	312,134	300,000	300,000	(12,134)
Office of Employment & Training	0	6,401,972	6,973,541	7,130,150	7,130,150	728,178
East Garrison Community Services District	0	50,000	50,000	165,000	165,000	115,000
East Garrison Development Reimbursement	0	0	0	490,000	490,000	490,000
Subtotal	\$10,136,111	\$21,457,836	\$25,965,361	\$21,739,976	\$21,496,135	38,299

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
11A31	ECONOMIC DEVELOPMENT DIRECTOR	1.00	1.00	1.00	0.00
12E16	WIB EXECUTIVE DIRECTOR	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	2.00	3.00	4.00	1.00
14C31	MANAGEMENT ANALYST III	2.00	2.00	2.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	1.00	0.00
14M22	HOUSING PROGRAM MANAGER	1.00	1.00	1.00	0.00
20B93	FINANCE MANAGER II	0.00	1.00	1.00	0.00
41A20	CIVIL ENGINEER	1.00	1.00	0.00	-1.00
41F32	REDEVELOPMENT/HOUSING PROJECT ANALYST III	3.00	3.00	2.00	-1.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	0.00	1.00	1.00	0.00
60G21	WIB EMPLOYMENT PROGRAMS REPRESENTATIVE II	0.00	19.00	17.00	-2.00
60G33	WIB EMPLOYMENT PROGRAMS REPRESENTATIVE III	0.00	4.00	4.00	0.00
60G43	WIB EMPLOYMENT PROGRAMS SUPERVISOR	0.00	3.00	3.00	0.00
60I02	PROGRAM MANAGER II	0.00	1.00	1.00	0.00
80A32	SENIOR SECRETARY	2.00	2.00	2.00	0.00
80E21	OFFICE ASSISTANT II	0.00	1.00	1.00	0.00
80E22	OFFICE ASSISTANT III	0.00	2.00	2.00	0.00
80J30	ACCOUNTING TECHNICIAN	0.00	1.00	1.00	0.00
Total		14.00	48.00	45.00	-3.00

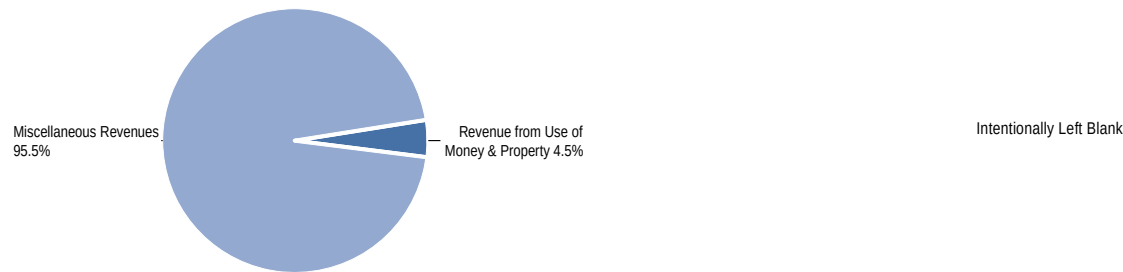
Augmentation

Dept	Request Code	Request Name	Ranking Type	Requested Amount	FTEs	Cumm. Approved	Approved FTEs
1070	AUG1_1070_8221_001	Redevelopment/Housing Project Analyst III	Base Level Maintenance	135,046	1.00	135,046	1.00
1070	AUG2_1070_8221_001	Housing Program Manager	Base Level Maintenance	148,399	1.00	148,399	1.00
1070	AUG3_1070_8221_001	Annual Memberships to Non-Profits and Prof Associations	Not Mandated-New Program/Svc	66,685	0.00	0	0.00
1070	AUG4_1070_8221_001	Professional Services Agreements	Not Mandated-New Program/Svc	20,000	0.00	0	0.00
Grand Total				370,130	2.00	283,445	2.00

Cluster Loans

(Unit 8042— Fund 001)

Source of Funds



Use of Funds

Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Revenue from Use of Money & Property	1,594	1,594	3,890	1,180	1,180	(414)
Miscellaneous Revenues	25,000	25,000	14,928	25,000	25,000	0
Subtotal	\$26,594	\$26,594	\$18,818	\$26,180	\$26,180	(414)
General Fund Contributions	(\$26,594)	(\$26,594)	(\$18,818)	(\$26,180)	(\$26,180)	414
Total Source of Funds	\$0	\$0	\$0	\$0	\$0	0

Unit Description

This unit contains the Competitive Clusters (C2) Revolving Loan Fund (RLF) program. Competitive Clusters is a strategic planning project designed to implement near-term economic development action and to provide a compelling economic vision and strategic framework to guide development efforts in the future.

The C2 RLF was originally started in FY 2004-05 with \$50,000 of County discretionary General Fund revenue and a \$100,000 contribution from the Agricultural Commissioner's Office. The funds are dedicated to the implementation of the initiatives developed under the umbrella of the C2 Project. Loans are limited to a maximum of \$25,000 per request and must be repaid, with interest, within two years.

Prior Year Accomplishments

In FY 2011-12, two outstanding loans, StepUp2Green and MontereyBay.365 taken by the Monterey County Business Council

(MCBC) were due and payable. In FY 2013-14, the County agreed to accept two interest loan payments from the MCBC, in the amount of \$3,890.42, and extend both loan agreements to FY 2015-16.

The Economic Opportunity Committee has oversight of this Loan Fund. The Committee is scheduled to consider creation of a subcommittee to oversee evaluation of the program before committing additional funds to outside providers. The primary goal of the evaluation effort is to promote alignment and accountability of program funding with the economic pillars.

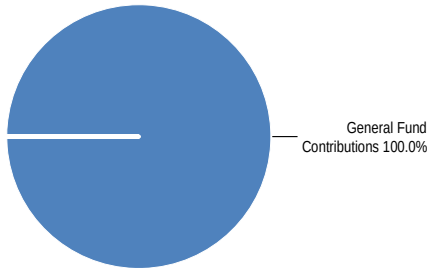
Budget Year Goals

Enhance oversight and administration of the program to support loan-funded initiatives that promote job creation in accordance with County-wide pillars of economic opportunity.

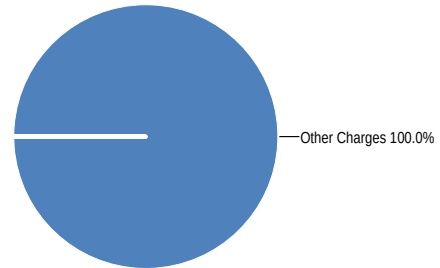
Development Set-Aside

(Unit 8043— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Services and Supplies	1,317,668	0	1,573,650	0	0	0
Other Charges	0	1,573,650	0	1,689,741	1,689,741	116,091
Subtotal	\$1,317,668	\$1,573,650	\$1,573,650	\$1,689,741	\$1,689,741	116,091

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$1,317,668	\$1,573,650	\$1,573,650	\$1,689,741	\$1,689,741	116,091
Total Source of Funds	\$1,317,668	\$1,573,650	\$1,573,650	\$1,689,741	\$1,689,741	116,091

Unit Description

The Development Set-Aside unit provides funding for economic development, tourism development, and cultural arts programs in Monterey County. The Board of Supervisors designated the Arts Council of Monterey County, the Monterey County Convention and Visitors' Bureau (MCCVB), the Monterey County Film Commission (MCFC), and the Monterey County Business Council to implement specific aspects of the Development Set-Aside program.

The Arts Council provides cultural arts programs throughout the County. The MCCVB implements a destination-marketing program to attract new and repeat visitors to Monterey County. The MCFC markets the County as an ideal location for filming

commercials, made-for-TV movies, feature films, and still catalogs. The Monterey County Business Council facilitates implementation of the Competitive Clusters project.

Prior Year Accomplishments

Achieved targeted performance measures.

Budget Year Goals

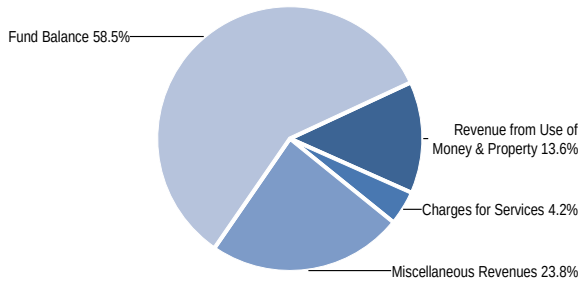
Enhance oversight and administration of the Development Set-Aside program to align it with job-creating activities that support county-wide economic pillars of opportunity.

Refine the streamlining of the program and tracking system.

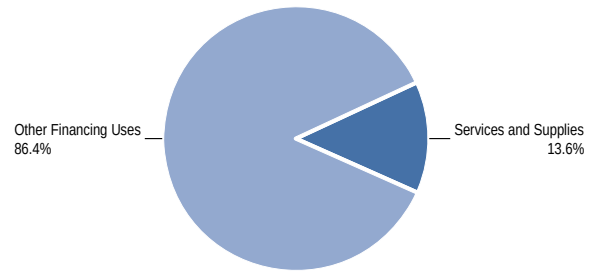
Revolving Loan Program

(Unit 8044— Fund 011)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Services and Supplies	105,784	191,603	154,806	114,700	114,700	(76,903)
Other Financing Uses	0	0	0	728,145	728,145	728,145
Subtotal	\$105,784	\$191,603	\$154,806	\$842,845	\$842,845	651,242

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Revenue from Use of Money & Property	25,273	0	0	114,772	114,772	114,772
Charges for Services	0	0	0	35,000	35,000	35,000
Miscellaneous Revenues	206,185	0	0	200,300	200,300	200,300
Subtotal	\$231,458	\$0	\$0	\$350,072	\$350,072	350,072
Fund Balance	(125,674)	191,603	154,806	492,773	492,773	301,170
Total Source of Funds	\$105,784	\$191,603	\$154,806	\$842,845	\$842,845	651,242

Unit Description

This unit was established for the reuse of grant funds in the form of loans that are repaid. It currently includes the County's Small Business Revolving Loan Fund (RLF), which supports the expansion, retention, and attraction of small business, commerce, industry and agriculture in Monterey County.

The County currently has two RLF programs initially funded by the Economic Development Administration (EDA). The Rural RLF serves Gonzales, Soledad, Greenfield, King City, Castroville, Pajaro, Moss Landing, and unincorporated areas located south of the City of Salinas. The countywide RLF serves the entire County.

All RLF programs are intended to help diversify and strengthen the economic base of the local area by assisting businesses that are unable to secure suitable private financing for start-up and expansion costs. RLF loans range in size from \$10,000 to \$250,000.

Prior Year Accomplishments

Issued a Request for Proposals and awarded an agreement to the California Coastal Rural Development Corporation (Cal Coastal) to administer the RLF.

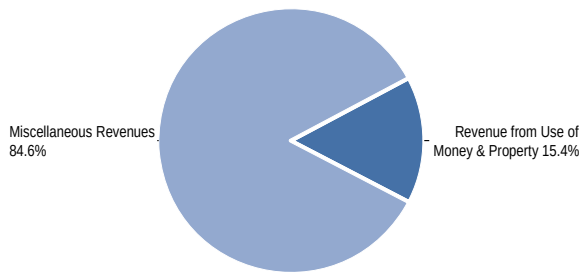
Budget Year Goals

Provide loans to existing or start-up small businesses, supporting the creation of 10 new jobs in Monterey County.

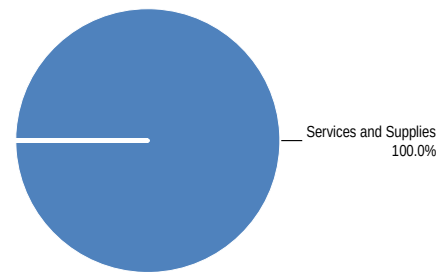
Community Development Reuse

(Unit 8199— Fund 013)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Services and Supplies	309,148	208,022	131,478	118,045	118,045	(89,977)
Other Charges	925	2,162	722	0	0	(2,162)
Other Financing Uses	992,951	757,284	382,283	0	0	(757,284)
Subtotal	\$1,303,024	\$967,468	\$514,483	\$118,045	\$118,045	(849,423)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Revenue from Use of Money & Property	79,134	65,508	65,508	18,200	18,200	(47,308)
Charges for Services	188	0	0	45	45	45
Miscellaneous Revenues	870,449	974,560	328,110	99,800	99,800	(874,760)
Subtotal	\$949,771	\$1,040,068	\$393,618	\$118,045	\$118,045	(922,023)
Fund Balance	353,253	(72,600)	120,865	0	0	72,600
Total Source of Funds	\$1,303,024	\$967,468	\$514,483	\$118,045	\$118,045	(849,423)

Unit Description

This unit provides for the reuse of payments on loans that were originally funded by State Community Development Block Grant (CDBG), Neighborhood Stabilization Program (NSP), and HOME Investment Partnership program funds.

Grant funds are loaned to low and very low-income households for housing rehabilitation, first-time homebuyer down payment assistance activities, and to nonprofits for affordable housing projects. All program income must be spent on eligible activities in accordance with State regulations and adopted Program Income Reuse Plans and Guidelines.

Prior Year Accomplishments

Purchased, rehabilitated, and resold foreclosed houses to very low, low, and moderate income households. The final house was sold to a moderate income household and the program ended in FY 2013-14.

Funded one First Time Homebuyer (FTHB) loan with HOME Program funds.

Budget Year Goals

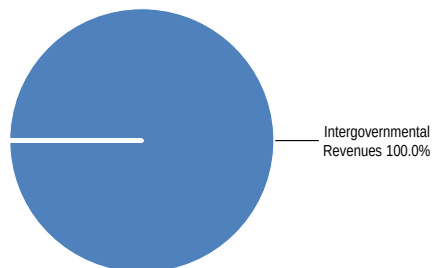
Complete the pre-development and design phases of the Chualar Tot Lot (children's recreational area) upon finalization of project funding sources.

Fund FTHB loans based upon requests.

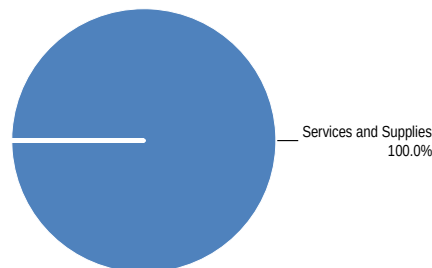
Community Development Grant

(Unit 8200— Fund 013)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Services and Supplies	99,519	1,470,758	1,257,151	1,062,762	1,062,762	(407,996)
Other Financing Uses	750,370	140,468	1,065,468	0	0	(140,468)
Subtotal	\$849,889	\$1,611,226	\$2,322,619	\$1,062,762	\$1,062,762	(548,464)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Intergovernmental Revenues	824,285	1,561,143	2,217,180	1,062,762	1,062,762	(498,381)
Miscellaneous Revenues	0	1	1	0	0	(1)
Subtotal	\$824,285	\$1,561,144	\$2,217,181	\$1,062,762	\$1,062,762	(498,382)
Fund Balance	25,604	50,082	105,438	0	0	(50,082)
Total Source of Funds	\$849,889	\$1,611,226	\$2,322,619	\$1,062,762	\$1,062,762	(548,464)

Unit Description

The Community Development Grant unit provides for community and economic development projects funded through State and Federal Community Development Block Grants (CDBG), HOME, and other grant programs and other funding sources. This unit provides funding for public infrastructure, community facilities and housing projects for very low and low to moderate-income households, depending on program regulations. Funding must be utilized in accordance with funding source guidelines.

Prior Year Accomplishments

Issued a Request for Proposal (RFP) for a consultant to undertake a Planning and Technical Assistance Feasibility Study to evaluate the need for a cut flower regional shipping consolidation facility.

Submitted an application to the State for additional funding for improvements to the A. R. Wilson Community Park in Aromas. This funding would provide for further improvements to the park as well as improvements to a soccer field in Chualar. Awards are to be announced in June 2014.

Established an Urban County with the cities of Del Rey Oaks and Gonzales in order to be entitled to receive annual funding directly from HUD.

Prepared a Consolidated Housing Plan and Action Plan and an Analysis of Impediments to Fair Housing.

Received funding for eight projects and five service programs from HUD.

Recommended four projects and eight programs to HUD for funding in FY 2014-15.

Budget Year Goals

Undertake the cut flower consolidation study using State CDBG funding.

Provide funding and oversee Phase 2 construction improvements to A. R. Wilson Community Park in Aromas if State CDBG funding is awarded.

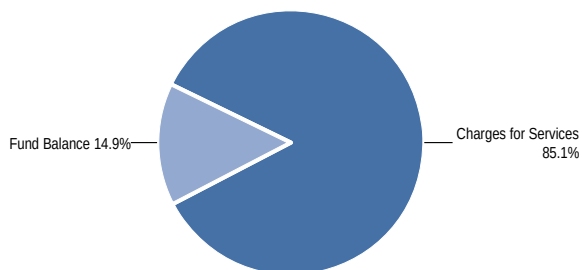
Enter into contracts for the implementation of programs and projects in the HUD Urban County for FY 2014-15 and oversee/monitor the activities including quarterly reporting to HUD.

Finalize close out of the Neighborhood Stabilization Program 3 (NSP3) grant program including monitoring.

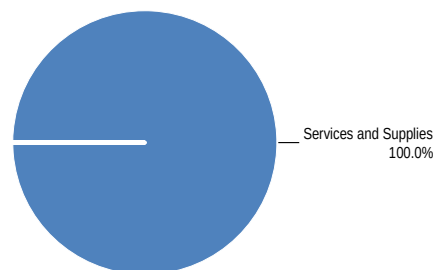
Boronda Housing Set Aside

(Unit 8202— Fund 176)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Services and Supplies	25	4,000	4,000	4,000	4,000	0
Other Charges	2,741,580	0	0	0	0	0
Subtotal	\$2,741,606	\$4,000	\$4,000	\$4,000	\$4,000	0

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Revenue from Use of Money & Property	7,769	9,691	9,691	0	0	(9,691)
Charges for Services	0	4,000	4,000	3,405	3,405	(595)
Subtotal	\$7,769	\$13,691	\$13,691	\$3,405	\$3,405	(10,286)
Fund Balance	2,733,836	(9,691)	(9,691)	595	595	10,286
Total Source of Funds	\$2,741,605	\$4,000	\$4,000	\$4,000	\$4,000	0

Unit Description

The Boronda Housing Set-Aside unit formerly provided Redevelopment funding for the provision of affordable housing to low and moderate-income families within the Boronda Redevelopment Project Area. In accordance with State law, all funds deposited into the Housing Set-Aside Fund were to be used to increase the supply of or improve the condition of very low, low, and moderate-income housing.

Since the State's dissolution of Redevelopment Agencies and the loss of funds, the County took required action to become the

Housing Successor Agency. Any repayment of loans can be used to reinvest in housing.

Prior Year Accomplishments

The Camphora Farm Labor Camp repaid a portion of a short term loan and was approved for a \$300,000 long term loan for redevelopment of the site.

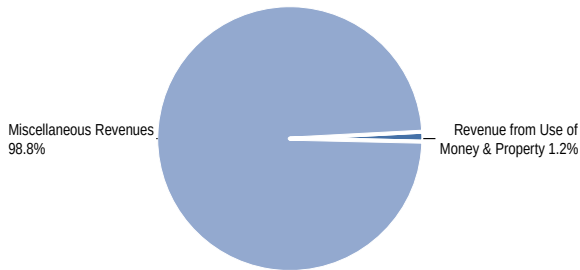
Budget Year Goals

Receive repayment of the short term loan balance. Fund the long term loan and monitor the redevelopment of the project.

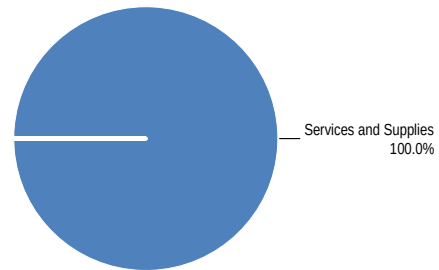
Castroville/Pajaro Housing Set Aside

(Unit 8203— Fund 175)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Services and Supplies	4,526	35,195	16,195	21,762	21,762	(13,433)
Other Charges	166,621	0	0	0	0	0
Subtotal	\$171,147	\$35,195	\$16,195	\$21,762	\$21,762	(13,433)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Revenue from Use of Money & Property	770	0	0	1,700	1,700	1,700
Charges for Services	0	118,000	120,000	0	0	(118,000)
Miscellaneous Revenues	421,571	702	7,205	139,000	139,000	138,298
Subtotal	\$422,341	\$118,702	\$127,205	\$140,700	\$140,700	21,998
Fund Balance	(251,194)	(8,507)	(111,010)	(118,938)	(118,938)	(110,431)
Total Source of Funds	\$171,147	\$110,195	\$16,195	\$21,762	\$21,762	(88,433)

Unit Description

The Castroville/Pajaro Housing Set-Aside unit was established to facilitate the provision of affordable housing to very low, low and moderate-income families within the Castroville/Pajaro Redevelopment Project Area. In accordance with Redevelopment Law, all funds deposited into the Housing Set-Aside Fund were to be used to increase the supply or improve the condition of very low, low, and moderate-income housing.

Since the State's dissolution of Redevelopment Agencies and the loss of funds, the County took required action to become the Housing Successor Agency. Any repayment of loans can be used to reinvest in housing.

Prior Year Accomplishments

Worked with MidPen Housing in response to a request for funding of an eleven-unit apartment project in need of rehabilitation on Geil Street in Castroville.

Completed construction of the Community Housing Improvement Systems and Planning Association, Inc. (CHIPSA) Sea Garden project in Castroville.

Monitored the project operations of Kents Court, a nineteen unit affordable housing project in Pajaro that is owned by the County and managed by Eden Housing.

Budget Year Goals

Determine the funding needs for the Geil street project and receive approval from the Board of Supervisors.

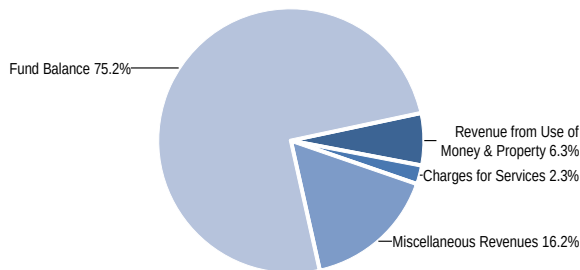
Oversee the property management of Kents Court and negotiate and enter into a new property management contract at the end of FY 2014-15.

Monitor the Cynara Court and Sea Garden projects previously funded by RDA.

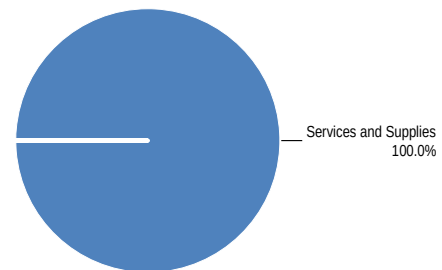
Inclusionary Housing

(Unit 8208— Fund 009)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Services and Supplies	128,163	154,956	154,956	197,208	197,208	42,252
Subtotal	\$128,163	\$154,956	\$154,956	\$197,208	\$197,208	42,252

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Revenue from Use of Money & Property	24,546	6,421	6,421	12,500	12,500	6,079
Charges for Services	26,999	7,800	7,800	4,500	4,500	(3,300)
Miscellaneous Revenues	67,027	26,851	26,851	32,000	32,000	5,149
Subtotal	\$118,573	\$41,072	\$41,072	\$49,000	\$49,000	7,928
Fund Balance	9,590	113,884	113,884	148,208	148,208	34,324
Total Source of Funds	\$128,163	\$154,956	\$154,956	\$197,208	\$197,208	42,252

Unit Description

The Inclusionary Housing Program was established through an Ordinance adopted by the Board of Supervisors in FY 1979-80. The Ordinance has been amended several times, most recently in 2011. The purpose of the Inclusionary Housing Fund is to facilitate development of housing for low and moderate income residents of Monterey County. The Fund is capitalized through payment of in-lieu fees by developers of subdivision projects and repayment of project loans made from inclusionary funds.

Monies from the funds are distributed to eligible for-profit and non-profit developers to assist with the cost of providing affordable housing to households earning less than 120% of the County median income. The County Housing Advisory Committee reviews affordable housing proposals. Fund 009 also supports the cost of administering and monitoring the existing loan portfolio, monitoring inclusionary units, and administering and monitoring all other compliance matters relating to the Inclusionary Housing Ordinance, as well as the land entitlement process. All revenue must be spent in accordance with the requirements of the adopted Inclusionary Housing Ordinance.

Prior Year Accomplishments

Monitored 78% of the County's Inclusionary Units within the timeframes in the established Monitoring Calendar.

Commenced work on an Inclusionary Agreement for the Pebble Beach project. An In Lieu fee was approved by the Board of Supervisors in lieu of building eighteen units of affordable housing onsite. Commenced work on several previously approved developments which will include In Lieu units and/or fees.

Responded to new proposed projects.

Budget Year Goals

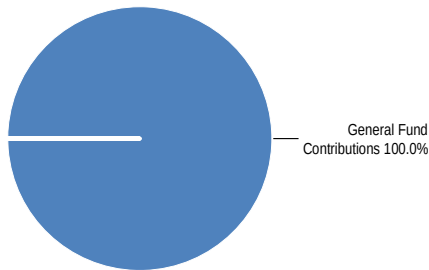
Monitor 85% of the County's existing Inclusionary Housing Units.

Complete the Inclusionary Agreement for Pebble Beach and respond to proposed projects in regard to Inclusionary requirements.

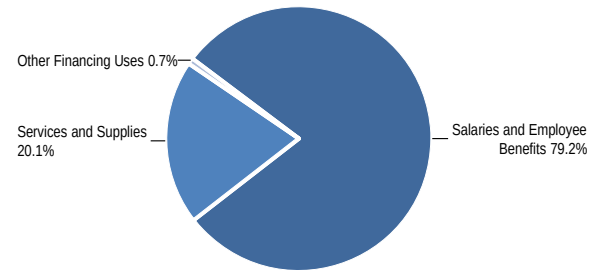
Economic Development Administration

(Unit 8221— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	1,728,511	1,211,612	1,251,370	1,117,519	1,101,182	(110,430)
Services and Supplies	349,774	331,433	381,013	506,284	278,780	(52,653)
Other Charges	(1,221,772)	(697,089)	(571,550)	(394,786)	(394,786)	302,303
Other Financing Uses	0	23,179	23,179	10,228	10,228	(12,951)
Subtotal	\$856,512	\$869,135	\$1,084,012	\$1,239,245	\$995,404	126,269

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Charges for Services	5	10	10	0	0	(10)
Miscellaneous Revenues	7,309	10	214,887	0	0	(10)
Subtotal	\$7,314	\$20	\$214,897	\$0	\$0	(20)
General Fund Contributions	\$849,198	\$869,115	\$869,115	\$1,239,245	\$995,404	126,289
Total Source of Funds	\$856,512	\$869,135	\$1,084,012	\$1,239,245	\$995,404	126,269

Unit Description

This unit contains the staff and administrative costs of the Economic Development Department. Staff within this unit are responsible for the County's affordable housing programs; community development and economic development initiatives; grants; and loans. Other responsibilities include staffing the Workforce Investment Board and Redevelopment Oversight Board, and wrapping up redevelopment efforts in the Castroville/Pajaro, Boronda, and Fort Ord Redevelopment Project areas. Approximately 30% of the costs in this unit are charged to outside funds, with the balance of funding from the General Fund for economic development activities.

Prior Year Accomplishments

Interviewed 89 businesses, as part of the Business, Retention & Expansion Program. These interviews have resulted in providing resources to businesses and gathering business and workforce data to support business expansion, job retention, job creation and increased investment in the community, thereby, building a strong

relationship between the County and local businesses, which strengthen the local economy.

Worked with Stanford Research Institute, International, and with direction from the Economic Opportunity Committee to complete the Economic Development Strategic Plan.

Worked with the Governor's Office of Business and Economic Development (GoBiz) and received six leads representing 1,000 jobs and are close to closing our first project of the year with GoBiz.

Built partnerships with each of the cities in the County and with key economic development organizations, chambers of commerce, associations and business groups.

Budget Year Goals

Develop a plan for use/distribution of Housing Successor Agency assets.

Partner with Resource Management Agency (RMA) on special handling of key projects for permitting, and assist companies through the permitting process in order to create jobs and new revenue.

Implement efforts to secure financial resources for community and Economic Development efforts to replace the loss of Redevelopment tax increment revenue.

Create a workforce development strategy to connect the local labor force and training resources to meet the needs of industries with the best growth potential.

Develop action plans for four primary economic development pillars: tourism, education/research technology, agriculture, and small business.

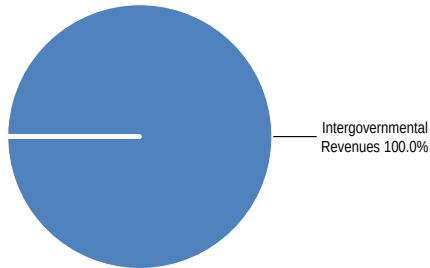
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
11A31	ECONOMIC DEVELOPMENT DIRECTOR	1.00
14C30	MANAGEMENT ANALYST II	1.00
14C31	MANAGEMENT ANALYST III	1.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00
14M22	HOUSING PROGRAM MANAGER	1.00
41F32	REDEVELOPMENT/HOUSING PROJECT ANALYST III	2.00
80A32	SENIOR SECRETARY	1.00
Total		8.00

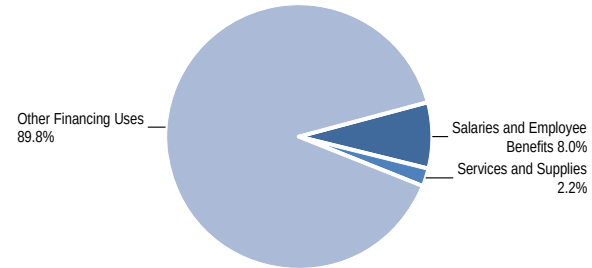
Workforce Investment Board

(Unit 8396— Fund 021)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	0	470,938	448,758	523,370	523,370	52,432
Services and Supplies	642,065	222,519	227,541	142,930	142,930	(79,589)
Other Charges	0	(748,943)	(962,602)	4,261	4,261	753,204
Other Financing Uses	0	6,386,061	6,930,405	5,853,952	5,853,952	(532,109)
Subtotal	\$642,065	\$6,330,575	\$6,644,102	\$6,524,513	\$6,524,513	193,938

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Revenue from Use of Money & Property	(76)	139	1,284	139	139	0
Intergovernmental Revenues	654,511	6,328,357	6,317,481	6,524,403	6,524,403	196,046
Miscellaneous Revenues	0	2,079	1,213	0	0	(2,079)
Other Financing Sources	0	0	323,917	0	0	0
Subtotal	\$654,435	\$6,330,575	\$6,643,895	\$6,524,542	\$6,524,542	193,967
Fund Balance	(12,371)	0	207	(29)	(29)	(29)
Total Source of Funds	\$642,064	\$6,330,575	\$6,644,102	\$6,524,513	\$6,524,513	193,938

Unit Description

The Workforce Investment Board (WIB) is designated by the Board of Supervisors to provide strategic planning, policy development, oversight, and evaluation of the local workforce investment system. The WIB serves as a vehicle to mobilize and integrate private and public partners to effectively educate, train and place individuals with the necessary resources and skills to fulfill employer needs.

Create a workforce development strategy to connect the local labor force and training resources to meet the needs of industries with the best growth potential.

Work with industry representatives to identify and develop a workforce development strategy that meets the needs of business within the four primary pillars of economic opportunity: tourism, education/research technology, agriculture, and small business.

Prior Year Accomplishments

Received approval of the 2013-17 Local Plan in September 2013. In February 2014, Monterey County Workforce Investment Board received approval for Hi-Performance Board Certification. Monterey is one of 16 Local Workforce Investment Areas (LWIA) to receive this designation out of the 49 LWIAs in the State.

Work with training providers to create career paths of economic opportunity for the people who live and work within Monterey County, focusing on apprenticeship, career certificate and vocational training opportunities.

Budget Year Goals

Maintain effective Rapid Response early warning systems.

Ensure the presence of a workforce development system that is not only cognizant of the needs of employers and jobseekers, but also works with the educational system to effectively prepare unemployed and or underemployed jobseekers for entry into key industry sectors.

Increase the number of adults who obtain a marketable and industry-recognized credential or degree, with a special emphasis on unemployed, underemployed, low-skilled, veterans, individuals with disabilities, and other at-risk populations.

Increase the number of high school students, with emphasis on at-risk youth and those from low-income communities, who graduate prepared for postsecondary vocational training, further education, and/or a career.

Develop entrepreneurial and small business training that turns ideas into successful businesses in a short period of time, in partnership with Small Business Development Centers and local colleges.

Design an effective outreach strategy and consistent message to effectively communicate what the Workforce Investment Board can do to help business.

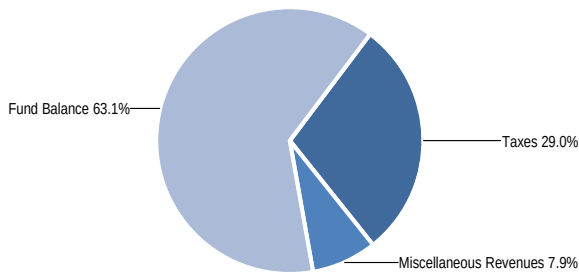
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
12E16	WIB EXECUTIVE DIRECTOR	1.00
14C30	MANAGEMENT ANALYST II	2.00
14C31	MANAGEMENT ANALYST III	1.00
80A32	SENIOR SECRETARY	1.00
Total		5.00

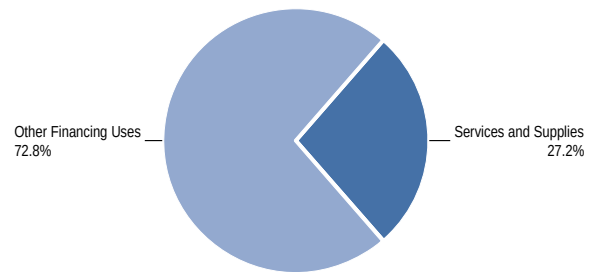
E Garrison Public Financing Authority

(Unit 8406— Fund 180)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Services and Supplies	92,219	100,000	100,000	154,750	154,750	54,750
Other Financing Uses	0	0	0	413,977	413,977	413,977
Subtotal	\$92,219	\$100,000	\$100,000	\$568,727	\$568,727	468,727

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Taxes	0	0	0	165,000	165,000	165,000
Licenses, Permits, and Franchises	358,727	0	0	0	0	0
Revenue from Use of Money & Property	308	0	0	0	0	0
Charges for Services	113,578	0	0	0	0	0
Miscellaneous Revenues	0	100,000	100,000	45,000	45,000	(55,000)
Subtotal	\$472,613	\$100,000	\$100,000	\$210,000	\$210,000	110,000
Fund Balance	(380,394)	0	0	358,727	358,727	358,727
Total Source of Funds	\$92,219	\$100,000	\$100,000	\$568,727	\$568,727	468,727

Unit Description

In 2006, the Board of Supervisors created Community Facilities District (CFD) Number 2006-1 (East Garrison CFD). This unit includes activities related to the collection and disbursement of facilities' special tax revenue collected in the East Garrison CFD.

The facilities' special tax unit was set up to acquire constructed facilities from the East Garrison Developer (up to a maximum of \$20 million) either through the issuance of bonds or through a pay-as-you-go method. Revenues to this fund include special taxes collected, interest earned on unused funds, and penalties from delinquent special facilities taxes.

Specific activities to be funded in this unit include: (1) payment of principal and interest, including scheduled sinking fund payments, on bonds; (2) payment of administrative expenses, as defined in the Rate and Method of Apportionment for the Fiscal Year; (3) creation or replenishment of reserve funds; (4) curing delinquencies in the payment of principal or interest on indebtedness of CFD No. 2006-1; and (5) construction or acquisition of Authorized Facilities.

Prior Year Accomplishments

Amended the Rate and Method of Apportionment (Tax Formula) to increase the amount of special tax funds for County services and decrease the amount of special tax funds for facility construction, leaving the total Maximum Annual Tax unchanged.

Developed the methodology to impose, and imposed, the facilities portion of the CFD Tax on eligible parcels for the first time.

Accepted Phase-1 public infrastructure improvements.

Commenced vertical construction and sales on Phase I of the Master Planned New Home Community. Issued 90 Building permits at least 60 of which are approved for occupancy or expected to be approved by the end of June 2014. Several units are sold and occupied.

Assembled Bond Issuance team.

Budget Year Goals

Support the processing of the Final Map for Phase 2 and to monitor the construction of Phase-2 infrastructure for compliance with public facility acquisition requirements.

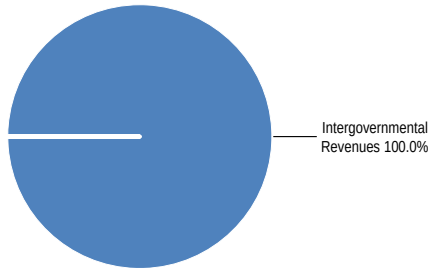
Consider and proceed with First Series Bonds sale if appropriate.

Monitor building permit issuance and vertical construction of homes.

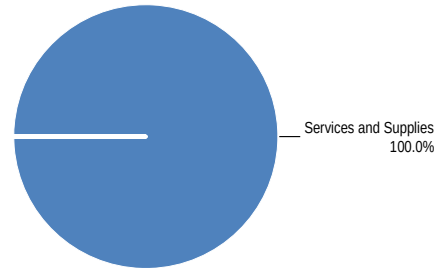
Castroville/Pajaro Project

(Unit 8421— Fund 406)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Services and Supplies	1,613,827	1,602,641	4,807,582	100,000	100,000	(1,502,641)
Other Charges	15,969	877,944	877,944	0	0	(877,944)
Subtotal	\$1,629,796	\$2,480,585	\$5,685,526	\$100,000	\$100,000	(2,380,585)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Taxes	2,238,781	1,123,000	1,123,000	0	0	(1,123,000)
Revenue from Use of Money & Property	14,771	14,170	14,170	0	0	(14,170)
Intergovernmental Revenues	380,437	1,392,234	4,597,175	100,000	100,000	(1,292,234)
Miscellaneous Revenues	18,280	22,215	22,215	0	0	(22,215)
Subtotal	\$2,652,269	\$2,551,619	\$5,756,560	\$100,000	\$100,000	(2,451,619)
Fund Balance	(1,022,474)	(71,034)	(71,034)	0	0	71,034
Total Source of Funds	\$1,629,795	\$2,480,585	\$5,685,526	\$100,000	\$100,000	(2,380,585)

Unit Description

This Budget Unit provides for the administration and implementation of the Castroville/Pajaro Redevelopment Plan adopted in April 1986. The former Castroville/Pajaro Project Area included 641 acres in Castroville and 243 acres in Pajaro.

On February 1, 2012, all redevelopment agencies in the State were dissolved. The County took required actions to elect to be the Successor Agency and Housing Successor Agency. An Oversight Board has been created and Recognized Obligation Schedules (ROPS) were prepared and submitted to the State Department of Finance as required by State Law. Due Diligence Reviews have been completed for the Housing Set-Aside Funds and the Capital Funds of the former RDA to determine the fund balances that are available to be distributed to the taxing entities.

The State Department of Finance accepted two ongoing projects in Castroville/Pajaro, the Pajaro Park and the Merritt Street Safety Improvement Projects and authorized payments from funds held by the Successor Agency required to meet the enforceable obligations associated with these projects. The Pajaro Park was completed in early 2014. Project close out activities are anticipated to be completed by the fall of 2014. The Merritt Street Safety

Improvement Project could not be completed due to Caltrans permitting issues. The funding for the project through the Successor Agency is no longer authorized by the State Department of Finance.

Prior Year Accomplishments

Completed and held the grand opening for Pajaro Park on March 16, 2014.

Approved a Long Range Property Management Plan (LRPMP) that addresses the disposition of Successor Agency owned property. Three properties are located in the former Castroville/Pajaro Redevelopment Agency Project Area. The LRPMP was approved by the Oversight Board on April 17, 2014 and submitted to the State Department of Finance (DOF). Once the DOF approves the form of disposition for each property, the Successor Agency can undertake required implementation actions.

Budget Year Goals

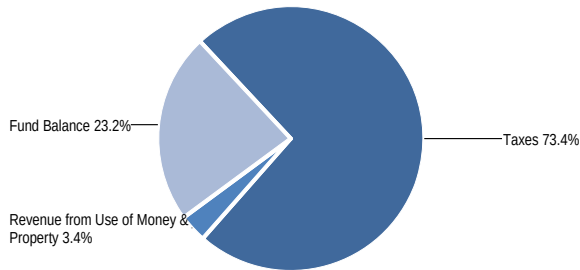
Complete the project close out for the Pajaro Park.

Implement the LRPMP after DOF approval.

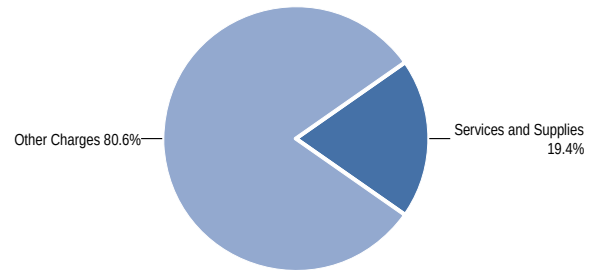
Fort Ord Project

(Unit 8422— Fund 406)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Services and Supplies	8,416	351,138	351,138	250,000	250,000	(101,138)
Other Charges	20,863	24,199	24,199	1,035,978	1,035,978	1,011,779
Subtotal	\$29,280	\$375,337	\$375,337	\$1,285,978	\$1,285,978	910,641

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Taxes	1,980	350,000	350,000	944,299	944,299	594,299
Revenue from Use of Money & Property	41,988	50,225	50,225	43,670	43,670	(6,555)
Subtotal	\$43,968	\$400,225	\$400,225	\$987,969	\$987,969	587,744
Fund Balance	(14,688)	(24,888)	(24,888)	298,009	298,009	322,897
Total Source of Funds	\$29,280	\$375,337	\$375,337	\$1,285,978	\$1,285,978	910,641

Unit Description

On February 1, 2012, all redevelopment agencies in the State were dissolved. The County took required actions to elect to be the Successor Agency and Housing Successor Agency. An Oversight Board has been created and Recognized Obligation Schedules (ROPS) have been prepared and submitted to the State Department of Finance as required by State Law. Due Diligence Reviews have been completed for the Housing Set-Aside Funds and the Capital Funds of the former RDA to determine the fund balances that are available to be distributed to the taxing entities.

Prior Year Accomplishments

Approved a Long Range Property Management Plan (LRPMP) that addresses the disposition of Successor Agency owned property. A number of properties are located in the former Fort Ord RDA Project Area. The LRPMP was approved by the Oversight Board on April 17, 2014 and submitted to the State Department of Finance (DOF). Once the DOF approves the form of disposition for each property the Successor Agency can undertake required implementation actions.

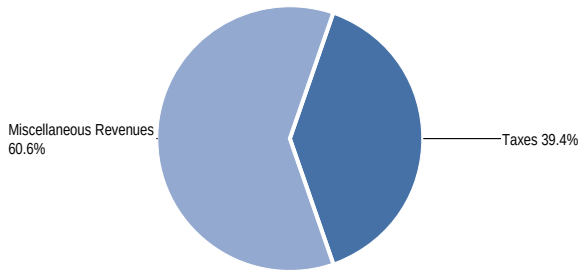
Budget Year Goals

Implement the LRPMP after DOF approval.

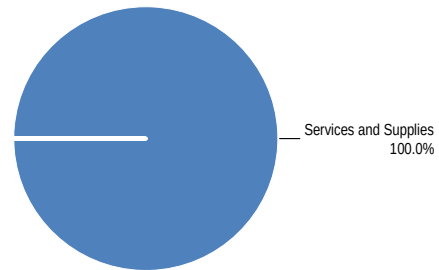
East Garrison Project

(Unit 8423— Fund 406)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Services and Supplies	88,683	300,000	300,000	300,000	300,000	0
Other Charges	180,276	12,134	12,134	0	0	(12,134)
Subtotal	\$268,959	\$312,134	\$312,134	\$300,000	\$300,000	(12,134)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Taxes	189,092	12,134	12,134	118,286	118,286	106,152
Revenue from Use of Money & Property	1,463	948	948	0	0	(948)
Miscellaneous Revenues	0	300,000	300,000	181,714	181,714	(118,286)
Subtotal	\$190,555	\$313,082	\$313,082	\$300,000	\$300,000	(13,082)
Fund Balance	78,404	(948)	(948)	0	0	948
Total Source of Funds	\$268,959	\$312,134	\$312,134	\$300,000	\$300,000	(12,134)

Unit Description

East Garrison Capital Fund provides appropriation and financing for projects, programs and administrative functions within the East Garrison portion of the Fort Ord Redevelopment Project Area. Under a Development and Disposition and Reimbursement Agreement (DDA) with the developer, costs incurred in this fund are reimbursable by the developer and are to be paid by property tax generated from the project.

On February 1, 2012, all redevelopment agencies in the State were dissolved. The County took required actions to elect to be the Successor Agency and Housing Successor Agency. An Oversight Board has been created and periodic Recognized Obligation Schedules (ROPS) are prepared and submitted to the State Department of Finance as required by State Law. Due Diligence Reviews have been completed for the Housing Set-Aside Funds and the Capital Funds of the former RDA to determine the fund balances that are available to be distributed to the taxing entities.

The State Department of Finance (DOF) has accepted the East Garrison DDA as an enforceable obligation under the RDA Dissolution Act which allows the Successor Agency to use what would have been tax increment funds to continue to implement the project, although this obligation is subject to periodic review until a

"Final and Conclusive Determination" for the DDA is approved by the DOF.

Prior Year Accomplishments

Completed construction on the First Phase infrastructure. 66 for-rent, affordable-housing units were completed and are now occupied, satisfying the for-rent housing requirements under the DDA for Phase 1.

Negotiated and executed three "Assignment and Assumption Agreements" with Union Community Partners, LLC's (UCP) subsidiary, Benchmark Communities.

Commenced vertical construction and sales on Phase I of the Master Planned New Home Community. 90 Building permits have been issued and, at least 60 are approved for occupancy or expected to be approved by the end of June 2014. Several units are sold and occupied.

Provided County and Successor Agency services to implement the East Garrison Project in accordance with the terms and conditions of the Disposition & Development Agreement (DDA), the Development Agreement (DA), and related documents.

Budget Year Goals

Maintain East Garrison DDA as an enforceable obligation under the RDA Dissolution Act through the preparation of a "Final and Conclusive Determination" for ROPS purposes.

Participate in the process to secure funding for the Phase 2 for-rent, affordable housing project to be built by Community Housing Improvement Systems and Planning Association, Inc. (CHISPA).

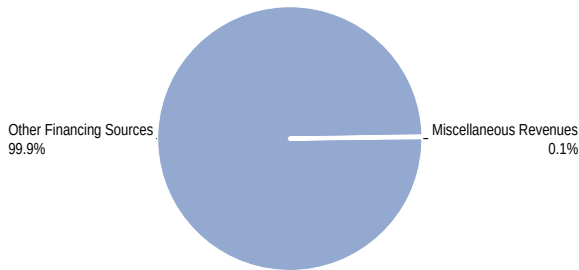
Continue to monitor construction activity and implement DDA obligations relative to public facilities.

Continue to work with developers to encourage the use of local workers and contractors in the implementation of the East Garrison Project.

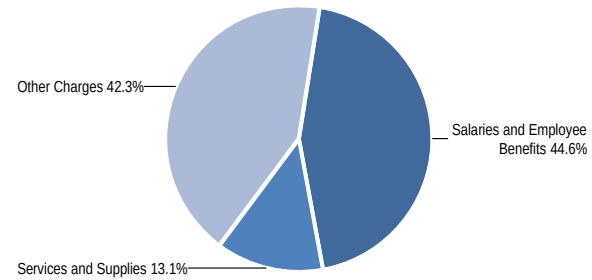
Office of Employment & Training

(Unit 8427— Fund 007)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	0	3,294,844	3,214,059	3,180,353	3,180,353	(114,491)
Services and Supplies	0	789,154	815,135	931,783	931,783	142,629
Other Charges	0	2,317,974	2,944,347	3,018,014	3,018,014	700,040
Subtotal	\$0	\$6,401,972	\$6,973,541	\$7,130,150	\$7,130,150	728,178

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Revenue from Use of Money & Property	0	0	0	419	419	419
Miscellaneous Revenues	0	0	8,274	8,442	8,442	8,442
Other Financing Sources	0	6,401,973	6,930,405	7,211,240	7,211,240	809,267
Subtotal	\$0	\$6,401,973	\$6,938,679	\$7,220,101	\$7,220,101	818,128
Fund Balance	0	(1)	34,862	(89,951)	(89,951)	(89,950)
Total Source of Funds	\$0	\$6,401,972	\$6,973,541	\$7,130,150	\$7,130,150	728,178

Unit Description

The Monterey County Office for Employment and Training Services (OET) and the Monterey County Workforce Investment Board (WIB) are funded through the Federal Workforce Investment Act (WIA) and other grant funds. These programs are subject to detailed regulations by State and Federal agencies. The Office for Employment and Training Services provides for employment and training services to Disadvantaged Adults and Youth, as well as Dislocated Workers through America's Job Center of California system. The Job Center sees more than 12,000 individuals a year. Customers at the Job Centers are looking for job search and resume development workshops; while others are seeking more intensive services to develop and improve their job skills prior to job search activities. Specialized services for the hardest to serve, including the homeless, ex-offenders, court-involved youth, and the disabled, are augmented through OET staff and subcontractors.

Prior Year Accomplishments

Collaborated with partners to bring the best services possible through collaborative agreements with the Probation Department and Department of Social Services providing services for the Silver

Star Resource Center, AB109 programs, and Workforce Solutions On-the-Job placement program.

Held an average of ten (10) employer recruitment events a month, assisting both employers to hire qualified employees, and job seekers to secure living wage jobs.

Budget Year Goals

Collaborate with the Probation Department and cities to support the Silver Star Gang Prevention and Intervention Program to provide employment services to at-risk youth and young adults.

Provide assistance to those faced with lay-off from large entities in our jurisdiction. Support employers through recruitment events with the Business Services Team.

Collaborate with the Workforce Investment Board to seek additional funding through State and Federal WIA funding, with a focus on returning veterans, at-risk youth and summer youth employment programs.

Provide quality services with the resources available.

Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
14C30	MANAGEMENT ANALYST II	1.00

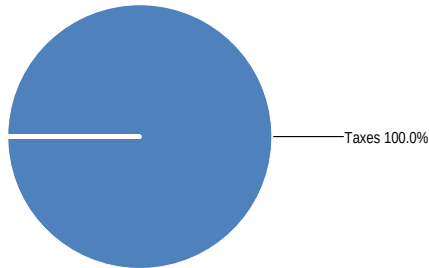
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
20B93	FINANCE MANAGER II	1.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00
60G21	WIB EMPLOYMENT PROGRAMS REPRESENTATIVE II	17.00
60G33	WIB EMPLOYMENT PROGRAMS REPRESENTATIVE III	4.00
60G43	WIB EMPLOYMENT PROGRAMS SUPERVISOR	3.00
60I02	PROGRAM MANAGER II	1.00
80E21	OFFICE ASSISTANT II	1.00
80E22	OFFICE ASSISTANT III	2.00
80J30	ACCOUNTING TECHNICIAN	1.00
Total		32.00

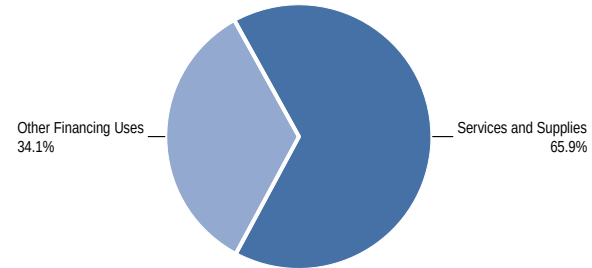
East Garrison Community Services District

(Unit 8428— Fund 181)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Services and Supplies	0	50,000	50,000	108,750	108,750	58,750
Other Financing Uses	0	0	0	56,250	56,250	56,250
Subtotal	\$0	\$50,000	\$50,000	\$165,000	\$165,000	115,000

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Taxes	0	0	0	165,000	165,000	165,000
Other Financing Sources	0	50,000	50,000	0	0	(50,000)
Subtotal	\$0	\$50,000	\$50,000	\$165,000	\$165,000	115,000
Total Source of Funds	\$0	\$50,000	\$50,000	\$165,000	\$165,000	115,000

Unit Description

This unit includes activities related to the collection and disbursement of funds for designated services provided in the East Garrison project. County and District services to be provided include Sheriff's office patrol operations, street maintenance, drainage maintenance and Park/open space maintenance, and administration of the East Garrison Community Services District (CSD).

Amended the Rate and Method of Apportionment (Tax Formula) to increase the amount of special tax funds for County and District services and decrease the amount of special tax funds for facility construction, leaving the total Maximum Annual Tax unchanged.

Developed the methodology to impose and imposed the services portion of the Community Facilities District (CFD) Tax on eligible parcels for the first time.

Prior Year Accomplishments

Negotiated temporary maintenance agreements with the East Garrison Project developer, Union Community Partners.

Budget Year Goals

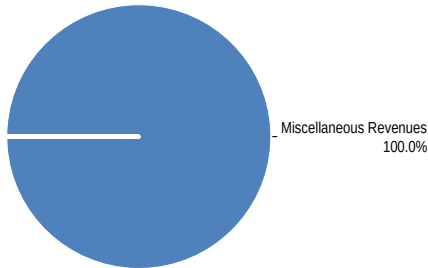
Monitor building permit issuance and vertical construction of houses and determine the appropriate time to switch from maintenance by developer to District maintenance.

Provide CSD administration via permanent County staff, instead of temporary part-time CSD manager.

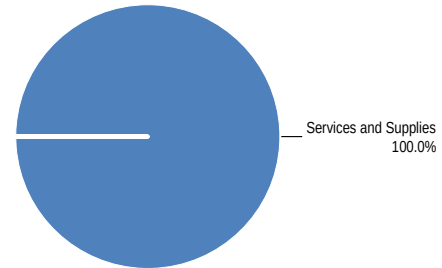
East Garrison Development Reimbursement

(Unit 8431— Fund 182)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Services and Supplies	0	0	0	490,000	490,000	490,000
Subtotal	\$0	\$0	\$0	\$490,000	\$490,000	490,000

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Miscellaneous Revenues	0	0	0	490,000	490,000	490,000
Subtotal	\$0	\$0	\$0	\$490,000	\$490,000	490,000
Total Source of Funds	\$0	\$0	\$0	\$490,000	\$490,000	490,000

Unit Description

This unit was created in FY 2013-14 for the purpose of monitoring and accurately allocating County Administration costs, including County Counsel, Economic Development, and support and oversight, including financial support from the Resource Management Agency. These activities are paid from the Developer's deposits and reimbursements, and are expected to be cost neutral to the County.

Prior Year Accomplishments

Developed an East Garrison revenue and cost tracking system and trained appropriate staff on the use of the system.

Supported Phase 1 vertical construction; installation of monument signs; review of pocket parks and Lincoln Community Park plans; and construction of affordable for-rent housing.

Budget Year Goals

Monitor the allocation of deposits, reimbursements, and expenditures to assure correct allocations and expedient billing.

Process the Phase 2 Final Map for approval by the Board of Supervisors.

Monitor construction activity in East Garrison Phase II and in Lincoln Park.



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Equal Opportunity Office

The Equal Opportunity Office provides comprehensive services to the County Organization in compliance with Federal and State laws, and County Policies. These services include workforce compliance, training and investigation of complaints.

The Equal Opportunity Office is responsible for the development, implementation and monitoring of the County's Equal Opportunity Plan. The Equal Opportunity Office works closely with the Human Resources Department to ensure that recruitment, exam and selection processes promote diversity in accordance with equal opportunity laws and regulations. In addition, the Equal Opportunity Office works closely with the Equal Opportunity Advisory Commission and the Commission on Disabilities. Both commissions are comprised of representatives appointed by the Board of Supervisors, various community groups and the County bargaining units. The Equal Opportunity Advisory Commission is tasked to address equal opportunity matters relating to the County's Equal Opportunity Plan and the Commission on Disabilities is tasked to address matters relating to equal access to employment, public services, communications and public accommodations for people with disabilities. Through the establishment of these commissions, the Board of Supervisors has expressed its commitment to equality and fairness.

The Equal Opportunity Office also conducts training on the County's Prevention of Sexual Harassment Policy and Equal Opportunity for Persons with Disabilities and Reasonable Accommodation Policy. In addition, staff provides advice, direction, and technical assistance to departments on equal opportunity policies.

In addition, the Equal Opportunity Office is charged with investigating discrimination/harassment complaints for employees, applicants for County employment and/or promotion, bidders and contractors who seek to do business with the County or its agencies, and recipients of County services in accordance with Chapter 2.80 of the Equal Opportunity and Non-Discrimination Ordinance. The Office receives and investigates formal discrimination complaints; identifies and interviews critical witnesses; requests information relevant to the investigation from appropriate departments or agencies; analyzes witness comments, written statements and other relevant information received regarding the investigation; writes technical reports and issues findings of fact, determinations and recommendations in discrimination complaints.

The Equal Opportunity Office is committed to create and manage a diverse organization where we recognize, welcome and value our diverse workforce through respect, empowerment, and inclusion.



Operating Budget: \$747,050
Positions (FTEs): 5.00

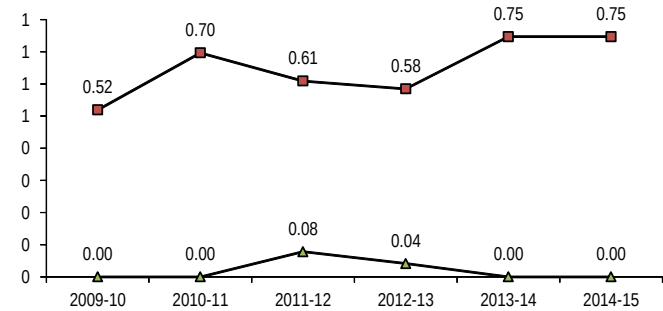
Irma Ramirez-Bough
Equal Opportunity Officer

Equal Opportunity Office

Staffing Trends



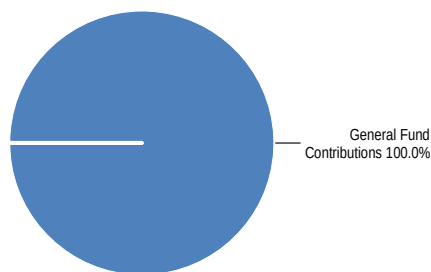
Expenditure/Revenue History (in thousands)



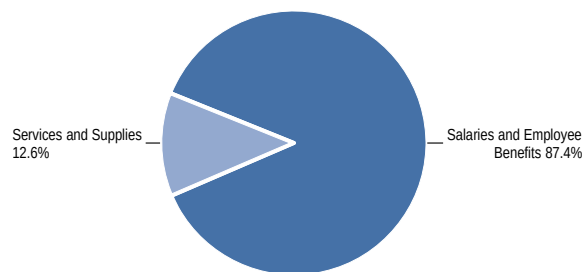
The County is committed to providing a professional work environment that is free from sexual harassment. This Office is responsible for ensuring that all employees receive training on the prevention of sexual harassment every two years in accordance with policy.

Key Performance Measures	Actual 2011-12	Actual 2012-13	To Date 2013-14
Percent of trained Employees on the County's Prevention of Sexual Harassment Policy. Target = 100%	41%	92%	90%

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	519,972	659,676	650,766	653,012	653,012	(6,664)
Services and Supplies	64,482	82,060	90,970	94,038	94,038	11,978
Other Financing Uses	0	5,314	5,314	0	0	(5,314)
Subtotal	\$584,454	\$747,050	\$747,050	\$747,050	\$747,050	0

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Miscellaneous Revenues	121	0	0	0	0	0
Other Financing Sources	41,180	0	0	0	0	0
Subtotal	\$41,301	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$543,152	\$747,050	\$747,050	\$747,050	\$747,050	0
Total Source of Funds	\$584,454	\$747,050	\$747,050	\$747,050	\$747,050	0

Summary of Recommendation

The Recommended Budget for the Equal Opportunity Office totals \$747,050 in appropriations and General Fund Contributions (GFC). The Equal Opportunity Office budget remained status quo from Fiscal Year 2013-14.

The Recommended Budget includes the costs associated with required online training for the Prevention of Sexual Harassment for all employees. The Recommended Budget also includes the cost for consulting services related to the update of the County's Equal Opportunity Plan.

Budget Impacts

The Equal Opportunity Office is facing a 6% increase in costs associated with internal charges (i.e. General Liability, I.T., ERP, and Building Rent). The increase significantly impacts the department's budget as it is already operating on a constrained budget that is required to provide mandated trainings, conduct investigations and costs associated with the annual update of the County's Equal Opportunity Plan.

Despite the budget impacts, the Equal Opportunity Office will continue to meet its obligations.

Prior Year Accomplishments

The Equal Opportunity Office prepared and presented a Semi-Annual Status Report of the County's Equal Opportunity Plan to the Board of Supervisors in September of 2013. The report summarized the County's progress in attaining the goals as outlined in the Plan. Overall, the County has made strides in achieving parity in the workforce.

The Equal Opportunity Office in collaboration with the Human Resources Department, County Counsel's Office and Equal Opportunity Advisory Commission revised and updated the County's Equal Opportunity Plan to reflect the 2010 Census Data. The Board of Supervisors approved and adopted the Equal Opportunity Plan. The County, as a Federal contractor, is required by Executive Order 11246, as amended, and its implementing regulations, found at 41CFR, Part 60-2, to implement an annual affirmative action plan (i.e. Equal Opportunity Plan).

The Equal Opportunity Office and Biddle Consulting Group Inc. presented to the Board of Supervisors the statistical trends and overview of the County's Workforce from 2011 versus 2013. Although, the County is underutilized for women and minorities in some of the Job Groups, the County has made progress in its efforts to attract a broad and diverse pool of qualified applicants, including minorities and women, to the County's Workforce.

The Equal Opportunity Office launched its online Prevention of Sexual Harassment training provided by LawRoom for all

employees. In addition to the online training, staff also conducted classroom training on the Prevention of Sexual Harassment for employees during the fiscal year. As part of County's Managing for Results Program, the Equal Opportunity Office is ensuring that the employees comply with State law and County Policy

The Equal Opportunity Office also worked closely with the County Counsel's Office and the Equal Opportunity Advisory Commission and the Commission on Disabilities to revise the Commission's Bylaws.

The Equal Opportunity Office in collaboration with the Equal Opportunity Advisory Commission worked closely with departments to facilitate presentations of their Department's Equal Opportunity Plans.

In addition, the Equal Opportunity Office worked with the Equal Opportunity Advisory Commission and the Commission on Disabilities on developing and creating an informational brochure on the Commission's roles and responsibilities, history of the Commission, membership, etc. The brochures are intended to serve as a resource to individuals and the public.

Budget Year Goals

The U.S. Department of Labor has made changes to Section 503 of the Rehabilitation Act of 1973 and Section 4212 of the Vietnam Era Veteran's Readjustment Assistance Act of 1974 to improve hiring and employment of veterans and for people with disabilities. The Equal Opportunity Office will update the County's Equal Opportunity Plan to comply with the rules. In addition, the Equal Opportunity Office will work closely with the County Counsel Office, Human Resources Department, and County Administrative Office to ensure proper implementation of the law.

The Equal Opportunity Office will continue to collaborate with the Human Resources Department and departments to recruit, hire and retain qualified women and minorities in accordance with the County's Equal Opportunity Plan.

The Equal Opportunity Office will continue to work with the Sheriff's Office to ensure that inmates of the Monterey County Jail have access to a fair and accessible grievance process.

The Equal Opportunity Office will continue to work with departments to ensure their employees are in compliance with the Prevention of Sexual Harassment training as it is being reported as a performance measure in the Managing for Results program. The Equal Opportunity Office will also provide training on ADA, Diversity and Preventing Bullying in the Workplace.

The Equal Opportunity Office will work with the Resource Management Agency and County Counsel to update the County's ADA Transition Plan in accordance with the Department of Justice rules and regulations.

The Equal Opportunity Office will work with employees to resolve discrimination complaints at the lowest level possible to decrease the number of formal complaints. It will continue to process, address and investigate complaints of discrimination, harassment and retaliation as mandated by State and Federal laws and County Policy.

Pending Issues

There are no pending issues.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted	Fund Code	Org Code
Equal Opportunity Office (EQU001)	584,454	747,050	747,050	747,050	747,050	0	001	1080_8066
Subtotal	\$584,454	\$747,050	\$747,050	\$747,050	\$747,050	0		

Units

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Equal Opportunity Office	584,454	747,050	747,050	747,050	747,050	0
Subtotal	\$584,454	\$747,050	\$747,050	\$747,050	\$747,050	0

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
14B25	EQUAL OPPORTUNITY OFFICER	1.00	1.00	1.00	0.00
14B47	ASSOCIATE EQUAL OPPORTUNITY ANALYST	2.00	2.00	2.00	0.00
14B49	SENIOR EQUAL OPPORTUNITY ANALYST	0.00	1.00	1.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
Total		4.00	5.00	5.00	0.00

Auditor-Controller

The Auditor-Controller is the Chief Accounting Officer, Controller and Internal Auditor for the County of Monterey. The Office of the Auditor-Controller is an elected position serving a four-year term. The mandated duties of the position are performed under legal authority primarily set forth in the California Government Code, the Revenue and Taxation Code, and the Monterey County Code. Section 26881 of the Government Code notes that the Auditor-Controller shall "prescribe, and shall exercise a general supervision, including the ability to review departmental and countywide internal controls, over the accounting forms and the methods of keeping the accounts..." The Board of Supervisors may assign additional responsibilities.

The Office of the Auditor-Controller serves departments and agencies under the jurisdiction of the Board of Supervisors, various elected County Offices (Assessor, District Attorney, Sheriff, and Treasurer-Tax Collector), independent special districts (fire districts and community service districts), cities in Monterey County, and the Monterey County Office of Education (MCOE).

The Office of the Auditor-Controller encompasses two areas: Auditor-Controller Departmental (Office of the Auditor-Controller) and Auditor-Controller Non-Departmental (County Overhead Recovered, Enterprise Resource Project, Public Improvement Corporation, Short Term Borrowing and Annual Audits).

Specifically, the Auditor-Controller is responsible for budget control, issuing warrants (checks) for payments, recording receipts of revenues, payroll, accounting for assets and liabilities such as fixed assets, accounts receivable/payable, short and long-term debt, and preparation of the County's financial statements.

In accordance with various Government, Revenue and Taxation, Education, and Health and Safety Code Sections, the Auditor-Controller is also responsible for property taxation administration. The specific duties include: controlling the tax roll, calculating the tax and general obligation bond rates, accounting for property tax receipts, allocating property tax revenues to all taxing agencies, and reconciling with the Tax Collector.

The Office of the Auditor-Controller is committed to promoting an organization that practices efficient and effective resource management, excellent customer service, and transparency. This commitment is reflected in the Office's Strategic Plan and the Comprehensive Annual Financial Report (go to: www.co.monterey.ca.us/auditor or scan the QR Code on this page).

Auditor-Controller
Serving
Monterey
County



Property Tax Calculations
& Disbursements



Payroll & Accounts Payable



Accounting Services



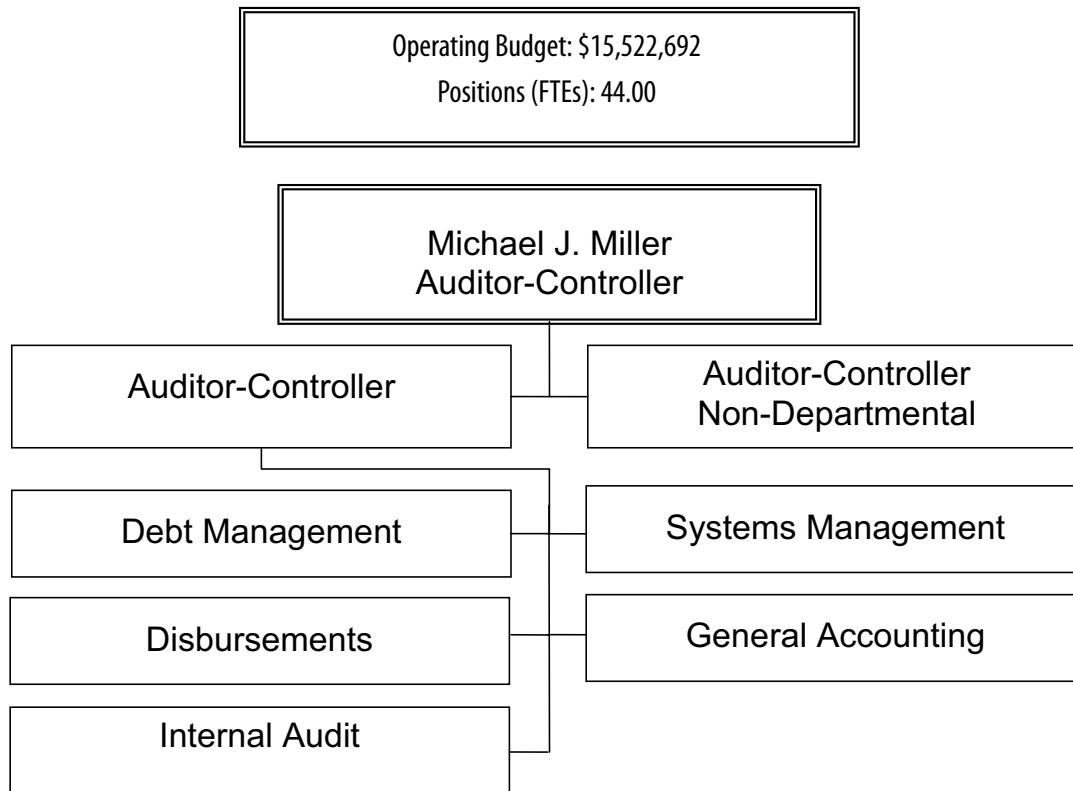
Audit Services



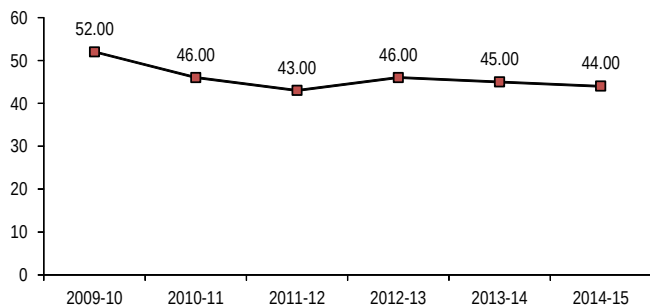
Debt Services



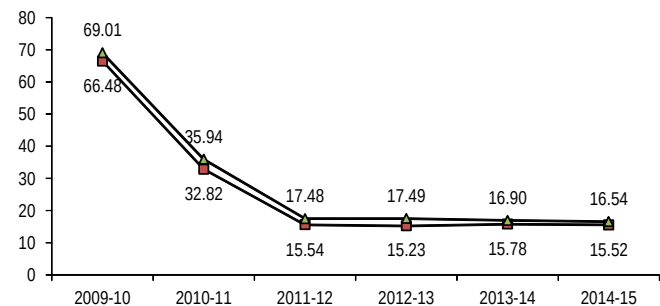
Auditor-Controller



Staffing Trends



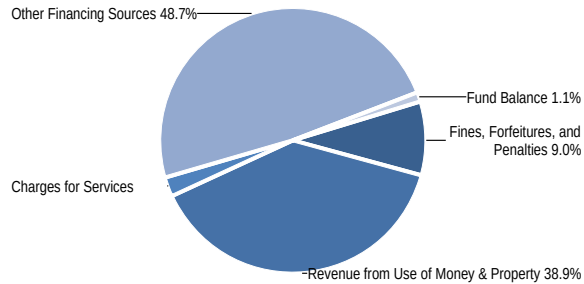
Expenditure/Revenue History (in thousands)



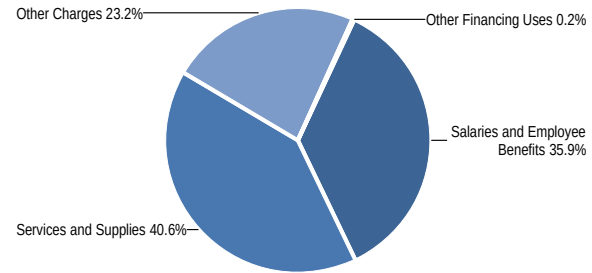
The performance measures include key areas that affect major functions in the Office of the Auditor-Controller in its effort to provide high quality services to Monterey County staff and residents.

Key Performance Measures	Actual 2011-12	Actual 2012-13	To Date 2013-14
Number of table events needed for employee memoranda of understanding units. Target=Standardize leave, special pay and benefits	82,053	85,701	93,757
Percentage of manual checks per pay period due to incorrect or late time sheets. Target=Reduce employee error rate	1.0%	1.2%	1.4%
Percent of employee using direct deposit. Target=93%	89%	90%	90%
Number of vendor or employee claims needing correction by Accounts Payable Target =Reduce number of corrections by educating department staff	1,312	1,850	1,265
Number of days to distribute property taxes to schools, cities and county entities. Target =18.0 days after the Tax Collector's payment due date	17.5	17.5	17.5
County financial statements in compliance with GAAP and GASB. Target =100% compliance in material respects as audited by independent auditors	100%	100%	100%

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	5,250,235	5,418,580	5,067,268	5,863,317	5,577,973	159,393
Services and Supplies	1,950,667	4,034,554	2,480,093	6,325,178	6,309,514	2,274,960
Other Charges	8,025,679	8,627,550	8,227,845	3,601,939	3,601,939	(5,025,611)
Other Financing Uses	0	62,822	0	33,266	33,266	(29,556)
Subtotal	\$15,226,582	\$18,143,506	\$15,775,206	\$15,823,700	\$15,522,692	(2,620,814)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	0	1,500,000	1,500,000	1,500,000	1,500,000	0
Revenue from Use of Money & Property	8,578,324	9,447,430	6,503,840	6,504,990	6,504,990	(2,942,440)
Charges for Services	472,954	401,262	424,653	396,613	396,613	(4,649)
Miscellaneous Revenues	1,154	0	0	0	0	0
Other Financing Sources	8,434,110	8,355,695	8,468,785	8,141,785	8,141,785	(213,910)
Subtotal	\$17,486,543	\$19,704,387	\$16,897,278	\$16,543,388	\$16,543,388	(3,160,999)
Fund Balance	(326,794)	260,546	339,311	192,000	192,000	(68,546)
General Fund Contributions	(\$1,933,168)	(\$1,821,427)	(\$1,461,383)	(\$911,688)	(\$1,212,696)	608,731
Total Source of Funds	\$15,226,581	\$18,143,506	\$15,775,206	\$15,823,700	\$15,522,692	(2,620,814)

Appropriation Expenditure Detail

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted	Fund Code	Org Code
County Overhead Recovered (AUD003)	(6,730,778)	(6,900,000)	(6,128,727)	(6,557,644)	(6,557,644)	342,356	001	1110_8005
Enterprise Resource Project (AUD006)	171,450	260,546	339,311	192,000	192,000	(68,546)	403	1110_8006
PIC Debt Service (AUD005)	16,136,524	18,803,125	16,472,625	16,146,775	16,146,775	(2,656,350)	251	1110_8007
Short Term Borrowing (AUD004)	474,279	935,000	0	425,000	425,000	(510,000)	001	1110_8009
Annual Audits (AUD002)	207,370	250,000	223,620	260,000	260,000	10,000	001	1110_8010
Auditor Controller (AUD001)	1,332,429	1,322,281	1,297,500	1,224,865	1,224,865	(97,416)	001	1110_8011
Debt Management (AUD001)	288,598	176,482	183,108	183,370	183,370	6,888	001	1110_8371
Disbursements (AUD001)	1,920,473	2,030,885	2,040,978	2,094,151	2,094,151	63,266	001	1110_8372
Systems Management (AUD001)	(74,733)	(45,338)	730	191,542	35,903	81,241	001	1110_8373
General Accounting (AUD001)	1,135,644	1,196,279	1,220,096	1,534,464	1,389,095	192,816	001	1110_8374
Internal Audit (AUD001)	365,326	114,246	125,965	129,177	129,177	14,931	001	1110_8375
Subtotal	\$15,226,582	\$18,143,506	\$15,775,206	\$15,823,700	\$15,522,692	(2,620,814)		

Units

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
County Overhead Recovered	(6,730,778)	(6,900,000)	(6,128,727)	(6,557,644)	(6,557,644)	342,356
Enterprise Resource Project	171,450	260,546	339,311	192,000	192,000	(68,546)
PIC Debt Service	16,136,524	18,803,125	16,472,625	16,146,775	16,146,775	(2,656,350)
Short Term Borrowing	474,279	935,000	0	425,000	425,000	(510,000)
Annual Audits	207,370	250,000	223,620	260,000	260,000	10,000
Auditor Controller	1,332,429	1,322,281	1,297,500	1,224,865	1,224,865	(97,416)
Debt Management	288,598	176,482	183,108	183,370	183,370	6,888
Disbursements	1,920,473	2,030,885	2,040,978	2,094,151	2,094,151	63,266
Systems Management	(74,733)	(45,338)	730	191,542	35,903	81,241
General Accounting	1,135,644	1,196,279	1,220,096	1,534,464	1,389,095	192,816
Internal Audit	365,326	114,246	125,965	129,177	129,177	14,931
Subtotal	\$15,226,582	\$18,143,506	\$15,775,206	\$15,823,700	\$15,522,692	(2,620,814)

Adopted 2014 to Recommended 2015 Positions

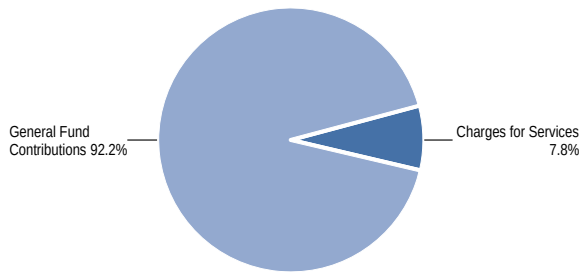
Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
10B02	AUDITOR-CONTROLLER	1.00	1.00	1.00	0.00
12A02	ASSISTANT AUDITOR-CONTROLLER	1.00	1.00	1.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	0.00	0.00	1.00	1.00
14P32	ERP BUSINESS ANALYST	5.00	5.00	6.00	1.00
20B21	ACCOUNTANT AUDITOR II	1.00	1.00	1.00	0.00
20B22	ACCOUNTANT AUDITOR III	5.00	6.00	6.00	0.00
20B24	AUDITOR-CONTROLLER ANALYST I	8.00	8.00	7.00	-1.00
20B25	AUDITOR-CONTROLLER ANALYST II	1.00	1.00	1.00	0.00
20B31	INTERNAL AUDITOR II	1.00	1.00	1.00	0.00
20B32	INTERNAL AUDITOR III	2.00	0.00	0.00	0.00
20B97	CHIEF DEPUTY AUDITOR-CONTROLLER	4.00	4.00	3.00	-1.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	0.00	-1.00
80E21	OFFICE ASSISTANT II	1.00	0.00	0.00	0.00
80J21	ACCOUNT CLERK	0.00	1.00	1.00	0.00
80J22	SENIOR ACCOUNT CLERK	3.00	3.00	3.00	0.00
80J30	ACCOUNTING TECHNICIAN	2.00	2.00	2.00	0.00
80J80	ACCOUNTS PAYABLE SUPERVISOR	1.00	1.00	1.00	0.00
80J96	PAYROLL TECHNICIAN	7.00	7.00	6.00	-1.00
80J97	SENIOR PAYROLL TECHNICIAN	1.00	1.00	2.00	1.00
80J98	SUPERVISING PAYROLL COORDINATOR-CONFIDENTIAL	1.00	1.00	1.00	0.00
Total		46.00	45.00	44.00	-1.00

Augmentation

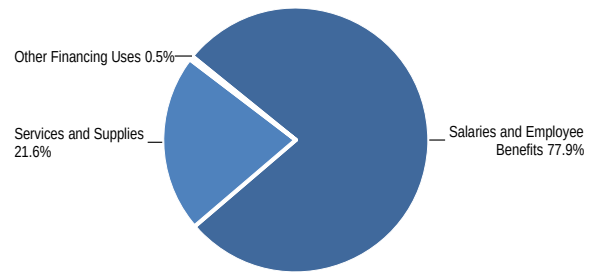
Dept	Request Code	Request Name	Ranking Type	Requested Amount	FTEs	Cumm. Approved	Approved FTEs
1110	AUG1_1110_8375_001	Internal Auditor II	Base Level Maintenance	121,606	1.00	121,606	1.00
1110	AUG2_1110_8374_001	Accountant Auditor III	Base Level Maintenance	144,769	1.00	144,769	1.00
1110	AUG5_1110_8373_001	Finance Systems Manager	Base Level Maintenance	155,639	1.00	0	0.00
1110	AUG6_1110_8374_001	Auditor-Controller Analyst I - ISF	Base Level Maintenance	145,369	1.00	0	0.00
Grand Total				567,383	4.00	266,375	2.00

Auditor-Controller Departmental

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	5,250,235	5,418,580	5,067,268	5,863,317	5,577,973	159,393
Services and Supplies	1,532,123	1,410,650	1,596,304	1,563,971	1,548,307	137,657
Other Charges	(1,814,621)	(2,097,217)	(1,795,195)	(2,102,985)	(2,102,985)	(5,768)
Other Financing Uses	0	62,822	0	33,266	33,266	(29,556)
Subtotal	\$4,967,737	\$4,794,835	\$4,868,377	\$5,357,569	\$5,056,561	261,726

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Revenue from Use of Money & Property	263	0	0	0	0	0
Charges for Services	472,954	401,262	424,653	396,613	396,613	(4,649)
Miscellaneous Revenues	510	0	0	0	0	0
Subtotal	\$473,728	\$401,262	\$424,653	\$396,613	\$396,613	(4,649)
General Fund Contributions	\$4,494,009	\$4,393,573	\$4,443,724	\$4,960,956	\$4,659,948	266,375
Total Source of Funds	\$4,967,737	\$4,794,835	\$4,868,377	\$5,357,569	\$5,056,561	261,726

Unit Description

The Office of the Auditor-Controller is organized into six units: Auditor-Controller (Administration), Debt Management, Disbursement, Systems Management, General Accounting and Internal Audit.

Summary of Recommendation

The Recommended Budget for the Auditor-Controller totals \$5,056,561 in appropriations, \$396,613 in estimated revenue and a General Fund Contribution of \$4,659,948 which represents a status quo budget from FY 2013-14.

Budget Impacts

The Auditor-Controller requested an augmentation for 1.0 FTE Finance Systems Manager to provide oversight of the Megabyte Tax System, provide oversight of the SymPro Debt-Investment systems, maintain system security tables, serve as the Office's Information Security Officer(ISO), attend ISO meetings at Information Technology Department (ITD), provide review and input regarding ITD policies and conduct financial audits for system integrity and

forensic audits for documentation and resolution of accounting fund control issues.

The Auditor-Controller also requested an augmentation of 1.0 FTE Auditor-Controller Analyst I for the following activities relating to Internal Service Funds: Ensure operational activity tracking structure is in place; Incorporate appropriately in billing rates; Monitor subsidiary/detail accounting structure maintained at individual capital asset level to track/offset depreciation charge and discontinuing the charge when fully depreciated; Monitor collected depreciation charge to be made available for expense when asset is replaced or removed; Monitor and remove capital replacement charge from indirect cost allocation (A-87) for grant reimbursement; and Consolidate assets and liabilities within the Governmental Activities column.

Pending Issues

The Office of the Auditor-Controller previously had a budgeted Finance Systems Manager and a Chief Deputy for Systems. However, due to budget reductions in the past four fiscal years, the Office relinquished both positions. A retired Finance Systems Manager had assisted the Department on a temporary basis, but is no longer able to assist. Required tasks have been distributed to

others in the Office, but it has not proven effective. The Department is not participating in its responsibility of the Megabyte Tax system and SymPro Debt-Investment systems.

Agency is required, a 1.0 FTE Auditor-Controller Analyst I will be needed.

If an Internal Service Fund for the Information Systems Department and an Enterprise Fund for the Water Resources

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted	Fund Code	Org Code
Auditor Controller (AUD001)	1,332,429	1,322,281	1,297,500	1,224,865	1,224,865	(97,416)	001	1110_8011
Debt Management (AUD001)	288,598	176,482	183,108	183,370	183,370	6,888	001	1110_8371
Disbursements (AUD001)	1,920,473	2,030,885	2,040,978	2,094,151	2,094,151	63,266	001	1110_8372
Systems Management (AUD001)	(74,733)	(45,338)	730	191,542	35,903	81,241	001	1110_8373
General Accounting (AUD001)	1,135,644	1,196,279	1,220,096	1,534,464	1,389,095	192,816	001	1110_8374
Internal Audit (AUD001)	365,326	114,246	125,965	129,177	129,177	14,931	001	1110_8375
Subtotal	\$4,967,737	\$4,794,835	\$4,868,377	\$5,357,569	\$5,056,561	261,726		

Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
10B02	AUDITOR-CONTROLLER	1.00
12A02	ASSISTANT AUDITOR-CONTROLLER	1.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00
80J21	ACCOUNT CLERK	1.00
20B97	CHIEF DEPUTY AUDITOR-CONTROLLER	1.00
20B21	ACCOUNTANT AUDITOR II	1.00
20B22	ACCOUNTANT AUDITOR III	3.00
20B24	AUDITOR-CONTROLLER ANALYST I	1.00
20B25	AUDITOR-CONTROLLER ANALYST II	1.00
20B97	CHIEF DEPUTY AUDITOR-CONTROLLER	1.00
80J22	SENIOR ACCOUNT CLERK	3.00
80J30	ACCOUNTING TECHNICIAN	1.00

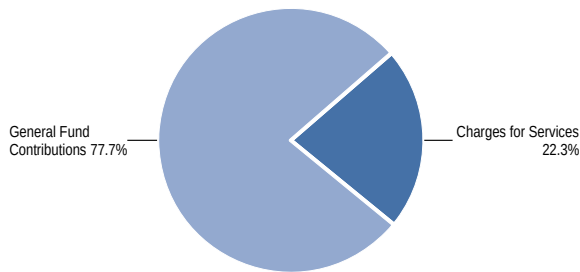
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
80J80	ACCOUNTS PAYABLE SUPERVISOR	1.00
80J96	PAYROLL TECHNICIAN	6.00
80J97	SENIOR PAYROLL TECHNICIAN	2.00
	SUPERVISING PAYROLL COORDINATOR- CONFIDENTIAL	1.00
14P32	ERP BUSINESS ANALYST	6.00
20B24	AUDITOR-CONTROLLER ANALYST I	1.00
20B22	ACCOUNTANT AUDITOR III	3.00
20B24	AUDITOR-CONTROLLER ANALYST I	5.00
20B97	CHIEF DEPUTY AUDITOR-CONTROLLER	1.00
80J30	ACCOUNTING TECHNICIAN	1.00
20B31	INTERNAL AUDITOR II	1.00
Total		44.00

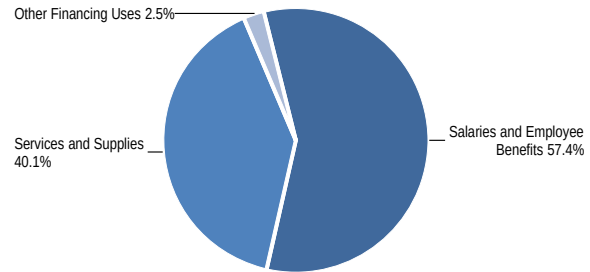
Auditor Controller

(Unit 8011— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	800,938	736,181	737,992	762,170	762,170	25,989
Services and Supplies	598,081	523,278	559,508	531,491	531,491	8,213
Other Charges	(66,590)	0	0	(102,062)	(102,062)	(102,062)
Other Financing Uses	0	62,822	0	33,266	33,266	(29,556)
Subtotal	\$1,332,429	\$1,322,281	\$1,297,500	\$1,224,865	\$1,224,865	(97,416)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Revenue from Use of Money & Property	263	0	0	0	0	0
Charges for Services	472,954	271,626	300,260	273,401	273,401	1,775
Miscellaneous Revenues	510	0	0	0	0	0
Subtotal	\$473,728	\$271,626	\$300,260	\$273,401	\$273,401	1,775
General Fund Contributions	\$858,701	\$1,050,655	\$997,240	\$951,464	\$951,464	(99,191)
Total Source of Funds	\$1,332,429	\$1,322,281	\$1,297,500	\$1,224,865	\$1,224,865	(97,416)

Unit Description

The Administration Unit is responsible for Department administration, strategic planning and policy guidance. The Division responsibilities include employee development, budget development and management, general administrative support services, contract development, and high level staff supervision. The Division also provides overall guidance and direction to the Enterprise Resources Planning (ERP) system which includes Advantage Performance Budget, Finance and HRM, SymPro Debt and Investment, and Meridian Learning Development Network.

Prior Year Accomplishments

Assisted in controlling the financial risk faced by the County by partnering with the County Administrative Office to provide timely economic review and analysis to the Board of Supervisors and the tax payers of Monterey County.

Promoted accountability by developing and enforcing systems of accounting control.

Increased countywide organizational effectiveness by making the appropriate investments in our staff and technology.

Completed the update of the Strategic Plan for the Office of the Auditor-Controller.

Budget Year Goals

Continue to develop and begin implementation of a business plan for our Enterprise Resource Planning (ERP) upgrade to version 3.11, including identifying needs around infrastructure, human resources, financing, reporting, new/enhanced processes and training.

Continuing successful efforts to attract and retain capable, competent, motivated, professional staff.

Leverage our current ERP by identifying and creating additional, user-friendly reports.

Promote transparency and efficiency for the citizens of our County by promoting proper accounting, reporting, processes and controls.

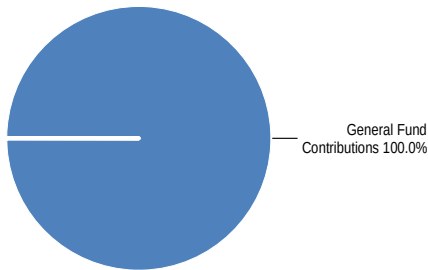
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
10B02	AUDITOR-CONTROLLER	1.00
12A02	ASSISTANT AUDITOR-CONTROLLER	1.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00
80J21	ACCOUNT CLERK	1.00
Total		4.00

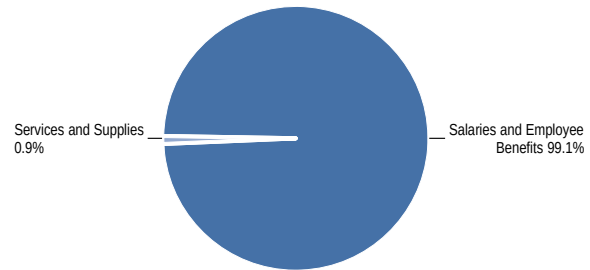
Debt Management

(Unit 8371— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	288,598	175,648	181,871	181,633	181,633	5,985
Services and Supplies	0	834	1,237	1,737	1,737	903
Subtotal	\$288,598	\$176,482	\$183,108	\$183,370	\$183,370	6,888

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$288,598	\$176,482	\$183,108	\$183,370	\$183,370	6,888
Total Source of Funds	\$288,598	\$176,482	\$183,108	\$183,370	\$183,370	6,888

Unit Description

The Debt Management Unit provides centralized management of all County debt service issues, including applicable accounting, budgeting, and forecasting activities. The unit is responsible for fiscal analysis associated with prospective debt issues, refundings, and alternative financing options for all governmental entities falling under the purview of the County Board of Supervisors.

The unit ensures County compliance with all Federal, State, local and regulatory agency requirements applicable to debt issues. The unit prepares and coordinates credit rating agency reviews with the goal of maintaining continued access to the public finance markets. The unit also provides assistance to County agencies, school districts, and other public entities in structuring the issuance of both taxable and tax-exempt financings that support the construction of public facilities, infrastructure needs, and operational funding. Additionally, the unit monitors and ensures compliance with bond covenants, provides required disclosure materials, analyzes debt structure for possible refunding opportunities, processes bond calls, and responds to public inquiries on County debt issues.

The unit is also instrumental in assisting the Monterey County Office of Education in complying with debt reporting requirements, as well as debt service for all tax supported school debt outstanding.

Prior Year Accomplishments

Processed an average of 30 debt payments per month for Monterey County debt under the Board of Supervisors (Governmental and independent special districts) and tax supported debt for 24 School Districts including Monterey Peninsula Community and Hartnell Community College.

Provided professional staff services for the Short Term Borrowing Unit, the Public Improvement Corporation (PIC) Unit, and the Monterey County Financing Authority.

Provided professional debt consulting services to departments and agencies under the jurisdiction of the Board of Supervisors, independent special districts and the Monterey County Office of Education (MCOE).

Developed detailed procedures manuals relating to services provided.

Cross trained personnel on Debt Management Operations.

Budget Year Goals

Continue to monitor outstanding debt for refunding opportunities.

Arrange Debt issuances when deemed necessary.

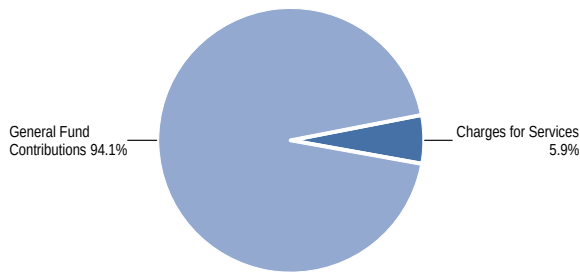
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
20B97	CHIEF DEPUTY AUDITOR-CONTROLLER	1.00
Total		1.00

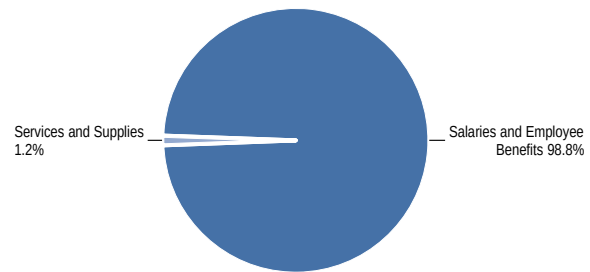
Disbursements

(Unit 8372— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	1,920,473	2,018,915	2,016,657	2,227,508	2,227,508	208,593
Services and Supplies	0	11,970	24,321	26,035	26,035	14,065
Other Charges	0	0	0	(159,392)	(159,392)	(159,392)
Subtotal	\$1,920,473	\$2,030,885	\$2,040,978	\$2,094,151	\$2,094,151	63,266

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Charges for Services	0	129,636	124,393	123,212	123,212	(6,424)
Subtotal	\$0	\$129,636	\$124,393	\$123,212	\$123,212	(6,424)
General Fund Contributions	\$1,920,473	\$1,901,249	\$1,916,585	\$1,970,939	\$1,970,939	69,690
Total Source of Funds	\$1,920,473	\$2,030,885	\$2,040,978	\$2,094,151	\$2,094,151	63,266

Unit Description

The Disbursements Unit is responsible for Accounts Payable, Payroll and Property Tax. The Accounts Payable Section audits and prepares vendor payments, employee claim payments, credit card payments and required Internal Revenue Service information. This section also provides services to independent special districts.

The Payroll Section prepares bi-weekly checks, calculates benefits, prepares year-end tax information and reconciles payroll functions.

The Property Tax Section is responsible for calculating property taxes and processing property tax refunds, maintaining the property tax rolls and tax allocation systems, allocating and accounting for property tax apportionments and assessments. The section publishes the Monterey County Tax Rates book each year based on additional information provided by the County Assessor and from direct taxing entities (cities, Special Districts, Fire Districts, School Districts, etc.). After property taxes are collected, this section accounts for and apportions (distributes) property taxes to the appropriate taxing entities. No County funds may be disbursed without the approval of the Auditor-Controller or his deputies.

As a result of the dissolution of redevelopment agencies in the State of California, the Auditor-Controller's Office, per legislation ABx1 26, has been given a variety of additional responsibilities. The Auditor-Controller will administer the Redevelopment Property Tax Trust Fund for the benefit of the holders of the former redevelopment agency enforceable obligations and taxing entities that receive pass-through payments and distributions of property taxes pursuant to legislation.

Prior Year Accomplishments

Processed an average of 3,065 vendor/claim payment documents per month.

Approved an average of 680 purchase orders/award transactions per month.

Issued an average of 3,790 vendor/claim checks per month totaling an average of \$ 48.15 million per month.

Issued 934 Internal Revenue Service 1099-Misc forms for calendar year 2013.

Continued to improve the knowledge level of the Accounts Payable (AP) users on AP specific guidelines in Advantage system and AP procedures.

Continued to provide AP support to department Advantage users.

Scheduled new AP Trainings for Advantage AP users with updated procedures.

Continued working together with Contracts/Purchasing staff to improve Vendor Maintenance procedures including forms and continued clean up of vendor master files.

Worked with Contracts/Purchasing to consolidate commodity codes used in purchase orders to make it more user-friendly.

Maintained requirements of 24 Memoranda of Understanding (MOU) for some 4,394 employees over the course of a calendar year.

Issued checks to an average of 5,078 employees per 26 pay periods in 2013 with a taxable earning total of \$320.7 million and employee taxes totaling \$83.1 million.

Sent \$60.1 million to CalPERS medical fund for 4,042 classic members and 102 PEPRA members.

Processed 216 active wage attachments/garnishments for 2013.

Key member in successfully negotiating contracts in standardizing MOU's and applying consistency and uniformity to employees to minimize unique configurations in HRM/Advantage.

Issued 5,078 Internal Revenue and CA Franchise Tax Board form W-2s to employees.

Sent \$52.2 million to CalPERS medical fund for 4,886 active and 778 retired employees.

Budget Year Goals

Continue to improve AP procedures by utilizing more tools available in the Advantage system and improve the knowledge level of AP users on AP specific guidelines in the system.

Continue to provide AP Advantage trainings based on user needs.

Continue to provide support to users on AP procedures and policies.

Continue working together with Contracts/Purchasing staff to improve vendor information accuracy by updating existing forms and procedures, training staff, cleaning up vendor master files, etc.

Improve the Vendor Withholding process in Advantage system.

Complete the procurement card interface to streamline payments.

Continue to provide training in auditing, process flow, bargaining unit Memorandum of Understanding (MOU) and Fair Labor Standard Act (FLSA) as it pertains to Payroll Timekeepers.

Continue standardizing MOU's to minimize Monterey County's unique payroll configurations and reduce configurations that accommodate one to 10 employees.

Continue reconciliations of Payroll accounts comparing Advantage HRM to Advantage Finance.

Design & Implement more user friendly InfoAdvantage Reports.

Finalize implementation of Kronos Timekeeping and Telestaff scheduling system at the Sheriff's Office.

Collaborate with Human Resources in the Leave Management Re-engineering project to update Payroll processes for Family Medical Leave Act (FMLA), Workers' Compensation & all other Leave of Absences.

Complete Interface between Kronos Workforce software and HRM Advantage for Natividad Medical Center.

Look to implement Kronos in other departments.

Complete Interface between WinCAMS software and HRM Advantage for the Resource Management Agency.

Continue to develop Monterey County specific procedures using Tax Managers Subcommittees Property Tax Manual as a basis.

Continue use and training on Megabyte's new .net format as programs are released to the user counties.

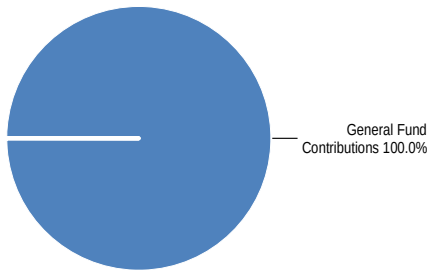
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
20B21	ACCOUNTANT AUDITOR II	1.00
20B22	ACCOUNTANT AUDITOR III	3.00
20B24	AUDITOR-CONTROLLER ANALYST I	1.00
20B25	AUDITOR-CONTROLLER ANALYST II	1.00
20B97	CHIEF DEPUTY AUDITOR-CONTROLLER	1.00
80J22	SENIOR ACCOUNT CLERK	3.00
80J30	ACCOUNTING TECHNICIAN	1.00
80J80	ACCOUNTS PAYABLE SUPERVISOR	1.00
80J96	PAYROLL TECHNICIAN	6.00
80J97	SENIOR PAYROLL TECHNICIAN	2.00
	SUPERVISING PAYROLL COORDINATOR-	
80J98	CONFIDENTIAL	1.00
Total		21.00

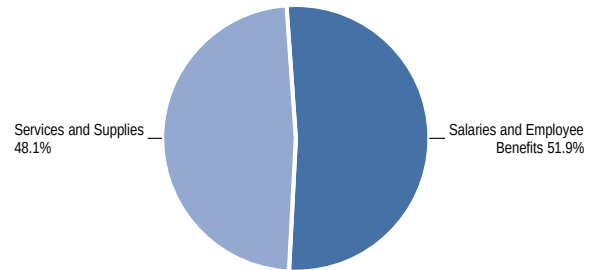
Systems Management

(Unit 8373— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	739,257	840,817	762,212	1,122,711	974,904	134,087
Services and Supplies	934,041	854,740	979,413	910,362	902,530	47,790
Other Charges	(1,748,031)	(1,740,895)	(1,740,895)	(1,841,531)	(1,841,531)	(100,636)
Subtotal	(\$74,733)	(\$45,338)	\$730	\$191,542	\$35,903	81,241

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	(\$74,733)	(\$45,338)	\$730	\$191,542	\$35,903	81,241
Total Source of Funds	(\$74,733)	(\$45,338)	\$730	\$191,542	\$35,903	81,241

Unit Description

The Office of the Auditor-Controller maintains the official financial records of the County and is responsible for the business computer systems that support the accumulation and reporting of the records. The Systems Management Unit supports this function and provides procurement, development, implementation and production support for countywide and department-administered systems in collaboration with staff of the Information Technology Department and other agencies and vendors. These systems include the County's Enterprise Resource Planning (ERP) systems (Performance Budget, Advantage Financial, SymPro Debt and Investment, Advantage Human Resource Management and Learning Development Network), Megabyte Property Tax System, Vendor Self Service, Employee Self Service, InfoAdvantage reporting and desktop systems utilized by office staff.

Prior Year Accomplishments

Assisted in departments' setup for County organizational changes.

Improved process to update positions for new organization changes within the Performance Budget process.

Provided user training on budgeted positions interfaced to HRM for Budget Analysts and Budget System Users.

Implemented changes in Performance Budgeting due to Memoranda of Understanding (MOU) negotiations such as salary increases and retirement.

Increased level of user support to Budget Office for Recommended Book and Position Changes.

Coordinated and reviewed with Budget Office and Human Resources for the budgeting cycle.

Completed Adopted Budget report /schedules updates.

Established Job Order Contracting (JOC) process in Advantage. JOC process is used to streamline the procurement process related to construction and facility projects.

Established Advantage process for tracking of purchasing contracts/agreements through departmental review.

Continued focus on vendor setup for accurate tax reporting to various agencies.

Assisted Accounts Payable in additional 1099 testing to validate vendor information.

Automated the Annual Close process.

Automated Water Resources Agency Property Tax Refunds.

Worked with Monterey County Office of Education regarding interface and accounting processes.

Created vendor interface for Information Technology Billing and Requisition System.

Coordinated use of Advantage functions to collect costs related to Office of Emergency Services disasters.

Updated Employee Self Service User Guides and made accessible to all County employees.

Developed and added 26 internal guideline documents for the Advantage HRM System.

Configured 11,453 pay rate records due to MOU contract negotiations, clarifications and changes approved by the Board of Supervisors.

Created interfaces between the WinCAMs system and the Advantage system to automate Resource Management Agency (RMA) time entry and HR Update to the WinCAMS cost accounting system.

Worked with Equal Opportunity Office to implement new SCORM compliant Sexual Harassment and Non-Discrimination courses via the Meridian system and the LawRoom software.

Integrated Advantage HRM system with our Learning Management System eliminating the need for manual entry.

Configured new deduction rates for CalPERS Public Employee Pension Reform Act (PEPRA) requirements.

Budget Year Goals

Support the updates of configuration, reconciliation, and reporting changes related to addition of Wells Fargo bank.

Review and prepare for planned system upgrades to include creation of business scripts, report development, and process review.

Automation of loading grant budget documents used for cost center expenditure and revenue tracking into Financial System.

Enhance Sympro Investment Interface to handle dynamic fund updates.

Configure Accounts Payable Recurring Payments.

Clean up and reorganization of InfoAdvantage reports and folders.

Clean up userid in Financial and Performance Budgeting.

Advantage Archiving planning.

Updating of Vendor Master to close inactive Vendors.

Implement Procurement Card Interface.

Implement Accounts Receivable module for departments to enhance tracking and management of accounts receivable.

Test and implement Simpler Systems software, a writing query tool used for data analysis.

Configure new Deduction Plans for Flexible Spending in Advantage HRM.

Complete the implementation of the Advantage HRM Sick Leave Bank module.

Review, test and implement electronic workflow document for requesting security roles for new hires.

Continue rollout of automated RMA time entry and HR Update to the WinCAMS cost accounting system.

Continue Leave Management Re-Engineering process to ensure compliance with Federal and State Regulations regarding Leave of Absence Management.

Continue Advantage HRM configuration tasks needed to accommodate upcoming IRS regulations.

Continue MOU update configurations due to contract negotiations, clarifications and changes approved by the Board of Supervisors.

Monitor all Advantage Systems and continuously improve processes and configurations where applicable and feasible.

Test and implement patches required for Advantage Financial, Performance Budget and Advantage HR systems.

Cross-training on Performance Budget process and Financial Annual processes.

Continue to provide quality and responsive support to countywide end users and departmental users.

Continue to document configurations and other processes for the Advantage System.

Hold Finance Manager User Groups to share ideas and information in an informal setting.

Continue to design, develop and modify InfoAdvantage reports.

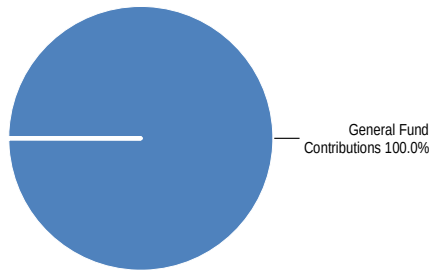
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
14P32	ERP BUSINESS ANALYST	6.00
20B24	AUDITOR-CONTROLLER ANALYST I	1.00
Total		7.00

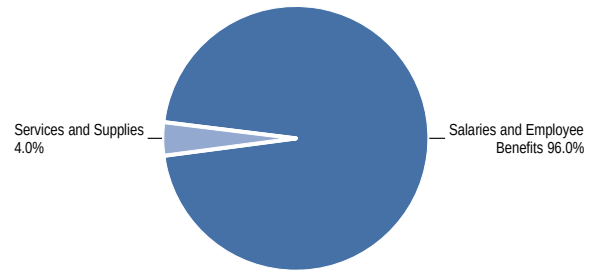
General Accounting

(Unit 8374— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	1,135,644	1,297,112	1,191,136	1,470,554	1,333,017	35,905
Services and Supplies	0	19,600	28,960	63,910	56,078	36,478
Other Charges	0	(120,433)	0	0	0	120,433
Subtotal	\$1,135,644	\$1,196,279	\$1,220,096	\$1,534,464	\$1,389,095	192,816

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$1,135,644	\$1,196,279	\$1,220,096	\$1,534,464	\$1,389,095	192,816
Total Source of Funds	\$1,135,644	\$1,196,279	\$1,220,096	\$1,534,464	\$1,389,095	192,816

Unit Description

This Unit maintains the general ledger, produces, approves and enforces accounting policies, procedures and processes, ensures financial reporting in accordance with Generally Accepted Accounting Principles (GAAP), and ensures County policies and State and Federal guidelines are followed. The Unit also prepares the adopted budget book, enforces budgetary controls, and reconciles fixed asset activity to County inventory. General Accounting is responsible for the preparation of the Comprehensive Annual Financial Report (CAFR) and compilation of program data for the Single Audit Report in accordance with OMB Circular A-133. The Unit prepares the Countywide Cost Allocation Plan (COWCAP) (Office of Management and Budget (OMB) A-87), which is used to claim indirect costs from the Federal and State governments. In addition, the Unit calculates GANN limits for the County and Board of Supervisors governed special districts, prepares the State Controller and Local Government Fiscal Affairs Reports, monitors the countywide external checking accounts, coordinates countywide Senate Bill (SB) 90 claiming activities, performs public safety accounting and reporting for Proposition 172, performs Realignment Sales Tax accounting, and monitors the County's franchise fee collection.

Prior Year Accomplishments

Completed the 2012-13 Comprehensive Annual Financial Report (CAFR), Single Audit Report, and other Component Units' reports.

Applied for the Certificate of Achievement for Excellence in Financial Reporting for fiscal year 2012-13 from the Government Finance Officers Association(GFOA).

Reimbursed the General Fund from Other County Funds for indirect costs totaling \$6.1 million based on the Countywide Cost Allocation Plan for use for the year ending June 30, 2014.

Completed the Countywide Cost Allocation Plan for use in the year ending June 30, 2015.

Completed the 2012-13 annual State Controller and Local Government Fiscal Affairs Reports for the County and the Board governed districts.

Completed the 2013-14 adopted budget book in house.

Provided organization structure changes to departments.

Initiated a phased plan to prepare the Comprehensive Annual Financial Report (CAFR) in-house in the next two to three years. Completed phase one consisting of the fund statements reporting.

Currently implementing the second phase consisting of the Government wide (accrual based) reporting, footnote disclosure, statistical section, Multiple Discriminant Analysis (MDA) etc. of the CAFR .

Provided Basic Government Accounting training and Government Accounting module of Finance Academy training to County employees.

Implemented a 60-day revenue accrual period, a change from 90-day accrual period in the past.

Reviewed and appropriately accounted for County's external bank accounts activities.

Budget Year Goals

Prepare the Comprehensive Annual Financial Report (CAFR) for the fiscal year ending June 30, 2014.

Apply for and receive the Annual Award on Financial Reporting Excellence from GFOA for the fiscal year ending June 30, 2014.

Prepare and compile the Countywide Cost Allocation Plan for use in fiscal year 2015-16.

Prepare and submit the annual County and Special Districts reports to the State of California.

Prepare the 2014-15 adopted budget book.

Continue to document and analyze the capital asset data.

Review and establish separate funds as appropriate for certain activities accounted for in the General Fund.

Carry out additional tasks and process development for in-house CAFR creation.

Carry out research and process development for new Governmental Accounting Standards Board (GASB) accounting and financial reporting standards.

Continue to streamline the County's cash reconciliation processes to include HRM/payroll and the upcoming banking transition/changes.

Prepare new report specifications as needed and review/test the report data.

Continue accounting and reconciliation review of outside bank accounts activities.

Coordinate tasks associated with the Advantage finance system upgrade. Perform configuration, testing, and report development/ review tasks associated with the upgrade.

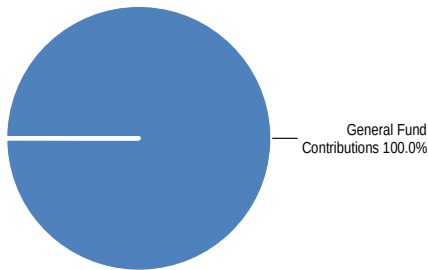
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
20B22	ACCOUNTANT AUDITOR III	3.00
20B24	AUDITOR-CONTROLLER ANALYST I	5.00
20B97	CHIEF DEPUTY AUDITOR-CONTROLLER	1.00
80J30	ACCOUNTING TECHNICIAN	1.00
Total		10.00

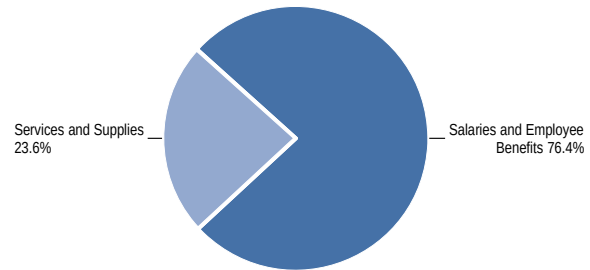
Internal Audit

(Unit 8375— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	365,326	349,907	177,400	98,741	98,741	(251,166)
Services and Supplies	0	228	2,865	30,436	30,436	30,208
Other Charges	0	(235,889)	(54,300)	0	0	235,889
Subtotal	\$365,326	\$114,246	\$125,965	\$129,177	\$129,177	14,931

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$365,326	\$114,246	\$125,965	\$129,177	\$129,177	14,931
Total Source of Funds	\$365,326	\$114,246	\$125,965	\$129,177	\$129,177	14,931

Unit Description

The Internal Audit Unit is responsible for developing and executing audit programs for the examination, verification, and analysis of the financial records, operating procedures, and system of internal controls of County departments, special districts, and other agencies. Audit reports presented to management include objective analyses, appraisals, comments, and recommendations on financial operations pertaining to the departments' compliance with stated objectives and the efficiency and effectiveness of existing internal controls.

Prior Year Accomplishments

At the end of FY 2012-13, two Internal Auditor III positions were cut from the Auditor-Controller's budget due to budget reduction requirements. That action significantly reduced the Department's ability to conduct complex audits as only one junior auditor remains on staff. Despite that drastic reduction, the Department has continued to fulfill the statutory mandates listed below.

Continued quarterly reviews of the Treasurer's investment program.

Continued random cash counts of imprest funds in various departments.

Assisted with the 457 Deferred Compensation plans audits.

Continued monitoring of County's Special Districts financial reporting program.

Conducted Transient Occupancy Tax (TOT) audits of registrants in business for over a year which had not previously been audited.

Budget Year Goals

Conduct fiscal and operational audits of at least one County department.

Conduct Transient Occupancy Tax (TOT) Compliance Audits.

Conduct Random Cash Counts of County Imprest Funds.

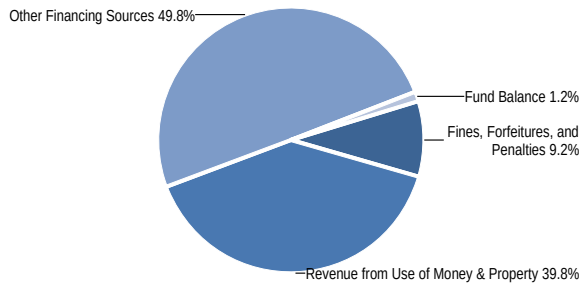
Conduct a procedural audit of the Laguna Seca Firing Range cash receipts.

Recommended 2014-15 Positions

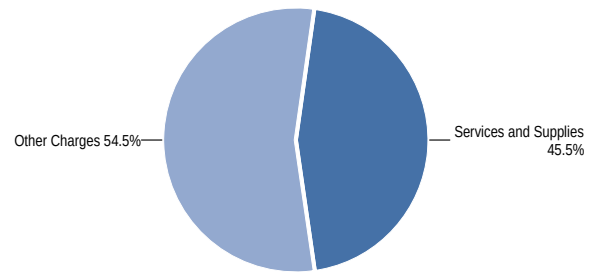
Classification Code	Classification Label	Recommended Budget 2014-2015
20B31	INTERNAL AUDITOR II	1.00
Total		1.00

Auditor-Controller Non-Departmental

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Services and Supplies	418,544	2,623,904	883,789	4,761,207	4,761,207	2,137,303
Other Charges	9,840,301	10,724,767	10,023,040	5,704,924	5,704,924	(5,019,843)
Subtotal	\$10,258,845	\$13,348,671	\$10,906,829	\$10,466,131	\$10,466,131	(2,882,540)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	0	1,500,000	1,500,000	1,500,000	1,500,000	0
Revenue from Use of Money & Property	8,578,061	9,447,430	6,503,840	6,504,990	6,504,990	(2,942,440)
Miscellaneous Revenues	644	0	0	0	0	0
Other Financing Sources	8,434,110	8,355,695	8,468,785	8,141,785	8,141,785	(213,910)
Subtotal	\$17,012,815	\$19,303,125	\$16,472,625	\$16,146,775	\$16,146,775	(3,156,350)
Fund Balance	(326,794)	260,546	339,311	192,000	192,000	(68,546)
General Fund Contributions	(\$6,427,177)	(\$6,215,000)	(\$5,905,107)	(\$5,872,644)	(\$5,872,644)	342,356
Total Source of Funds	\$10,258,844	\$13,348,671	\$10,906,829	\$10,466,131	\$10,466,131	(2,882,540)

Unit Description

The Office of the Auditor-Controller Non-Departmental includes five units: County Overhead Recovered, Enterprise Resource Planning Project, Public Improvement Corporation Debt Service, Short-Term Borrowing and Annual Audits.

Summary of Recommendation

ANNUAL AUDITS: The Annual Audits recommended appropriation is \$550,100 with reimbursement totalling \$290,100 and a resulting contribution from the General Fund totaling \$260,000. This budget includes funding for the annual independent audit of the County's financials, sales and use tax audits, Senate Bill (SB) 90 Mandate services and contracted audits required by the Auditor-Controller.

COUNTY OVERHEAD RECOVERED: The County Overhead Recovered recommended appropriation totals a reimbursement of \$6,557,644 received from other funds serviced by the General Fund.

ENTERPRISE RESOURCE PLANNING PROJECT: The Enterprise Resource Planning (ERP) Project recommended

appropriation totals \$4,072,107. The ERP fund includes appropriations for the upgrade of CGI Technologies Advantage Systems from version 3.7 to version 3.10 and the continued installation of the Kronos Timekeeping System. The appropriations for the Advantage Upgrade and Kronos are offset by charges to County departments, offices and agencies. The appropriation also includes funding for Board of Supervisors approved agreements with CGI Technologies (Statement of Work No. 10) and Simpler Systems.

PUBLIC IMPROVEMENT CORPORATION DEBT SERVICE: The Long-Term Borrowing appropriation totals \$16,146,775, which is offset by total estimated revenues of \$16,146,775.

SHORT-TERM BORROWING: The Short-Term Borrowing appropriation totals \$925,000 with estimated revenue of \$500,000 and a contribution from the General Fund totaling \$425,000.

Budget Impacts

Interest costs for Short-Term Borrowing will increase or decrease depending on the cost of the Tax Revenue Anticipation Note (TRAN) and timing of the use of cash from the TRAN.

Pending Issues

COUNTY OVERHEAD RECOVERED: Upon completion of the State Controller's review and approval of the preliminary Countywide Allocation Plan in June 2014, the adopted budget may need revision.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted	Fund Code	Org Code
County Overhead Recovered (AUD003)	(6,730,778)	(6,900,000)	(6,128,727)	(6,557,644)	(6,557,644)	342,356	001	1110_8005
Enterprise Resource Project (AUD006)	171,450	260,546	339,311	192,000	192,000	(68,546)	403	1110_8006
PIC Debt Service (AUD005)	16,136,524	18,803,125	16,472,625	16,146,775	16,146,775	(2,656,350)	251	1110_8007
Short Term Borrowing (AUD004)	474,279	935,000	0	425,000	425,000	(510,000)	001	1110_8009
Annual Audits (AUD002)	207,370	250,000	223,620	260,000	260,000	10,000	001	1110_8010
Subtotal	\$10,258,845	\$13,348,671	\$10,906,829	\$10,466,131	\$10,466,131	(2,882,540)		

County Overhead Recovered

(Unit 8005— Fund 001)

Source of Funds

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Use of Funds

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Auditor-Controller

Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Other Charges	(6,730,778)	(6,900,000)	(6,128,727)	(6,557,644)	(6,557,644)	342,356
Subtotal	(\$6,730,778)	(\$6,900,000)	(\$6,128,727)	(\$6,557,644)	(\$6,557,644)	342,356

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	(\$6,730,778)	(\$6,900,000)	(\$6,128,727)	(\$6,557,644)	(\$6,557,644)	342,356
Total Source of Funds	(\$6,730,778)	(\$6,900,000)	(\$6,128,727)	(\$6,557,644)	(\$6,557,644)	342,356

Unit Description

County Overhead Recovered funds the preparation of the Countywide Cost Allocation Plan (COWCAP) (A-87). The Cost Plan is used to claim indirect costs from the Federal and State governments. Monterey County is eligible to recover costs associated with provisions of administrative and support services. These services are recovered from Federal and State subventions as well as other funds, including the Road Fund, Library Fund, In-Home Support Services (IHSS), Public Authority Administration, Office for Employment Training, Community Action Partnership, Water Resources Agency, Natividad Medical Center, Emergency Medical Services, Behavior Health Services and Alcohol and Drug Programs. In addition, overhead costs are recovered in various grant programs. In order to be eligible to recover these costs, the County must receive approval of its cost plan from the California State Controller's Office.

Examples of eligible costs include: External Overheads -- Building Use Allowance, Insurance, Annual Financial Audit; Administrative

Management -- County Administrative Office, Human Resources, Employee Relations, Information Technology, Risk Management; Support Services -- Fleet Management, Revenue Division, Contracts/Purchasing, Printing and Mail Operations; Other Services -- Auditor-Controller, Tax-Collector, and County Counsel services.

Prior Year Accomplishments

Completed the Countywide Cost Allocation Plan (COWCAP) for the year ending June 30, 2014 with no audit revisions from the State Controller's Office.

COWCAP for the year ending June 30, 2015 pending the State Controller's audit.

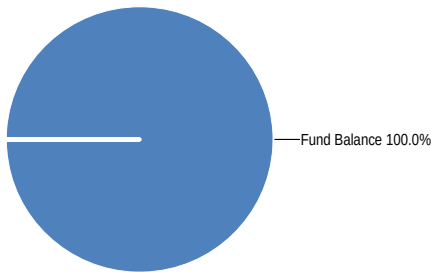
Budget Year Goals

Complete the COWCAP for the year ending June 30, 2016.

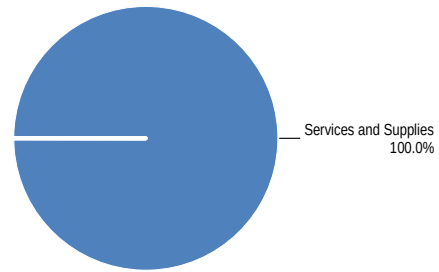
Enterprise Resource Project

(Unit 8006— Fund 403)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Services and Supplies	171,450	1,860,546	339,311	4,072,107	4,072,107	2,211,561
Other Charges	0	(1,600,000)	0	(3,880,107)	(3,880,107)	(2,280,107)
Subtotal	\$171,450	\$260,546	\$339,311	\$192,000	\$192,000	(68,546)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Revenue from Use of Money & Property	4,851	0	0	0	0	0
Subtotal	\$4,851	\$0	\$0	\$0	\$0	0
Fund Balance	166,599	260,546	339,311	192,000	192,000	(68,546)
Total Source of Funds	\$171,450	\$260,546	\$339,311	\$192,000	\$192,000	(68,546)

Unit Description

This unit funds Enterprise Resource Planning (ERP). The ERP system currently includes Advantage Performance Budget, Advantage Financial, Procurement System, Advantage Human Resources Management, InfoAdvantage Reporting, Sympro Debt and Investment, Meridian Learning and Development, and Convey 1099 Taxport. The total cost of the initial CGI Technologies and Solutions, Inc. (CGI) agreement from build to implementation for version 3.7 is \$9.9 million. The cost of CGI Post-Implementation agreements, which includes additional interfaces to County systems, totals \$0.8 million.

For 2014-15, this unit includes funding for the upgrade of the CGI Technologies Advantage software from version 3.7 to version 3.10. The pre-implementation phase began in 2013-14. The build phase for the CGI Technologies Advantage Upgrade, which includes Advantage Performance Budget, Advantage Financial, Advantage HRM and Meridian (Learning Development Network), will take place in 2014-15.

Prior Year Accomplishments

Began the pre-implementation process to upgrade the CGI Technologies Advantage software from version 3.7 to version 3.10.

Continued the implementation and interface of the Kronos Time and Attendance module to Advantage HRM for the Sheriffs Office.

Completed the WinCAMS and Advantage HRM interface for the Resource Management Agency.

Completed work on integration between Meridian (Learning Development Network) and Advantage HRM.

Closed down the Infor-GEAC payroll system.

Budget Year Goals

Complete the implementation and interface of the Kronos Time and Attendance module to Advantage HRM for the Sheriff's Office.

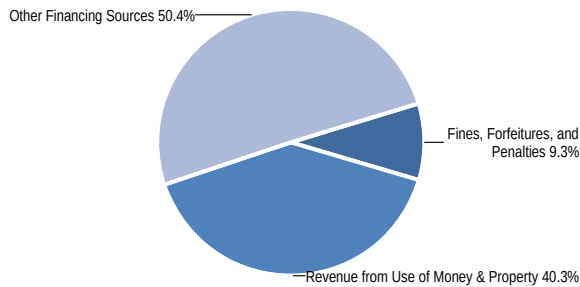
Continue the pre-implementation process to include Statement of Work No. 11 to upgrade the CGI Technologies Advantage software from version 3.7 to version 3.10.

Begin the build phase for the CGI Technologies Advantage Upgrade which includes Advantage Performance Budget, Advantage Financial, Advantage HRM and Meridian (Learning Development Network).

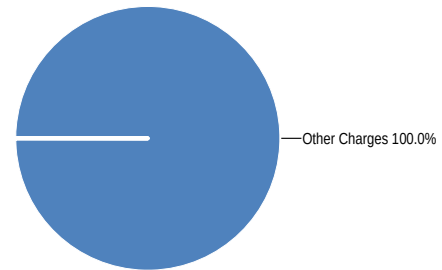
PIC Debt Service

(Unit 8007— Fund 251)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Services and Supplies	7,224	11,500	14,000	14,000	14,000	2,500
Other Charges	16,129,300	18,791,625	16,458,625	16,132,775	16,132,775	(2,658,850)
Subtotal	\$16,136,524	\$18,803,125	\$16,472,625	\$16,146,775	\$16,146,775	(2,656,350)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	0	1,500,000	1,500,000	1,500,000	1,500,000	0
Revenue from Use of Money & Property	8,195,806	9,447,430	6,503,840	6,504,990	6,504,990	(2,942,440)
Other Financing Sources	8,434,110	7,855,695	8,468,785	8,141,785	8,141,785	286,090
Subtotal	\$16,629,917	\$18,803,125	\$16,472,625	\$16,146,775	\$16,146,775	(2,656,350)
Fund Balance	(493,393)	0	0	0	0	0
Total Source of Funds	\$16,136,524	\$18,803,125	\$16,472,625	\$16,146,775	\$16,146,775	(2,656,350)

Unit Description

The Public Improvement Corporation Debt Service funds debt payments and related expenses for Certificates of Participation (COP) issued by the Public Improvement Corporation (PIC). COPs are long term financial commitments whereby the County transfers title of a particular property to the PIC. The PIC then leases the facility back to the County and sells participation in the lease revenue stream to investors in the form of bonds.

Prior Year Accomplishments

The Public Improvement Corporation Debt Service Fund received lease payments from various County departments which equaled

net principal and interest payable on outstanding Certificates of Participation. No new debt issuances occurred during Fiscal Year (FY) 2013-14, however, due to unexpected delays in the construction of the Next Generation Radio Narrow Banding Project, negotiations successfully extended the construction fund termination date from December 20, 2013 until December 20, 2015 to prevent loss of over \$3 million in construction funds applicable to the project.

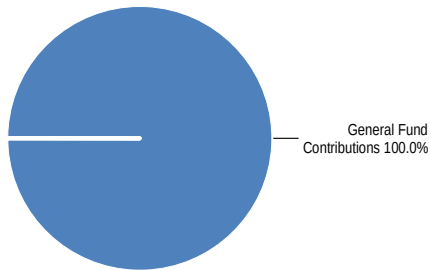
Budget Year Goals

With no current issuances being refundable, the sole goal of the PIC Unit is to secure financing when necessary.

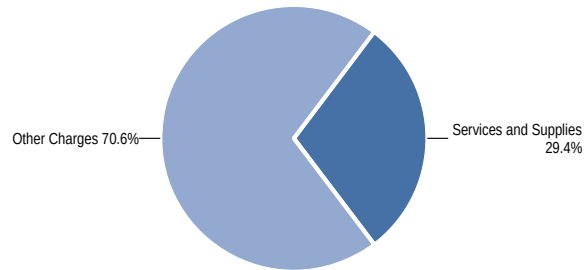
Short Term Borrowing

(Unit 8009— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Services and Supplies	(500)	135,000	0	125,000	125,000	(10,000)
Other Charges	474,779	800,000	0	300,000	300,000	(500,000)
Subtotal	\$474,279	\$935,000	\$0	\$425,000	\$425,000	(510,000)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Revenue from Use of Money & Property	377,404	0	0	0	0	0
Miscellaneous Revenues	644	0	0	0	0	0
Other Financing Sources	0	500,000	0	0	0	(500,000)
Subtotal	\$378,048	\$500,000	\$0	\$0	\$0	(500,000)
General Fund Contributions	\$96,231	\$435,000	\$0	\$425,000	\$425,000	(10,000)
Total Source of Funds	\$474,279	\$935,000	\$0	\$425,000	\$425,000	(510,000)

Unit Description

Monterey County issues Tax and Revenue Anticipation Notes (TRANs), as needed, to provide cash flow funding for the General Fund until property taxes are received in December and April. TRANs can be issued on either a taxable or tax-exempt basis, or both. TRANs are generally issued in early July with June maturities. There are customarily set asides on principal and interest payments due following the semi-annual receipt of taxes. TRANs can be issued later in the fiscal year to coincide with anticipated cash shortages to reduce negative arbitration. TRAN expenses can include interest, financial advisory fees, trustee fees, underwriting fees, credit enhancement, legal expenses, rating agency fees, issuance discounts, and other miscellaneous costs typically associated with TRANs. Expenses can be offset by issuance premiums and investment of proceeds while not required to cover cash flow shortages. During the economic downturn experienced since 2008, revenue generation possibilities diminished significantly, increasing costs for the borrowings. However, the steep yield curve, coupled with unusually low yields on short term notes, has helped minimize the net County cost impact.

Prior Year Accomplishments

Due to sufficient cash in the General Fund, no Tax Revenue Anticipation Notes (TRANs) were issued during FY 2013-14. During the previous fiscal year, the County shortened the accrual period from 90 to 60 days. Further, the Debt Manager reformatted the TRAN qualification calculation spreadsheet to eliminate accruals being reflected in cash balances on the spreadsheet. This change more accurately reflects actual available cash at fiscal year end and more correctly reflects when cash is actually received and available to cover current obligations. The County could have issued a taxable TRAN, but would have experienced negative arbitrage due to the limited investment options.

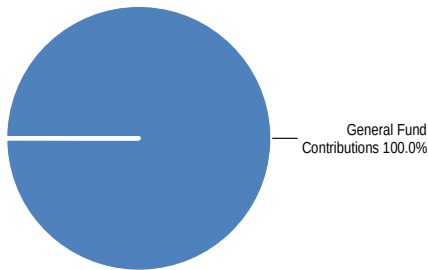
Budget Year Goals

The Debt Manager will closely monitor available cash to determine whether the County will qualify for a tax exempt TRAN issuance in the coming fiscal year. If needed, we will issue a TRAN, up to maximum legal limit, to achieve the best possible yield from the County's prospective.

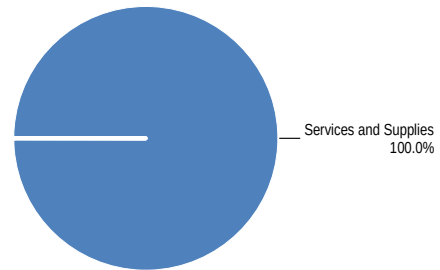
Annual Audits

(Unit 8010— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Services and Supplies	240,370	616,858	530,478	550,100	550,100	(66,758)
Other Charges	(33,000)	(366,858)	(306,858)	(290,100)	(290,100)	76,758
Subtotal	\$207,370	\$250,000	\$223,620	\$260,000	\$260,000	10,000

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$207,370	\$250,000	\$223,620	\$260,000	\$260,000	10,000
Total Source of Funds	\$207,370	\$250,000	\$223,620	\$260,000	\$260,000	10,000

Unit Description

The Board of Supervisors, pursuant to the California Government Code, arranges for the independent audit of the County's financial statement prepared by the Office of the Auditor-Controller. This unit includes funding for the audit of Monterey County's accounting records and financial transactions and financial reports.

This unit includes funding for the Sales and Use Tax audit, Senate Bill (SB) 90 State Mandate claiming services, fixed asset inventory and contracted audits required by the Auditor-Controller. The Sales and Use Tax audit identifies and recovers sales and use tax allocation errors, helps maximize tax revenues from specific projects and business situations, and provides ongoing data, analyses, and staff expertise to support fiscal planning and economic development. State law (SB90) provides for reimbursement of costs incurred by local agencies for various State-mandated services. The County contracts for professional services to prepare and file the reimbursement claims on the County's behalf.

Prior Year Accomplishments

Completed the Fiscal Year (FY) 2012-13 Annual Audit and Single Audit with an unqualified opinion from the Independent Auditors.

Continued a review and audit of Sales and Use Tax receipts for FY 2013-14.

Completed the SB 90 State Mandate claim review and filing process for FY 2013-14.

Budget Year Goals

Complete the 2013-14 Annual Audit and Single Audit.

Continue the review and audit of Sales and Use Tax receipts for 2014-15.

Complete the SB 90 State Mandate claim review and filing for 2014-15.

Develop and contract for audits required by the Auditor-Controller.



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Treasurer-Tax Collector

The Treasurer-Tax Collector serves the residents of Monterey County and public agencies by protecting the public trust through the delivery of valuable, professional and innovative services in the collection of property taxes, Superior Court fines/fees, banking and investment services.

The Treasurer-Tax Collector is an elected official that performs services mandated by State law and County ordinance. The Treasurer-Tax Collector has the responsibility for the investment of public funds, county and school banking activities, property tax collection, and court or other mandated delinquent collections.

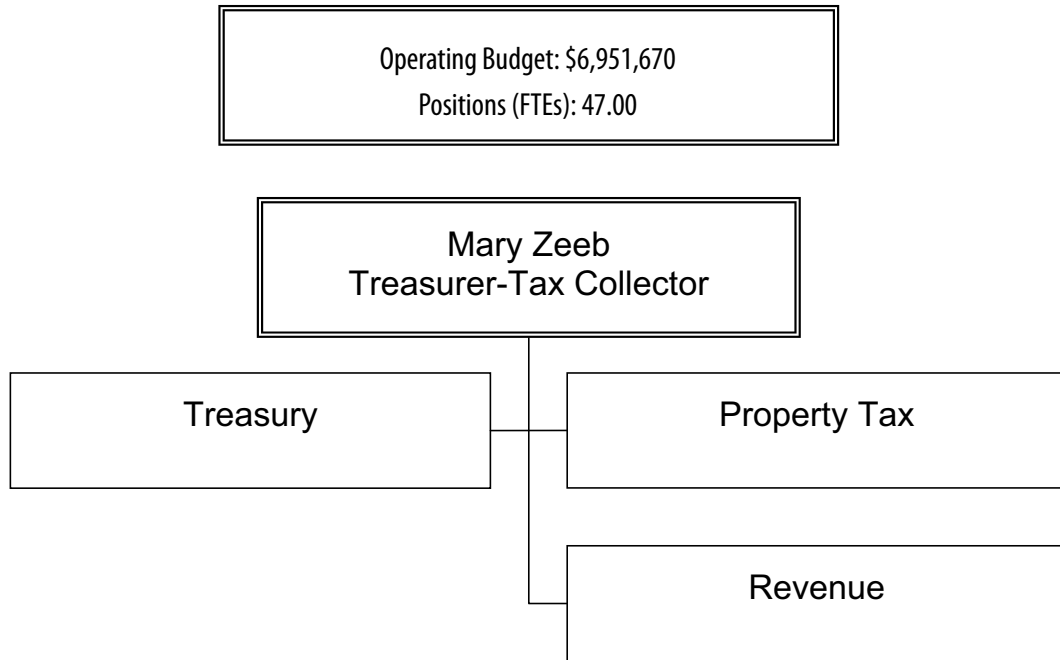
A team of 47 staff members performs the duties of the three divisional units, which include the Property Tax Division, Revenue Division, and Treasury Division. The primary responsibility of the Property Tax Division is to oversee the billing, collection, reporting and accounting for all real and taxable personal property, and for Transient Occupancy Taxes (TOT) levied by the County.

The Revenue Division was formed to meet the need for an in-house collection service for various operating departments that charge for their services. The following County departments were served in FY 2013-14: Health, Probation, Public Defender, and Sheriff. The Superior Court of California, County of Monterey also contracts with the Revenue Division for collection services.

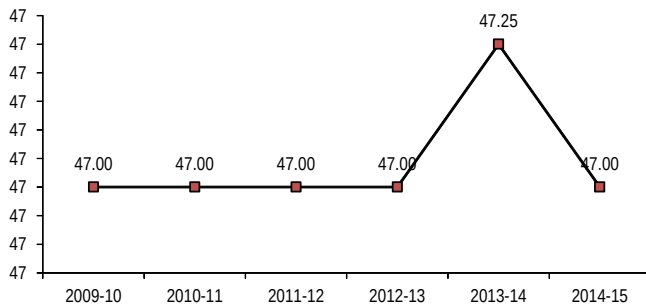
The Treasurer-Tax Collector serves as an elected department head and has legal authority vested by California Government Code Section 27000, which provides that mandated agency funds be deposited and safely kept by the Treasurer. The Treasurer-Tax Collector also serves as the ex-officio Treasurer of Monterey County's 26 school and various special districts; and performs general banking services for the County and depository agencies. The Treasurer invests and maintains monies deposited, but not immediately needed, by managing a pooled portfolio that provides for the safety and liquidity of all cash assets.

Board Strategic Initiatives that the Treasurer-Tax Collector actively addresses: Consistent operational evaluation to improve service delivery, increase revenue, maintain adequate cash reserves and enhance customer service.

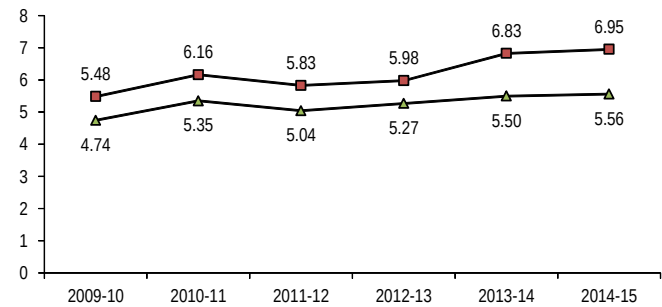




Staffing Trends



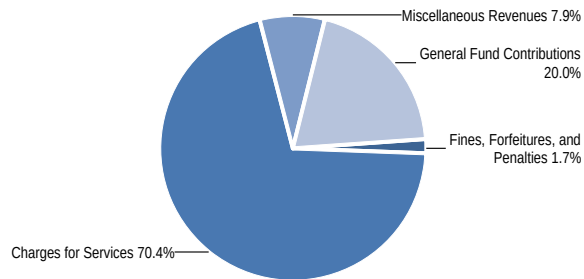
Expenditure/Revenue History (in thousands)



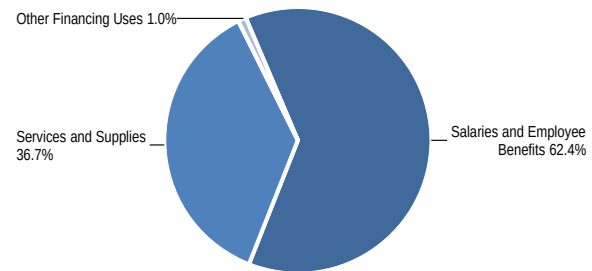
The Key Performance Measures listed below are tracked by the Department to monitor the success and effectiveness of departmental activities including property tax collections, Superior Court fines/fees collections, investment/banking activities and customer services.

Key Performance Measures	Actual 2011-12	Actual 2012-13	To Date 2013-14
Percent of secured property taxes collected. Target: 97%	98%	98.1%	55.91%
Percent of unsecured property taxes collected. Target: 96%	94.2%	95.62%	96.07%
Percent of invested portfolio maintaining a WAM of 2 years or less. Target: 100%	100%	100%	100%
Percent of reporting period quarter portfolio yield exceeded industry benchmarks. Target: 95%	100%	100%	100%
Percent of accounts with established active payment plans. Target: 45%	N/A	N/A	41%
Percent of customers who rate services received as excellent. Target: 90%	N/A	N/A	98%

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	4,175,250	4,786,326	4,730,488	4,722,706	4,722,706	(63,620)
Services and Supplies	2,237,946	2,736,410	2,634,303	2,778,620	2,778,620	42,210
Other Charges	(486,691)	(639,279)	(610,612)	(622,259)	(622,259)	17,020
Capital Assets	49,477	0	0	0	0	0
Other Financing Uses	0	72,319	72,319	72,603	72,603	284
Subtotal	\$5,975,981	\$6,955,776	\$6,826,498	\$6,951,670	\$6,951,670	(4,106)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Taxes	200	260	200	260	260	0
Licenses, Permits, and Franchises	110	110	110	110	110	0
Fines, Forfeitures, and Penalties	172,238	119,500	109,500	119,500	119,500	0
Revenue from Use of Money & Property	1,376	0	(298)	0	0	0
Charges for Services	4,514,350	4,982,432	4,965,498	4,891,863	4,891,863	(90,569)
Miscellaneous Revenues	581,662	462,790	423,200	549,250	549,250	86,460
Subtotal	\$5,269,936	\$5,565,092	\$5,498,210	\$5,560,983	\$5,560,983	(4,109)
General Fund Contributions	\$706,045	\$1,390,684	\$1,328,288	\$1,390,687	\$1,390,687	3
Total Source of Funds	\$5,975,981	\$6,955,776	\$6,826,498	\$6,951,670	\$6,951,670	(4,106)

Summary of Recommendation

The Fiscal Year (FY) 2014-15 Recommended Budget to support the functions of the Treasurer-Tax Collector is \$6,951,670, with anticipated revenues of \$5,560,983 bringing the net county cost to \$1,390,687.

Expenditures for salaries and benefits include a decrease of \$63,620. These savings were offset by increased employee healthcare costs, internal service department cost increases, and fewer position vacancies. Services and supplies were increased by \$42,209. Estimated revenue is projected to decrease by \$4,109. The recommended departmental budget meets the County Administrative Office's identified status quo General Fund Contribution (GFC) with the reduction of .25 position.

Budget Impacts

The Treasurer Tax Collector (TTC) department will be able to maintain current service levels and deliver exceptional services despite significant increase in costs. The department will meet this

challenge by continuing to realign the use of internal and external service providers, streamlining processes, and capitalizing on the use of technological innovations. Extensive work was performed in analyzing the activities of personnel and realigning the duties of staff for maximum effectiveness. Prices for contractual services purchased were reviewed, and whenever necessary the volume of services consumed were reduced to match projected appropriations. Performance measures were designed to measure, monitor and report the output and outcome of departmental programs.

Prior Year Accomplishments

The Treasurer-Tax Collector's Office met the recommended FY 2013-14 budget guidelines.

The TTC has continuously reviewed processes and looked for opportunities to increase efficiencies by automating functions whenever feasible. Staff continues to be actively engaged and encouraged to participate in professional development opportunities. The Department also achieved cost savings through

efficiencies from credit card collections, processing, and reconciliation after implementing a service upgrade from the vendor. The Department continues to manage its increased workload by cross-training staff on inter- and intra-divisional critical functions and maintaining business continuity despite fluctuations in resources and staffing. Cross training of departmental staff is a critical component of the department's ongoing succession planning.

In the Treasury Division an executive dashboard report was implemented to automate the tracking and monitoring of investment pool performance against industry benchmarks. An investment advisory service was retained to assist in monitoring regulatory compliance, improving transparency and to look for opportunities to add value for the investment pool participants. Enhanced strategies were employed to improve earnings by restructuring investments to meet liquidity demands and benefit from a changing market environment. A Request for Proposal (RFP) for County-wide banking services was finalized and new contracts are currently being negotiated.

To improve debt collections in the Revenue Division, the electronic transfer of data files from the court was enhanced, and advanced skip tracing methods were developed to track and monitor debt collected from delinquent accounts. The Property Tax Division automated the unsecured lien process resulting in reduced costs and improved customer service.

Budget Year Goals

Meet and exceed recommended budget guidelines.

In cooperation with the Auditor-Controller and Assessor-Clerk Recorder, the Treasurer-Tax Collector will upgrade the Property Tax System server, and tape backup system.

Continue to increase efficiencies by improving automated processes both intra-departmentally and with external stakeholders. Continue the implementation of a succession plan that identifies critical functions, improves process documentation and encourages staff to seek educational and professional development training.

Continue managing the implementation of new banking and credit card service contracts. This implementation will create a strategic redundancy in banking operations, reduce the cost of banking services, and increase the efficiency and security of operations.

Develop a County-wide banking and credit card use policy, and coordinate the movement and centralization of all banking and credit card services within the Office of the Treasurer-Tax Collector.

Update the comprehensive disaster recovery plan for the Treasurer-Tax Collector.

Pending Issues

There are no pending issues.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted	Fund Code	Org Code
Property Tax (TRE001)	1,802,022	1,833,596	1,853,484	1,941,041	1,941,041	107,445	001	1170_8263
Revenue (TRE001)	3,150,552	3,659,678	3,592,939	3,576,750	3,576,750	(82,928)	001	1170_8264
Treasury (TRE001)	1,023,407	1,462,502	1,380,075	1,433,879	1,433,879	(28,623)	001	1170_8266
Subtotal	\$5,975,981	\$6,955,776	\$6,826,498	\$6,951,670	\$6,951,670	(4,106)		

Units

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Property Tax	1,802,022	1,833,596	1,853,484	1,941,041	1,941,041	107,445
Revenue	3,150,552	3,659,678	3,592,939	3,576,750	3,576,750	(82,928)
Treasury	1,023,407	1,462,502	1,380,075	1,433,879	1,433,879	(28,623)
Subtotal	\$5,975,981	\$6,955,776	\$6,826,498	\$6,951,670	\$6,951,670	(4,106)

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
10B06	TREASURER-TAX COLLECTOR	1.00	1.00	1.00	0.00
12A24	ASSISTANT TREASURER-TAX COLLECTOR	1.00	1.00	1.00	0.00
14C31	MANAGEMENT ANALYST III	2.00	2.00	2.00	0.00
14C47	DEPUTY TREASURER-TAX COLLECTOR	0.00	1.00	1.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	0.00	0.00	1.00	1.00

Adopted 2014 to Recommended 2015 Positions

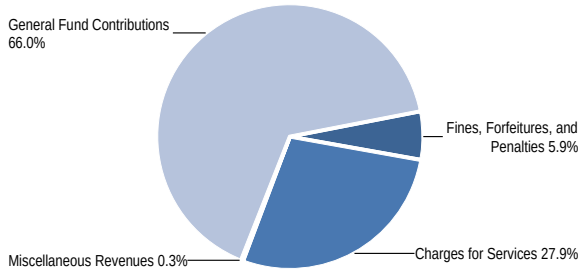
Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
14C71	ADMINISTRATIVE SERVICES OFFICER	1.00	1.00	1.00	0.00
16C88	BUSINESS TECHNOLOGY ANALYST III	2.00	2.00	1.00	-1.00
20B10	ACCOUNTANT I	1.00	1.00	1.00	0.00
20B11	ACCOUNTANT II	2.00	2.00	2.00	0.00
20B41	TREASURY OFFICER II	3.00	3.00	3.00	0.00
20B42	INVESTMENT OFFICER	1.00	1.00	1.00	0.00
20B93	FINANCE MANAGER II	2.00	2.00	2.00	0.00
20B95	FINANCE MANAGER I	2.00	2.25	2.00	-0.25
20B96	FINANCE SYSTEMS MANAGER	1.00	1.00	1.00	0.00
25A32	REVENUE OFFICER II	9.00	9.00	9.00	0.00
25A33	SUPERVISING REVENUE OFFICER	1.00	1.00	1.00	0.00
80D23	LEGAL PROCESS CLERK	1.00	0.00	0.00	0.00
80J20	ACCOUNTING CLERICAL SUPERVISOR	1.00	1.00	1.00	0.00
80J21	ACCOUNT CLERK	8.00	9.00	9.00	0.00
80J22	SENIOR ACCOUNT CLERK	2.00	2.00	1.00	-1.00
80J30	ACCOUNTING TECHNICIAN	5.00	5.00	6.00	1.00
XXXXX	ALLOCATION TO BE DETERMINED	1.00	0.00	0.00	0.00
Total		47.00	47.25	47.00	-0.25

Treasurer-Tax Collector

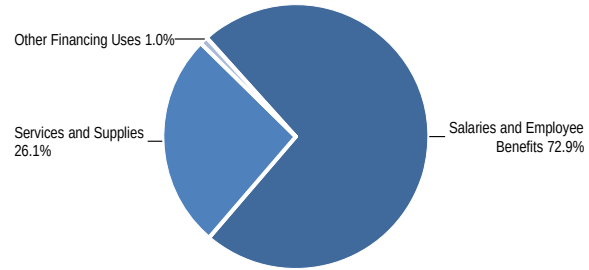
Property Tax

(Unit 8263— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	1,715,291	1,703,095	1,734,731	1,755,699	1,755,699	52,604
Services and Supplies	490,957	576,649	536,234	628,077	628,077	51,428
Other Charges	(432,881)	(469,290)	(440,623)	(465,968)	(465,968)	3,322
Capital Assets	28,656	0	0	0	0	0
Other Financing Uses	0	23,142	23,142	23,233	23,233	91
Subtotal	\$1,802,022	\$1,833,596	\$1,853,484	\$1,941,041	\$1,941,041	107,445

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Taxes	200	260	200	260	260	0
Licenses, Permits, and Franchises	110	110	110	110	110	0
Fines, Forfeitures, and Penalties	163,595	114,000	104,000	114,000	114,000	0
Charges for Services	706,109	539,500	603,500	541,500	541,500	2,000
Miscellaneous Revenues	7,934	5,000	4,000	5,000	5,000	0
Subtotal	\$877,948	\$658,870	\$711,810	\$660,870	\$660,870	2,000
General Fund Contributions	\$924,074	\$1,174,726	\$1,141,674	\$1,280,171	\$1,280,171	105,445
Total Source of Funds	\$1,802,022	\$1,833,596	\$1,853,484	\$1,941,041	\$1,941,041	107,445

Unit Description

The primary responsibility of the Property Tax Division is to oversee the billing, collection, reporting and accounting for all real and taxable personal property, and Transient Occupancy Taxes (TOT) levied by the County.

PERS, medical insurance, FICA, and County negotiated benefits. Operational expenditures increased to cover the rising costs of delinquent property auctions, Information Technology Capital replacements, and Advantage ERP upgrades. It should be noted that while the Treasurer-Tax Collector has met the departmental GFC target for FY 2014-15, cost pressures will continue to erode any discretionary services provided by the Tax Collector.

Budget Impacts

The Property Tax Division continues to focus on its process analysis, cross-training and succession planning to minimize the impact of increasing labor and support services costs.

The 2014-2015 recommended GFC for this division is \$105,445 higher than the prior year due to increased personnel costs, internal service department costs, and external vendor support costs. Personnel cost increases are due to increases in salaries,

Prior Year Accomplishments

The Property Tax Division continues updating the Transient Occupancy Tax (TOT) collection database which requires operators to provide more detailed demographic information. This improvement increased information accuracy and operator

collections. Additionally, the TOT website links were improved to increase customer service, and decrease operator inquiries.

The Property Tax Division, in tandem with the County Assessor/Clerk Recorder Department finalized the electronic interface that sends files from the Property Tax system to the Clerk-Recorder's database, resulting in the paperless creation and automatic electronic recording of tax liens. This upgrade reduced manual labor, supply costs and decreased the time involved to process tax liens. This process also increased record accuracy and is in alignment with County green initiatives.

The Division created an enforcement team to employ advanced skip tracing methodologies to track and assess levies on unsecured delinquent accounts. This process has enabled staff to increase revenue collections by approximately 2%.

Budget Year Goals

Work actively with the vendor to finalize the implementation of the Megabyte on-line system for Transient Occupancy Tax (TOT), to allow operators to register, file and submit payments electronically.

Continue to review all automated processes to develop innovative approaches, increase efficiencies and maximize the use of available technology.

Continue developing and implementing enhanced collection enforcement protocols.

Finalize the remaining technical aspects of the Tax Division's internet-based property tax management software system.

The Property Tax Division established Key Performance Measures that will be tracked and reported on a semi-annual basis. Examples of these measures are:

The percentage of secured property taxes collected should meet or exceed 97%.

The Percentage of unsecured property taxes collected should meet or exceed 96%.

Recommended 2014-15 Positions

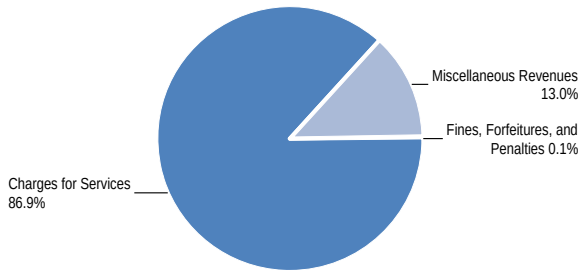
Classification Code	Classification Label	Recommended Budget 2014-2015
10B06	TREASURER-TAX COLLECTOR	1.00
12A24	ASSISTANT TREASURER-TAX COLLECTOR	1.00
14C31	MANAGEMENT ANALYST III	1.00
14C71	ADMINISTRATIVE SERVICES OFFICER	1.00
20B10	ACCOUNTANT I	1.00
20B11	ACCOUNTANT II	1.00
20B93	FINANCE MANAGER II	1.00
20B95	FINANCE MANAGER I	1.00
20B96	FINANCE SYSTEMS MANAGER	1.00
80J21	ACCOUNT CLERK	2.00
80J22	SENIOR ACCOUNT CLERK	1.00
80J30	ACCOUNTING TECHNICIAN	3.00
Total		15.00

Treasurer-Tax Collector

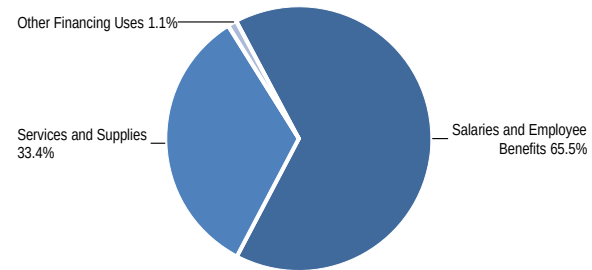
Revenue

(Unit 8264— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	2,009,617	2,530,739	2,474,917	2,444,213	2,444,213	(86,526)
Services and Supplies	1,180,227	1,257,706	1,246,789	1,247,444	1,247,444	(10,262)
Other Charges	(53,810)	(169,989)	(169,989)	(156,291)	(156,291)	13,698
Capital Assets	14,518	0	0	0	0	0
Other Financing Uses	0	41,222	41,222	41,384	41,384	162
Subtotal	\$3,150,552	\$3,659,678	\$3,592,939	\$3,576,750	\$3,576,750	(82,928)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	8,642	5,500	5,500	5,500	5,500	0
Revenue from Use of Money & Property	1,376	0	(298)	0	0	0
Charges for Services	3,172,800	3,669,081	3,588,147	3,580,179	3,580,179	(88,902)
Miscellaneous Revenues	564,440	448,290	410,000	534,750	534,750	86,460
Subtotal	\$3,747,259	\$4,122,871	\$4,003,349	\$4,120,429	\$4,120,429	(2,442)
General Fund Contributions	(\$596,706)	(\$463,193)	(\$410,410)	(\$543,679)	(\$543,679)	(80,486)
Total Source of Funds	\$3,150,552	\$3,659,678	\$3,592,939	\$3,576,750	\$3,576,750	(82,928)

Unit Description

The Revenue Division was formed to meet the need for an in-house collection service for various operating departments that charge for their services. The following major departments were served in FY 2013-14 by the Revenue Division: Health, Probation, Public Defender, and Sheriff, as well as the Monterey County Superior Court of California, County of Monterey.

In November 2001, with Board approval, the Revenue Division developed a Memorandum of Understanding (MOU) with the Superior Court to collect their delinquent criminal fines and fees and established a comprehensive criminal collection program (CCP) pursuant to PC 1463.007 to more effectively collect said delinquent criminal fines and fees. In December 2008, the Superior Court of California, Monterey County enhanced the MOU to include the collection of all delinquent traffic fines and fees to the Revenue Division.

Budget Impacts

In FY 2014-15 the Division will realize a net increase in revenues from operations. The savings gained were from the filling of a Finance Manager's position at a lower grade and step, and the return of a .25 FTE position on loan. These savings were eroded by increases in personnel services costs, technology infrastructure replacements, and new costs resulting from the upgrade to the County Advantage ERP system.

For FY 2014-15 the Revenue Division will be focusing on reducing costs and increasing collections. This task will be achieved by reorganizing personnel activities, automating processes, and implementing technology to facilitate collections. The Division will be exploring opportunities to reduce costs and attain a competitive industry cost of collection rate below \$0.28. Emphasis will be focused on process analysis, cross-training, succession planning, and implementing best practices that can be translated in overall cost reductions.

Prior Year Accomplishments

The Revenue Division continued to cross-train staff on Treasury and Tax-Collector processes to ensure that department-wide efficiency goals are met.

Completed and implemented an automated collection interface with the Superior Court, which included software upgrades and custom programming.

The Revenue Division continues to work with the Superior Court to develop policies and procedures to allow the release of hard to collect cases from the Division's accountability per the Administrative Office of the Courts (AOC) guidelines and Government Code 25259.

Budget Year Goals

Upgrade the Revenue Division collection program server and software to be compatible with industry standard technology.

Increase the average dollars collected per Revenue Officer II by 5%.

Increase total collections by 2%.

Decrease cost of collections by 4-5 basis points.

Continue to improve internal processes and court automated collection interfaces by implementing software upgrades and custom programming.

Continue to promote County and departmental in-house professional development, process improvement, and customer service trainings for line staff, supervisors and managers.

Continue working with the Superior Court of California, Monterey County to release hard to collect cases, that are over ten years old, from accountability per the Administration of the Court guidelines and Government Code section 25259.

Identify, evaluate and implement an alternate solution to replace the predictive dialer and interactive voice response system.

Increasing the number of collection accounts worked per Revenue Officer to 38,500 per year.

Install a VDR (Visual Data Mining) reporting tool and train staff on the use of this tool.

The Revenue Division established Key Performance Measures that will be tracked and reported on a semi-annual basis. Examples of these measures are:

Increase the percentage of accounts with established payment plans to 45%.

Attain a 90% excellent service rating on the Divisions semi-annual customer service rating.

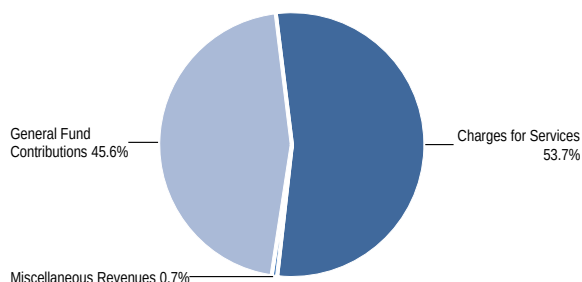
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
14C31	MANAGEMENT ANALYST III	1.00
14C47	DEPUTY TREASURER-TAX COLLECTOR	1.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00
16C88	BUSINESS TECHNOLOGY ANALYST III	1.00
20B11	ACCOUNTANT II	1.00
20B93	FINANCE MANAGER II	1.00
25A32	REVENUE OFFICER II	9.00
25A33	SUPERVISING REVENUE OFFICER	1.00
80J20	ACCOUNTING CLERICAL SUPERVISOR	1.00
80J21	ACCOUNT CLERK	7.00
80J30	ACCOUNTING TECHNICIAN	3.00
Total		27.00

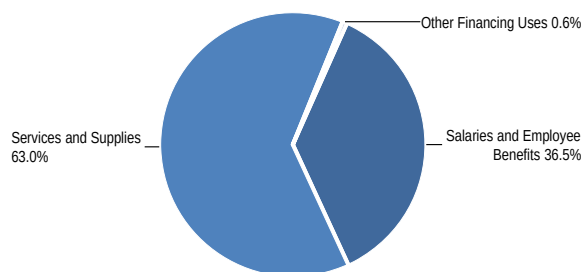
Treasury

(Unit 8266— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	450,342	552,492	520,840	522,794	522,794	(29,698)
Services and Supplies	566,762	902,055	851,280	903,099	903,099	1,044
Capital Assets	6,303	0	0	0	0	0
Other Financing Uses	0	7,955	7,955	7,986	7,986	31
Subtotal	\$1,023,407	\$1,462,502	\$1,380,075	\$1,433,879	\$1,433,879	(28,623)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Charges for Services	635,441	773,851	773,851	770,184	770,184	(3,667)
Miscellaneous Revenues	9,288	9,500	9,200	9,500	9,500	0
Subtotal	\$644,729	\$783,351	\$783,051	\$779,684	\$779,684	(3,667)
General Fund Contributions	\$378,678	\$679,151	\$597,024	\$654,195	\$654,195	(24,956)
Total Source of Funds	\$1,023,407	\$1,462,502	\$1,380,075	\$1,433,879	\$1,433,879	(28,623)

Unit Description

The Treasurer-Tax Collector serves as an elected department head and has legal authority vested by California Government Code Section 27000, which provides that mandated agency funds be deposited and safely kept by the Treasurer. The Treasurer-Tax Collector also serves as the ex-officio Treasurer of Monterey County's 26 school districts and various special districts and performs general banking services for the County and depository agencies. The Treasurer invests and maintains moneys deposited, but not immediately needed, by managing a pooled portfolio that provides for the safety and liquidity of all cash assets.

Budget Impacts

The FY 2014-15 recommended GFC decreased by \$24,956 due to the filling of vacant positions at lower grades and steps. These savings were quickly eroded by increased employee health insurance and payroll costs, technology capital replacement costs, ERP Advantage upgrade costs, and internal service department costs.

The Treasury Division continues to focus on its process analysis, cross-training and succession planning to minimize the impact of increasing labor costs and to maximize its resources.

Prior Year Accomplishments

The Monterey County Treasury continues to preserve the safety of all invested assets while providing sufficient liquidity to meet all expenditure requirements.

Yield on the County investment pool exceeded industry benchmarks.

The Treasury continued to provide regular updates to Special Districts and the Monterey County Office of Education (MCOE) on the performance of investments including assurances that sufficient liquidity will be available to cover monthly liabilities, and any additional debt service responsibilities.

The Division completed a Request for Proposal (RFP) for banking services and is in final contract negotiations with the chosen vendors. The Division has developed an RFP for an enterprise

solution for merchant card services and the Division successfully implemented a contract for investment consulting and advisory services.

The Division upgraded the SymPro investment system to provide additional analytic features and reporting capabilities.

The Treasury has continued its refinement of on-line banking processes to increase automated fund transfers and reduce costs associated with paper banking notifications.

Budget Year Goals

Finalize the contracts for credit card and banking services and work collaboratively with other departments to meet their processing needs.

Preserve the safety of all invested assets while providing sufficient liquidity to meet all expenditure requirements.

Maintain a yield on pooled investments equal to or greater than the yield on the Merrill Lynch Bank of America One Year T-Bill Global Bond Indices.

The Treasury continues to refine its cash flow projection and account reconciliation tools to reduce manual data entry; and increase accuracy and efficiency through the direct importation of banking information from electronic banking reports.

The Treasury Division established Key Performance Measures that will be tracked and reported on a semi-annual basis. Examples of these measures are:

Maintain the percentage of days the investment portfolio has a weighted average maturity (WAM) of two years or less at 100%.

The investment portfolio's quarterly yield is to exceed industry benchmarks at least 95% of the time.

Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
20B41	TREASURY OFFICER II	3.00
20B42	INVESTMENT OFFICER	1.00
20B95	FINANCE MANAGER I	1.00
Total		5.00



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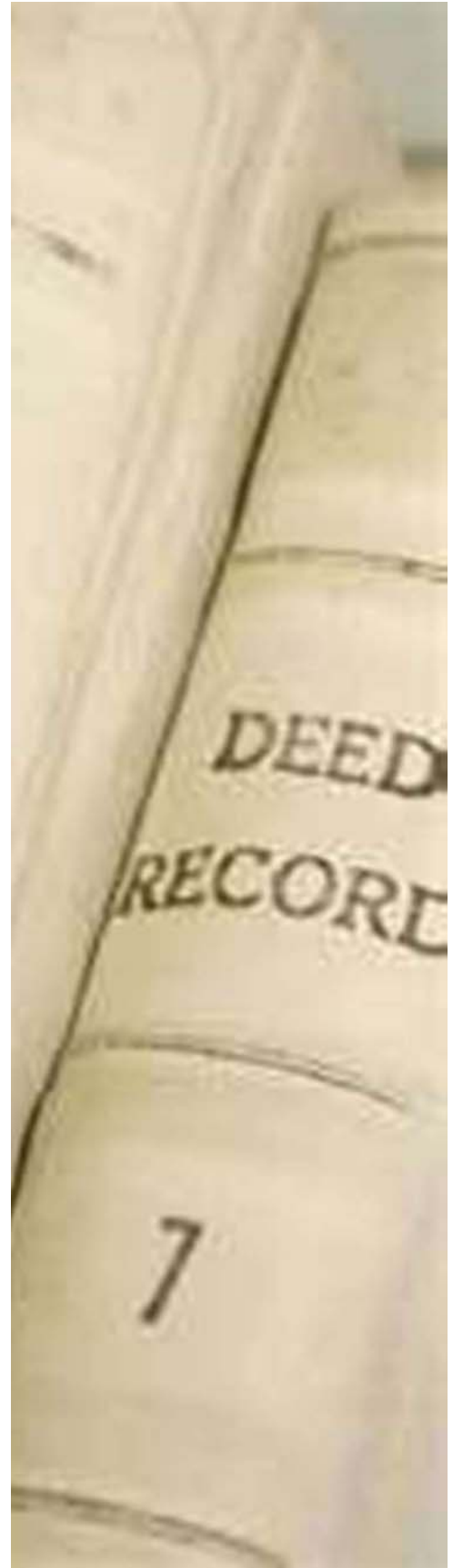
Assessor-County Clerk-Recorder

The Assessor-County Clerk-Recorder is an elected position. This budget provides for the support of the Assessor-County Clerk-Recorder's Office.

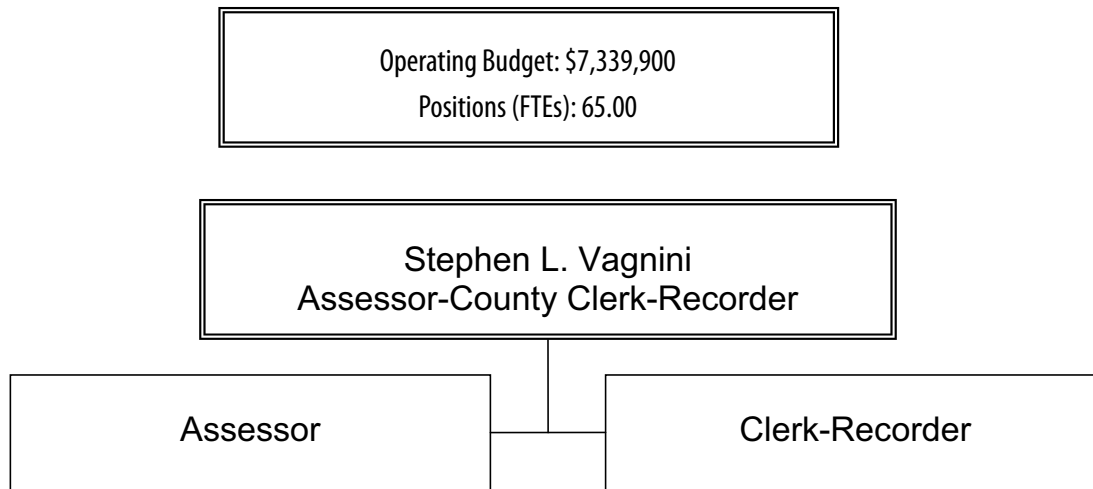
The Assessor's office establishes the values on all property in Monterey County and applies all legal exemptions to qualifying properties. The current assessed value is in excess of \$50 billion, generating over \$500 million for local governmental agencies and schools. As a result of the reduction in value of over 35,000 properties, \$6 billion in local assessed value was removed from the tax roll and is slowly being restored as values climb to their previous levels. The Assessor-County Clerk-Recorder's Office calculates the values of all real and business personal property for tax purposes. Property tax is the backbone financing for counties and incorporated cities in California and accounts for approximately 70% of the discretionary revenue in Monterey County. It is mandated by the State Constitution that property will be assessed "ad valorem" (based on value) of land and improvements. For most initial assessments, the assessed value is the actual sales price as indicated by the sales records maintained in the Recorder's Office. The tax itself, which is billed to each property owner, is computed by applying the appropriate tax rate per \$1,000 of assessed value as determined by the Assessor (less any exemptions or credits which may apply). The tax rate which is placed upon the value is a function of the Monterey County Auditor-Controller's Office.

Strategic initiatives that the Assessor-County Clerk-Recorder actively addresses: Streamline County operations for greater accountability and efficiency of service delivery and cost savings by producing an accurate and timely assessment roll and providing quality customer service in a courteous and professional manner.

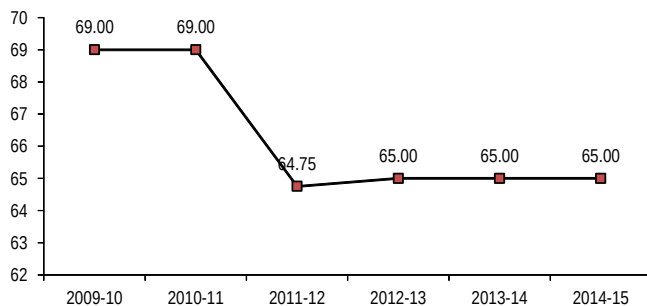
The operations of the County Clerk-Recorder's Office are financed almost entirely by program revenue. In addition, the County Clerk-Recorder's Office collects the documentary transfer tax that generates considerable revenue for the County and other jurisdictions. The responsibilities of County Clerk-Recorder's Office include issuing licenses and fictitious business name statements, filing statements of economic interest, filing oaths of office and notary bonds, and registering process servers. The Recorder's duties include maintenance of public records of all real property within the County and transfers of encumbrances on property. The Recorder is also responsible for recording vital statistics such as births, deaths, and marriages.



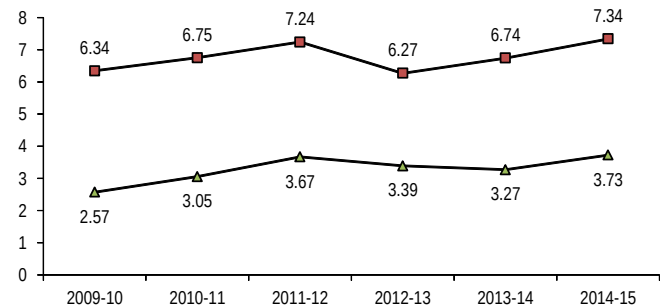
Assessor-County Clerk-Recorder



Staffing Trends



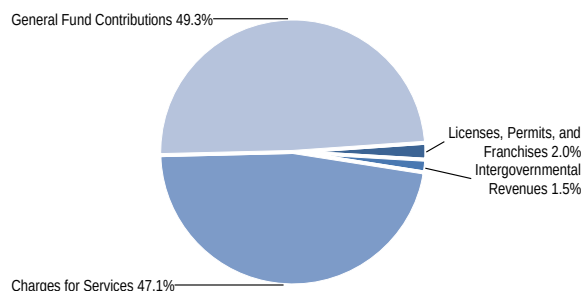
Expenditure/Revenue History (in thousands)



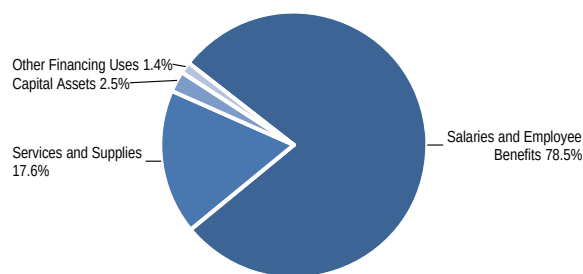
The goal of the Assessor-County Clerk-Recorder is to streamline operations for greater accountability, efficient service delivery, and cost savings by producing an accurate and timely assessment roll and providing quality customer service in a courteous and professional manner.

Key Performance Measures	Actual 2011-12	Actual 2012-13	To Date 2013-14
Percent of recorded documents processed within 7 days.	100%	100%	100%
Percent of recorded documents indexed the same day.	100%	100%	100%
Percent of documents electronically recorded.	N/A	6.9%	29.25%
Percent of Exemption forms processed within 7 days.	100%	100%	100%
Percent of Assessment Appeals reconciled within 18 months of receipt.	92%	94%	95%
Percent of customers rating customer service as excellent.	N/A	95%	95%

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	5,233,642	5,801,627	5,501,229	5,881,413	5,881,413	79,786
Services and Supplies	1,114,929	1,337,561	1,212,864	1,317,575	1,317,575	(19,986)
Other Charges	(201,621)	(152,346)	(152,346)	(152,346)	(152,346)	0
Capital Assets	122,964	120,000	180,316	189,200	189,200	69,200
Other Financing Uses	0	0	0	104,058	104,058	104,058
Subtotal	\$6,269,915	\$7,106,842	\$6,742,063	\$7,339,900	\$7,339,900	233,058

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Licenses, Permits, and Franchises	127,950	130,000	157,500	150,000	150,000	20,000
Intergovernmental Revenues	0	113,132	113,132	113,132	113,132	0
Charges for Services	3,259,002	3,202,760	2,948,895	3,457,760	3,457,760	255,000
Miscellaneous Revenues	2,398	60,000	50,600	5,000	5,000	(55,000)
Subtotal	\$3,389,350	\$3,505,892	\$3,270,127	\$3,725,892	\$3,725,892	220,000
General Fund Contributions	\$2,880,566	\$3,600,950	\$3,471,936	\$3,614,008	\$3,614,008	13,058
Total Source of Funds	\$6,269,915	\$7,106,842	\$6,742,063	\$7,339,900	\$7,339,900	233,058

Summary of Recommendation

The Fiscal Year (FY) 2014-15 Recommended Budget for the Assessor-County Clerk-Recorder's Office includes total appropriations of \$7,339,900 representing a 3.3% increase from the FY 2013-14 Adopted Budget.

Appropriations for Salaries and Benefits are increased by \$79,786 (1.4%). Services and Supplies have decreased by \$19,986 (1.5%).

Revenues are estimated at \$3,725,892, an increase of \$220,000 (6.3%) from FY 2013-14.

The FY 2014-15 General Fund Contribution of \$3,614,008 an increase of \$13,058 from the FY 2013-14 Adopted Budget.

Budget Impacts

The Recommended Budget provides resources to maintain FY 2014-15 service levels in the Assessor-County Clerk-Recorder's Office.

The combined efforts of the staff in the County of Monterey Assessor's Office for FY 2013-14 produced an assessment roll of

approximately \$50.3 billion, generating over \$500 million for local governmental agencies and schools. A total of 160,000 secured, unsecured, and supplemental tax bills were generated in FY 2013-14. The County's share of property tax revenues for FY 2013-14 was \$121 million accounting for 69.3% of the overall discretionary revenue.

In FY 2013-14, the Assessor's Office had over 30,000 residential and commercial properties with reduced values under the provisions of Proposition 8 due to declines in market value. Sales activity and new construction continued to improve (albeit slowly) and assessment appeals are also still at higher than normal levels. Workload in the office of the Assessor continues to increase as appeals and Prop 8 reviews require greater analysis.

The remainder of the Assessor's workload and the basis for the majority of increases of assessed valuations are the reassessment of properties changing ownership either as a result of a sale or inter-family transfer; the reassessment of new construction; and the analysis of annual Business Property Statements.

From FY 1999-00 to FY 2007-08 assessed valuations in Monterey County increased by an average of 8% per year. Property values, however, leveled off in FY 2008-09 and in FY 2009-10, the local Tax

Roll declined for the first time in the history of the County of Monterey. The Assessor's Office will again review the value of all residential properties in the County of Monterey and will also conduct an extensive review of commercial properties with current base year values. It is estimated that 20,000 properties will receive Prop 8 reductions this year, a decline of over 10,000. Assessment Appeals although still at a higher than normal level declined significantly in FY 2013-14. The Assessor's Office will review all Prop 8 reductions on an annual basis until base year values have been restored.

Prior Year Accomplishments

See each unit section for Prior Year Accomplishments.

Budget Year Goals

See each unit section for Budget Year Goals.

Pending Issues

There are no pending issues.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted	Fund Code	Org Code
Assessor (ACR001)	4,598,847	5,145,077	4,787,954	5,215,792	5,215,792	70,715	001	1180_8003
Clerk/Recorder (ACR002)	1,671,069	1,961,765	1,954,109	2,124,108	2,124,108	162,343	001	1180_8004
Subtotal	\$6,269,915	\$7,106,842	\$6,742,063	\$7,339,900	\$7,339,900	233,058		

Units

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Assessor	4,598,847	5,145,077	4,787,954	5,215,792	5,215,792	70,715
Clerk/Recorder	1,671,069	1,961,765	1,954,109	2,124,108	2,124,108	162,343
Subtotal	\$6,269,915	\$7,106,842	\$6,742,063	\$7,339,900	\$7,339,900	233,058

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
11B01	ASSESSOR-COUNTY CLERK-RECORDER	1.00	1.00	1.00	0.00
12A05	ASSISTANT COUNTY CLERK-RECORDER	1.00	1.00	1.00	0.00
12A15	ASSISTANT ASSESSOR-VALUATION	1.00	1.00	1.00	0.00
14B32	SENIOR PERSONNEL ANALYST	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	1.00	0.00	0.00	0.00
14C71	ADMINISTRATIVE SERVICES OFFICER	1.00	1.00	1.00	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	1.00	1.00	1.00	0.00
14K45	AUDITOR APPRAISER MANAGER	1.00	1.00	1.00	0.00
16C87	BUSINESS TECHNOLOGY ANALYST II	1.00	1.00	1.00	0.00
16F40	DEPARTMENTAL INFORMATION SYSTEMS MANAGER I	1.00	1.00	1.00	0.00
20B10	ACCOUNTANT I	0.00	0.00	1.00	1.00
20B95	FINANCE MANAGER I	0.00	1.00	1.00	0.00
28A21	APPRAISER II	11.00	11.00	11.00	0.00
28A22	APPRAISER III	5.00	5.00	5.00	0.00
28A80	SUPERVISING APPRAISER	2.00	2.00	2.00	0.00
28B21	AUDITOR-APPRAISER II	4.00	4.00	4.00	0.00
28B22	AUDITOR-APPRAISER III	1.00	1.00	1.00	0.00
43F80	SENIOR MAP DRAFTING TECHNICIAN	1.00	1.00	1.00	0.00
80A96	SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80E21	OFFICE ASSISTANT II	8.00	8.00	8.00	0.00
80E22	OFFICE ASSISTANT III	6.00	6.00	7.00	1.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.00	1.00	1.00	0.00

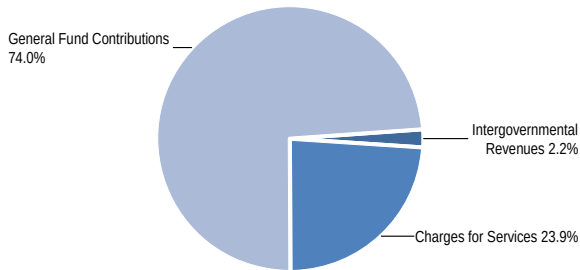
Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
80E81	SUPERVISING OFFICE ASSISTANT I	1.00	1.00	1.00	0.00
80E82	SUPERVISING OFFICE ASSISTANT II	1.00	1.00	1.00	0.00
80E92	RECORDER SERVICES SUPERVISOR	1.00	1.00	1.00	0.00
80J21	ACCOUNT CLERK	1.00	1.00	0.00	-1.00
80J22	SENIOR ACCOUNT CLERK	1.00	1.00	1.00	0.00
80J30	ACCOUNTING TECHNICIAN	2.00	2.00	1.00	-1.00
80P22	PHOTOCOPYIST	2.00	2.00	2.00	0.00
80R11	ASSESSMENT CLERK	1.00	1.00	1.00	0.00
80R22	PROPERTY TRANSFER CLERK	4.00	4.00	4.00	0.00
80R23	SENIOR PROPERTY TRANSFER CLERK	1.00	1.00	1.00	0.00
Total		65.00	65.00	65.00	0.00

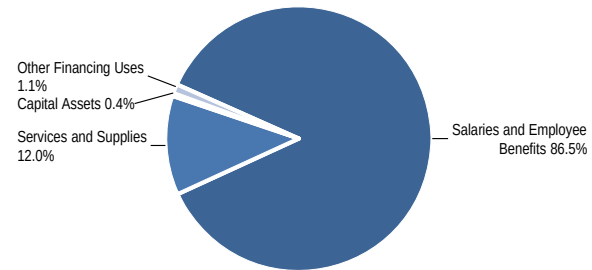
Assessor

(Unit 8003— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	4,227,955	4,648,742	4,280,186	4,642,396	4,642,396	(6,346)
Services and Supplies	509,830	628,681	640,114	646,196	646,196	17,515
Other Charges	(138,939)	(152,346)	(152,346)	(152,346)	(152,346)	0
Capital Assets	0	20,000	20,000	20,000	20,000	0
Other Financing Uses	0	0	0	59,546	59,546	59,546
Subtotal	\$4,598,847	\$5,145,077	\$4,787,954	\$5,215,792	\$5,215,792	70,715

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Intergovernmental Revenues	0	113,132	113,132	113,132	113,132	0
Charges for Services	1,165,686	1,000,000	1,000,000	1,245,000	1,245,000	245,000
Miscellaneous Revenues	1,761	45,000	45,000	0	0	(45,000)
Subtotal	\$1,167,447	\$1,158,132	\$1,158,132	\$1,358,132	\$1,358,132	200,000
General Fund Contributions	\$3,431,400	\$3,986,945	\$3,629,822	\$3,857,660	\$3,857,660	(129,285)
Total Source of Funds	\$4,598,847	\$5,145,077	\$4,787,954	\$5,215,792	\$5,215,792	70,715

Unit Description

The Assessor is an elected County official whose responsibilities include: locating all taxable property in the County and determining property ownership; establishing the taxable value of all property subject to local property taxation; applying all legal exemptions; and preparing annual assessment rolls upon which local government units rely for property tax revenue. To accomplish these various tasks, the Assessor has organized the office into the following program areas: Administration, Department Information Systems and Map Drafting, Exemptions, Personal Property Appraisal, Real Property Appraisal and Change of Ownership. Tax revenues identified by the Assessor's Office valuation of property account for 69.3% of the County's discretionary funds.

Prior Year Accomplishments

The Assessor's Office continued their imaging program which includes the scanning of Business Property and Change of

Ownership Statements, correspondence and exclusion forms, and Homeowners' exemptions, streamlining cost and retrieval time.

The Assessor's Office continued to integrate information (digital photos, digital drawings, and sales comparable program data) into the Property Management System, Megabyte.

The Assessor's Office made assessor's parcel maps available on the internet at no cost to the County of Monterey.

The Assessor's Office made property characteristics and sales data available on the internet at no cost to the County of Monterey.

In addition to completing the 2013 assessment roll, with a net assessed value of over \$50 billion, the Assessor's Office reviewed the assessed valuation of all residential properties in the County of Monterey to determine if the assessed values exceeded current fair market value. Proposition 8, passed in November 1978, and amended Proposition 13 to reflect decline in values. As a result, Revenue and Taxation Code Section 51 requires the Assessor to

annually enroll either a property's factored Proposition 13 base year value or its Market Value as of January 1 (lien date), taking into account any factors causing a decline in value, whichever is less. Over 30,000 properties were given Prop 8 reductions in FY 2013-14.

The Assessor's Office continued their work on a reorganization study of all office/clerical positions with the goal of establishing a career ladder and to assist in succession planning.

The Office had all of its computers upgraded to Microsoft 7/Office 10.

In an effort to strive for continual improvement, the Assessor's Office placed "How Are We Doing" survey cards at each of its customer service counters. These survey cards are reviewed with management, office supervisors, and staff.

The Assessor's Office implemented the County of Monterey's Performance Measurement planning and review process for managers and supervisors.

Budget Year Goals

The Assessor's primary goal for FY 2014-15 will be to continue to provide the highest level of public service. The Assessor is an elected position sworn to abide by the laws of the California State Constitution. The Assessor will ensure that all taxpayers and property owners are treated fairly, equally and with respect. The Assessor's Office is also the repository for a wealth of property-related information including, but not limited to, assessor's parcel maps and property characteristics. Through technological advances the Assessor's Office continues to make this information more readily available to the public while also respecting property owner's privacy rights.

Additional FY 2014-15 Goals for the Assessor's Office include the following:

Review the assessed valuation of all residential and a large portion of commercial and industrial properties in the County of Monterey.

In conjunction with the Information Technology Department, other County of Monterey departments and local governmental agencies, continue to develop a GIS collaborative effort resulting in a product that will be beneficial to government agencies and the public at large.

Complete the conversion of the Megabyte Property Management to the .NET platform.

Upgrade departmental application servers and software.

Implement a discovery program looking for unpermitted construction through the use of GIS aerial imagery.

Complete a reorganization study of all office/clerical positions in the Assessor and County Clerk-Recorder's offices and implement cross training between all three departments with the goal of establishing efficiencies, career opportunities and to assist in succession planning.

Recommended 2014-15 Positions

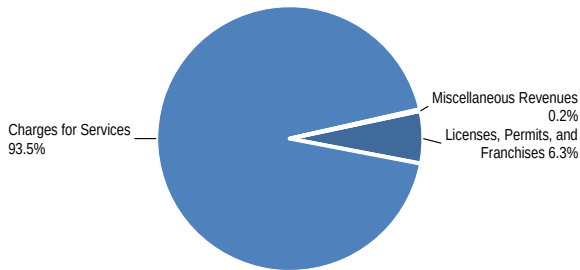
Classification Code	Classification Label	Recommended Budget 2014-2015
11B01	ASSESSOR-COUNTY CLERK-RECORDER	1.00
12A15	ASSISTANT ASSESSOR-VALUATION	1.00
14B32	SENIOR PERSONNEL ANALYST	1.00
14C71	ADMINISTRATIVE SERVICES OFFICER	1.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	1.00
14K45	AUDITOR APPRAISER MANAGER	1.00
16C87	BUSINESS TECHNOLOGY ANALYST II	1.00
16F40	DEPARTMENTAL INFORMATION SYSTEMS MANAGER I	1.00
28A21	APPRAISER II	11.00
28A22	APPRAISER III	5.00
28A80	SUPERVISING APPRAISER	2.00
28B21	AUDITOR-APPRAISER II	4.00
28B22	AUDITOR-APPRAISER III	1.00
43F80	SENIOR MAP DRAFTING TECHNICIAN	1.00
80A96	SECRETARY-CONFIDENTIAL	1.00
80E21	OFFICE ASSISTANT II	6.00
80E22	OFFICE ASSISTANT III	1.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.00
80E81	SUPERVISING OFFICE ASSISTANT I	1.00
80J22	SENIOR ACCOUNT CLERK	1.00
80J30	ACCOUNTING TECHNICIAN	1.00
80R11	ASSESSMENT CLERK	1.00
80R22	PROPERTY TRANSFER CLERK	4.00
80R23	SENIOR PROPERTY TRANSFER CLERK	1.00
Total		50.00

Assessor-County Clerk-Recorder

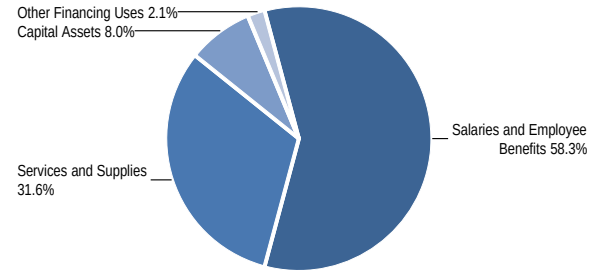
Clerk/Recorder

(Unit 8004— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	1,005,687	1,152,885	1,221,043	1,239,017	1,239,017	86,132
Services and Supplies	605,099	708,880	572,750	671,379	671,379	(37,501)
Other Charges	(62,682)	0	0	0	0	0
Capital Assets	122,964	100,000	160,316	169,200	169,200	69,200
Other Financing Uses	0	0	0	44,512	44,512	44,512
Subtotal	\$1,671,069	\$1,961,765	\$1,954,109	\$2,124,108	\$2,124,108	162,343

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Licenses, Permits, and Franchises	127,950	130,000	157,500	150,000	150,000	20,000
Charges for Services	2,093,316	2,202,760	1,948,895	2,212,760	2,212,760	10,000
Miscellaneous Revenues	637	15,000	5,600	5,000	5,000	(10,000)
Subtotal	\$2,221,903	\$2,347,760	\$2,111,995	\$2,367,760	\$2,367,760	20,000
General Fund Contributions	(\$550,834)	(\$385,995)	(\$157,886)	(\$243,652)	(\$243,652)	142,343
Total Source of Funds	\$1,671,069	\$1,961,765	\$1,954,109	\$2,124,108	\$2,124,108	162,343

Unit Description

The County Clerk-Recorder creates, maintains, and has custody of files which constitute the official public record of certain legal/financial documents such as deeds, notices of default, notices of completion, abstracts of judgment, liens, subdivision maps, etc. These files are of importance to the conduct of local commerce and are absolutely vital to the real estate industry. The County Clerk-Recorder's functions also include, but are not limited to, maintaining records of births, deaths, and certain marriages; certification of copies of public records; and issuance of marriage licenses.

Prior Year Accomplishments

The Recorder's Office continued its back-file redaction of social security numbers from all recorded documents dating back to January of 1980, as required by Government Code section 27301. In FY 2013-14, the County Recorder's Office completed the back-file redaction of real property documents dating back to 1998.

Back-file redaction is now complete for all recorded documents from September 1, 1997 through December 31, 2008.

The Recorder's Office continued to expand electronic recording with an increase in agents, submitters and title companies participating in e-recording. There are now six Agents representing a total of 131 national submitters and three local Title Company submitters. In FY 2013-14 the Recorder's electronic Government to Government participants expanded with the addition of the Monterey County Tax Collector and Department of Child Support Services. Electronic recordings continued to steadily increase and we look forward to continued growth.

On June 28, 2013, the U.S. Court of Appeals for the Ninth Circuit dissolved the stay of the order enjoining enforcement of Proposition 8. As of July 1, 2013, the County Clerk's office was able to issue marriage licenses to same-sex couples.

In a continued effort to improve customer service, the County Clerk's office implemented a Marriage License Kiosk. The public

will have the option of completing marriage license applications electronically in the office or on the internet outside of the office. This should reduce wait times and paper usage.

The Recorder's Office implemented a Kiosk in the public access area where individuals can complete vital record applications electronically. This should also reduce wait times and paper usage.

The Office continued to participate in the reorganization study of all office/clerical positions with the goal of establishing a career ladder and to assist in succession planning.

The County Clerk-Recorder's Office continued to provide quality customer service to all County taxpayers and in an effort to strive for continual improvement placed "How Are We Doing" survey cards at each customer service counter. Survey cards are reviewed by management, office supervisors, and staff.

Budget Year Goals

The Recorder's Office will continue to promote electronic recording on the local and national level. We will commence opening e-recording to other government agencies and County departments. Until recently, traditional technology required that the recording process involve the delivery and recordation of only original paper documents. Electronic recording facilitates the transmission, acceptance, recordation, and return of real property documents reducing the time it takes to record and return a document while also saving paper and streamlining internal operation systems.

The Recorder's Office will continue to work toward becoming compliant with Government Code section 27301. This requires the redaction of all social security numbers located on real property documents recorded from January 1, 1980 through and including December 31, 2008 by December 31, 2017.

The Office will continue internal conversion of paper vital record certificates into electronic images.

The County Clerk's Office will implement a Kiosk in the public access area where applications for Fictitious Business Licenses can be completed electronically. This will reduce waiting time for the public, save paper, and streamline internal operations.

The Recorder's Office will commence a preservation project of all its real property, vital records, and map books.

The County Clerk/Recorder's Office will continue its reorganization efforts in conjunction with the Assessor's Office with the goal of establishing cross trained staff that will be able to take advantage of an established career ladder that will also assist in succession planning.

The Office will continue to provide quality customer service to all taxpayers taking into consideration comments noted on our survey cards.

Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
12A05	ASSISTANT COUNTY CLERK-RECORDER	1.00
20B10	ACCOUNTANT I	1.00
20B95	FINANCE MANAGER I	1.00
80E21	OFFICE ASSISTANT II	2.00
80E22	OFFICE ASSISTANT III	6.00
80E82	SUPERVISING OFFICE ASSISTANT II	1.00
80E92	RECORDER SERVICES SUPERVISOR	1.00
80P22	PHOTOCOPIST	2.00
Total		15.00

Assessor-County Clerk-Recorder



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County Counsel

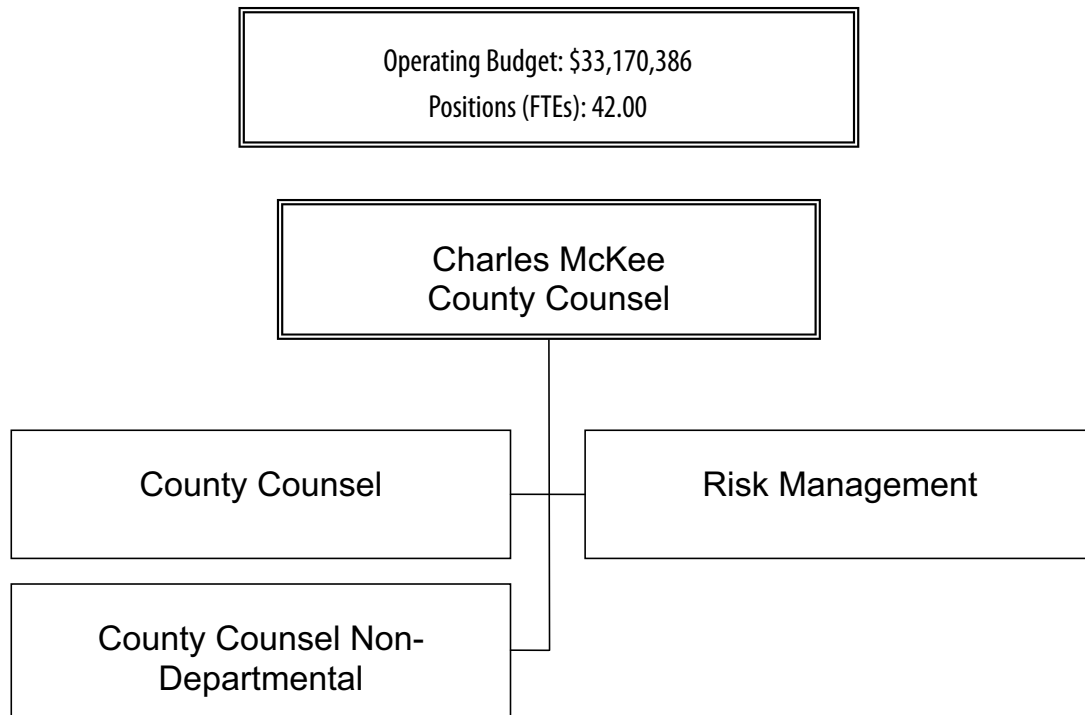
The Office of the County Counsel serves as the in-house legal counsel for the County of Monterey, the Board of Supervisors (BOS), and all County officers, departments, agencies, boards, and commissions. In addition to providing legal advice, the Office also represents the County in civil and special litigation in State and Federal courts, various administrative proceedings, and coordinates the services of outside legal counsel.

The primary goal of the Office of the County Counsel is to continue to provide services with the highest degree of competence and integrity in a timely and responsive manner in order to enable the Board of Supervisors, County officials, and outside agencies to effectively carry out their functions and achieve their goals.

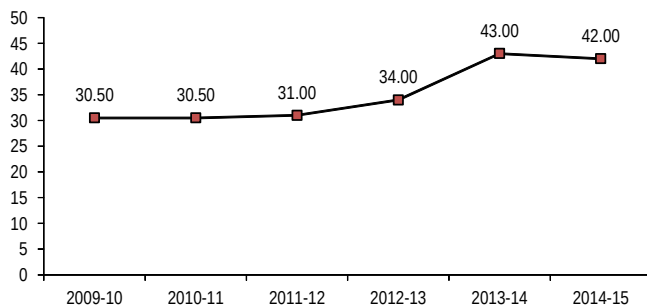
Risk Management, a division of County Counsel, is responsible for the oversight and management of all County insurance and self-insurance programs, claims management, safety, ergonomics, and other risk transfer and loss control activities that protect the County and mitigate losses.

Risk Management also negotiates and places excess insurance and manages and directs general liability and workers' compensation claims and medical malpractice claims involving the Health Department and Natividad Medical Center (NMC).

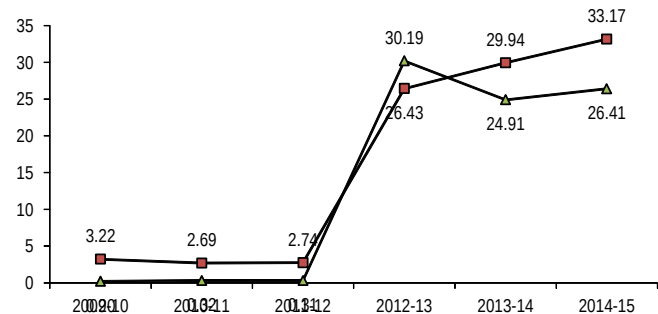




Staffing Trends



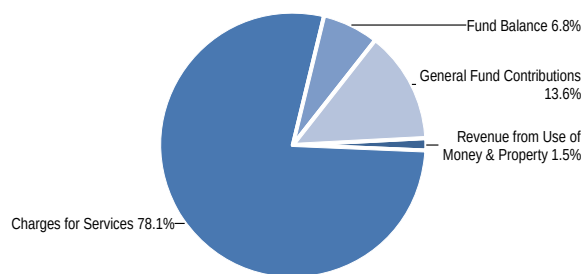
Expenditure/Revenue History (in thousands)



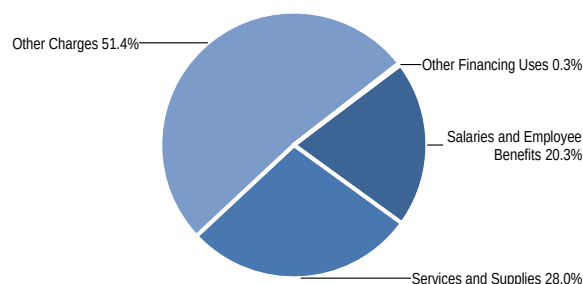
The Office of the County Counsel continuously provides professional and trustworthy legal services, zealously advocates for their clients, develops safety programs, conducts accident and complaint investigations and coordinates the provision of Workers' Compensation.

Key Performance Measures	Actual 2011-12	Actual 2012-13	To Date 2013-14
Number of new and returning assignments processed.	N/A	2,200	1,133
Number of litigation matters opened.	N/A	464	219
Number of Workers' Compensation claims in open or pending status.	692	760	750

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	6,002,751	7,007,557	6,406,103	6,723,826	6,723,826	(283,731)
Services and Supplies	7,070,826	8,398,084	8,239,924	9,303,828	9,301,080	902,996
Other Charges	13,358,253	11,857,962	15,220,021	15,744,122	17,061,122	5,203,160
Other Financing Uses	0	84,068	71,557	84,358	84,358	290
Subtotal	\$26,431,830	\$27,347,671	\$29,937,605	\$31,856,134	\$33,170,386	5,822,715

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Revenue from Use of Money & Property	546,193	461,045	461,045	498,161	498,161	37,116
Intergovernmental Revenues	0	0	23,805	0	0	0
Charges for Services	27,083,942	23,880,118	23,482,881	25,911,908	25,911,908	2,031,790
Miscellaneous Revenues	2,564,081	0	942,261	0	0	0
Subtotal	\$30,194,216	\$24,341,163	\$24,909,992	\$26,410,069	\$26,410,069	2,068,906
Fund Balance	(2,622,213)	(347,392)	2,187,069	2,256,410	2,256,410	2,603,802
General Fund Contributions	(\$1,140,174)	\$3,353,900	\$2,840,544	\$3,189,655	\$4,503,907	1,150,007
Total Source of Funds	\$26,431,829	\$27,347,671	\$29,937,605	\$31,856,134	\$33,170,386	5,822,715

Summary of Recommendation

The Recommended Budget for the Office of the County Counsel is \$33,170,386, an increase of \$5,822,715 from the prior year Adopted Budget, primarily the result of increased benefit costs and an increase in services and supplies due to General Fund Department fee increases (primarily those associated with increased general liability costs). Additionally, intra-fund department reimbursements for associated legal services rendered in the amount of \$1,317,000 were converted to General Fund Contribution (GFC).

Budget Impacts

The Office of the County Counsel's FY 2014-15 Recommended Budget provides funding to maintain FY 2013-14 service levels. During FY 2013-14, the Office had a net staffing increase of zero positions. However, for the FY 2014-15 budget, the Department transferred one position to the Human Resources Department (centralization of Human Resources functions), bringing the Office of the County Counsel's staffing level to a total of 42. In January 2014, the Department made an acting appointment of an administrative secretary to underfill a Management Analyst (MA) II position as a MA I to provide support to the Grand Jury while

continuing to provide department head administrative support with minimal budgetary impact.

The FY 2014-15 Baseline Budget inter and intra-fund reimbursement and revenue were formulated with consideration for the increase in filled attorney positions and billable hour trends. The County Counsel's Office did not request rate increases for legal services rendered, as no additional positions were requested and increase in overhead cost was determined to be minimal.

Additionally, the County Administrative Office, in collaboration with County Counsel, converted General Fund billable departments to General Fund Contribution in the amount of \$1,317,000 for the FY 2014-15 Recommended Budget.

Prior Year Accomplishments

Prior Year Accomplishments are discussed at the Departmental/Non-Departmental and unit levels.

Budget Year Goals

Budget Year Goals are discussed at the Departmental/Non-Departmental and unit levels.

Pending Issues

Pending Issues are discussed at the Departmental/Non-Departmental level.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted	Fund Code	Org Code
County Counsel (COU001)	2,383,432	2,936,379	2,448,756	2,772,134	4,086,386	1,150,007	001	1210_8057
Grand Jury (COU005)	0	148,802	148,802	148,802	148,802	0	001	1210_8405
Risk Management (COU002)	(1,781)	0	0	0	0	0	001	1210_8407
General Liability (COU003)	8,877,188	9,056,286	11,925,722	12,089,276	12,089,276	3,032,990	475	1210_8408
Workers Compensation (COU004)	14,788,741	14,543,820	14,753,869	16,183,538	16,183,538	1,639,718	476	1210_8409
Enterprise Risk (COU006)	384,249	662,384	660,456	662,384	662,384	0	001	1210_8429
Subtotal	\$26,431,830	\$27,347,671	\$29,937,605	\$31,856,134	\$33,170,386	5,822,715		

Units

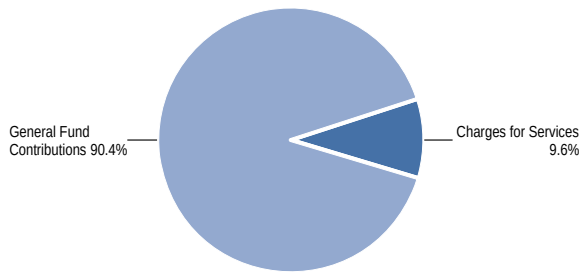
	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
County Counsel	2,383,432	2,936,379	2,448,756	2,772,134	4,086,386	1,150,007
Grand Jury	0	148,802	148,802	148,802	148,802	0
Risk Management	(1,781)	0	0	0	0	0
General Liability	8,877,188	9,056,286	11,925,722	12,089,276	12,089,276	3,032,990
Workers Compensation	14,788,741	14,543,820	14,753,869	16,183,538	16,183,538	1,639,718
Enterprise Risk	384,249	662,384	660,456	662,384	662,384	0
Subtotal	\$26,431,830	\$27,347,671	\$29,937,605	\$31,856,134	\$33,170,386	5,822,715

Adopted 2014 to Recommended 2015 Positions

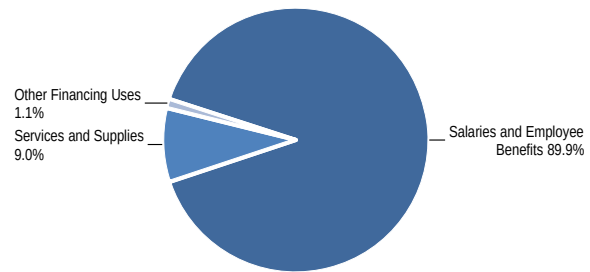
Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
11A04	COUNTY COUNSEL	1.00	1.00	1.00	0.00
12C38	ASSISTANT COUNTY COUNSEL	1.00	1.00	1.00	0.00
12C39	CHIEF ASSISTANT COUNTY COUNSEL	1.00	1.00	1.00	0.00
14B61	RISK & BENEFITS ANALYST	0.00	1.00	1.00	0.00
14B63	SENIOR RISK & BENEFITS ANALYST	0.00	1.00	1.00	0.00
14B64	PRINCIPAL RISK & BENEFITS ANALYST	0.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	3.00	5.00	5.00	0.00
14C31	MANAGEMENT ANALYST III	1.00	1.00	1.00	0.00
14C32	SAFETY OFFICER	0.00	1.00	1.00	0.00
14C85	WORKERS COMPENSATION MANAGER	0.00	1.00	1.00	0.00
14C86	ERGONOMICS MANAGER	0.00	1.00	1.00	0.00
39B23	DEPUTY COUNTY COUNSEL IV	15.00	15.00	15.00	0.00
39B25	SENIOR DEPUTY COUNTY COUNSEL	4.00	4.00	4.00	0.00
39C05	PRINCIPAL LEGAL ANALYST	1.00	1.00	0.00	-1.00
80A34	SENIOR SECRETARY-CONFIDENTIAL	0.00	1.00	1.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	0.00	1.00	1.00	0.00
80B98	LEGAL SECRETARY-CONFIDENTIAL	4.00	4.00	4.00	0.00
80B99	SENIOR LEGAL SECRETARY-CONFIDENTIAL	3.00	2.00	2.00	0.00
Total		34.00	43.00	42.00	-1.00

County Counsel Departmental

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	6,002,751	7,007,557	6,406,103	6,723,826	6,723,826	(283,731)
Services and Supplies	423,479	507,235	507,863	674,191	671,443	164,208
Other Charges	(4,044,579)	(4,662,481)	(4,536,767)	(4,710,241)	(3,393,241)	1,269,240
Other Financing Uses	0	84,068	71,557	84,358	84,358	290
Subtotal	\$2,381,651	\$2,936,379	\$2,448,756	\$2,772,134	\$4,086,386	1,150,007

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Charges for Services	215,289	393,665	393,665	393,665	393,665	0
Miscellaneous Revenues	1,209	0	0	0	0	0
Subtotal	\$216,498	\$393,665	\$393,665	\$393,665	\$393,665	0
General Fund Contributions	\$2,165,153	\$2,542,714	\$2,055,091	\$2,378,469	\$3,692,721	1,150,007
Total Source of Funds	\$2,381,651	\$2,936,379	\$2,448,756	\$2,772,134	\$4,086,386	1,150,007

Unit Description

The County Counsel Departmental section includes the Office of the County Counsel and Risk Management. Responsibilities and programs for the Office of the County Counsel and Risk Management are discussed in the narratives provided for each area in the pages that follow.

The Office of the County Counsel serves as the in-house legal counsel for the County of Monterey, the Board of Supervisors, and all County officers, departments, agencies, boards, and commissions. The divisions of the Department include Administration and Support, Land Use, Litigation, Social Services, and General Government. County Counsel also oversees Risk Management and provides administrative support to the Grand Jury.

Risk Management oversees Insurance, Self-Insurance, Claims Management, Workers' Compensation, General Liability, Safety, Ergonomics, and other risk transfer and loss control activities that protect the County and mitigate losses. Additional responsibilities include administration of the general insurance programs such as fire, earthquake, property, boiler/machinery, and performance bonds. Risk Management also negotiates and places excess

insurance and manages and directs general liability and workers' compensation claims and medical malpractice claims involving the Health Department and Natividad Medical Center (NMC).

Summary of Recommendation

The Recommended Budget for the County Counsel department is \$4,086,386, an increase of \$1,150,007 from the prior year Adopted Budget due mainly from a \$1,317,000 conversion from intra-fund revenues to General Fund Contribution (GFC). Reflected in this year's budget is the deletion of one Principle Legal Analyst position, which will be transferred during the FY 2014-15 Budget process to the Human Resources Department, as part of its centralization of County Human Resources support functions to the County.

Budget Impacts

The Recommended Budget provides funding to maintain FY 2013-14 service levels. During FY 2013-14, the Office had a net staffing increase of zero positions. However, for the FY 2014-15 budget, the Department transferred one position to the Human Resources Department (centralization of Human Resources functions), bringing the Office of the County Counsel's staffing level to a total of 42.

In preparation of the FY 2014-15 Budget, the County Counsel's Office did not request rate increases for legal services rendered, as no additional positions were requested and the increase in overhead costs was determined to be minimal. Services are also billed to outside agencies.

The Baseline Budget inter and intra-fund reimbursement and revenue projections for FY 2014-15 were formulated with consideration for the increase in filled attorney positions and billable hour trends. Additionally, the County Administrative Office, in collaboration with County Counsel, converted General Fund billable departments from intra-fund to General Fund Contribution in the amount of \$1,317,000 for the FY 2014-15 Recommended Budget.

The Recommended Budget approves these projections, as well as funding of salaries and benefits for all existing positions and service and supply requests, thus reinforcing the ability of County Counsel to meet its goal of providing timely, quality legal services to outside agencies and departments of the County, as well as its obligation to service Board of Supervisors' goals.

In FY 2012-13, the Office of the County Counsel assumed responsibility for liaison and administrative support of the Grand Jury. Recognizing the vast needs of the Grand Jury, as well as the need for support to manage the additional project needs of its

growing department, the Office requested and was allocated one MA II position, to be funded 60% by Grand Jury unit 8030 and 40% by County Counsel unit 8057. The Department is actively seeking permanent staffing of this MAII position, and has temporarily appointed an administrative secretary to that of an Acting Management Analyst I (underfilling the Management Analyst II position) to assist in providing appropriate and sufficient support to the Grand Jury and continue department head administrative support, with minimal budgetary impact.

Prior Year Accomplishments

Prior Year Accomplishments are discussed at the unit levels.

Budget Year Goals

Budget Year Goals are discussed at the unit levels.

Pending Issues

There are no pending issues.

Policy Considerations

There are no policy considerations.

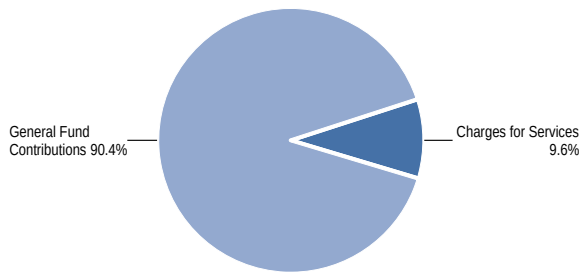
Appropriation Expenditure Detail

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted	Fund Code	Org Code
County Counsel (COU001)	2,383,432	2,936,379	2,448,756	2,772,134	4,086,386	1,150,007	001	1210_8057
Risk Management (COU002)	(1,781)	0	0	0	0	0	001	1210_8407
Subtotal	\$2,381,651	\$2,936,379	\$2,448,756	\$2,772,134	\$4,086,386	1,150,007		

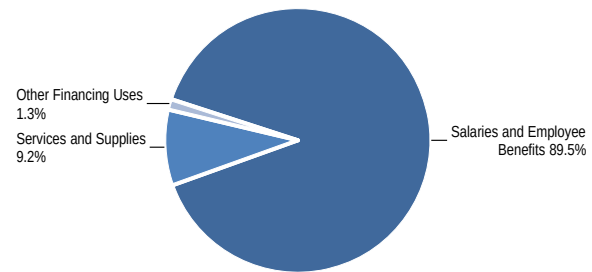
County Counsel

(Unit 8057— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	5,099,535	5,971,595	5,483,792	5,664,236	5,664,236	(307,359)
Services and Supplies	373,689	454,889	455,069	585,202	582,454	127,565
Other Charges	(3,089,792)	(3,558,168)	(3,558,168)	(3,558,168)	(2,241,168)	1,317,000
Other Financing Uses	0	68,063	68,063	80,864	80,864	12,801
Subtotal	\$2,383,432	\$2,936,379	\$2,448,756	\$2,772,134	\$4,086,386	1,150,007

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Charges for Services	215,289	393,665	393,665	393,665	393,665	0
Miscellaneous Revenues	926	0	0	0	0	0
Subtotal	\$216,215	\$393,665	\$393,665	\$393,665	\$393,665	0
General Fund Contributions	\$2,167,217	\$2,542,714	\$2,055,091	\$2,378,469	\$3,692,721	1,150,007
Total Source of Funds	\$2,383,432	\$2,936,379	\$2,448,756	\$2,772,134	\$4,086,386	1,150,007

Unit Description

The Office of the County Counsel serves as the in-house legal counsel for the County of Monterey, the Board of Supervisors, and all County officers, departments, agencies, boards, and commissions. In addition to providing legal advice, the Office also represents the County in civil and special litigation in State and Federal courts, various administrative proceedings, and coordinates the services of outside legal counsel.

The divisions of the department include Administration and Support (comprised of business, legal and office support staff), Land Use, Litigation, Social Services, General Government, and Risk Management.

The primary goal of the Office of the County Counsel is to continue to provide services with the highest degree of competence and integrity in a timely and responsive manner in order to enable the Board of Supervisors and other clients to effectively carry out their functions and achieve their goals. Achieving these goals requires attorneys and administrative staff to be apprised of the dynamic

regulatory, legislative, and judicial environment in which the County's Board of Supervisors operates, to which they must be prepared to adapt as all affect the County's specific and changing legal service needs.

In addition to providing legal services to all County departments, the divisions provide legal services, by contract or statute, to other public entities, including the Transportation Agency of Monterey County, Local Agency Formation Commission, Water Resources Agency, County Board of Education, County Superintendent of Schools, and the Monterey Bay Unified Air Pollution Control District. Additionally, upon request, the Office of the County Counsel serves as legal counsel to the Grand Jury and special districts whose governing boards are composed, in whole or in part, by persons appointed by the Board of Supervisors.

Risk Management includes the oversight of Workers' Compensation & General Liability, Contract Review, Safety, and Ergonomics to the Department, which has afforded opportunities for workflow improvement and reduction of contractual risk to the County.

Summary of Recommendation

Appropriations for County Counsel are recommended by the County Administrative Office (CAO) at \$4,086,386, an increase of \$1,150,007 from the FY 2013-14 Adopted Budget. Recommended unit expenditures total \$7,479,627. The conversion of intra-fund departments to General Fund Contribution in the amount of \$1,317,000 decreases the estimated revenues and reimbursements to \$2,634,833, and increase General Fund Contributions.

Budget Impacts

The FY 2014-15 Recommended Budget provides funding to maintain FY 2013-14 service levels. During FY 2013-14, the Office had a net staffing increase of zero positions.

In preparation of the FY 2014-15 Budget, the County Counsel's Office was able to absorb fee increases from other General Fund Departments primarily through salary savings. Additionally, the Office did not request rate increases for legal services rendered, as no additional positions were requested and increase in overhead cost was determined to be minimal. The Baseline Budget inter and intra-fund reimbursement and revenue projections for FY 2014-15 were formulated with consideration for the increase in filled attorney positions and billable hour trends.

In FY 2012-13, the Office of the County Counsel assumed responsibility for liaison and administrative support of the Grand Jury. Recognizing the vast needs of the Grand Jury, as well as the need for additional support to manage the additional project needs of its growing Department, the Office of the County Counsel requested the allocation of one MA II position, to be funded 60% by Grand Jury unit 8030 and 40% by County Counsel unit 8057 via an augmentation in the FY 2013-14 Budget process. The Office is actively seeking permanent staffing of this position. In the interim, the Administrative Secretary position has been reallocated to an acting MAI position to assist in providing appropriate and sufficient support to the Grand Jury, as well as other administrative analytical duties to the Office.

Additionally, one Principle Legal Analyst position will be transferred during the FY 2014-15 Budget process to the Human Resources Department, as part of its centralization of County Human Resources support functions.

The Recommended Budget approves these projections, as well as funding of salaries and benefits for all existing positions and service and supply requests, thus reinforcing the ability of County Counsel to meet its goal of providing timely, quality legal services to outside agencies and departments of the County, as well as its obligation to service Board of Supervisors' goals.

Prior Year Accomplishments

Provided effective oversight of Risk Management.

Provided efficient administrative support of the Grand Jury.

Actively participated in Regional Water Project resolution.

Assisted Natividad Medical Center in restructuring proposals, including affiliation opportunities.

Provided timely, responsive, and competent legal advice to all clients in order to enable them to effectively carry out their functions and achieve their goals.

Defended County land use and other actions when challenged. Challenged and prosecuted code enforcement violations.

Successfully managed and concluded tort claims and litigation in a fair manner, which respected both the rights of claimants and litigants and provided fiscal accountability to the public.

Resolved cases early, as appropriate, to reduce County costs.

Provided timely invoices to clients in order to maximize increased revenue and Intrafund and Interfund reimbursements in order to balance the Department's budget.

Maintained the professional and technical competence of all employees through appropriate continuing education, modern technology, and electronic case management and assignment tools in order to provide innovative solutions to legal problems.

Continued to assist in the re-engineering of Natividad Medical Center to a self-sustaining entity.

Advised departments on the implementation of the County General Plan and continued to provide support of General Plan litigation.

Budget Year Goals

Effectively advise and represent the County's legal interests.

Provide timely, responsive, and competent legal advice to all representatives in order to enable them to effectively carry out their functions and achieve their goals.

Defend County land use, General Plan and other actions in the event of legal challenge and prosecute code enforcement violations.

Successfully manage and conclude tort claims and litigation in a fair manner, which respects both the rights of claimants and litigants and provides fiscal accountability to the public.

Resolve cases early, as appropriate, to reduce County costs.

Provide timely invoices to clients in order to maximize increased revenue and Intrafund and Interfund reimbursements in order to balance the Department's budget.

Maintain the professional and technical competence of all employees through appropriate continuing education, modern technology, and electronic case management and assignment tools, in order to provide innovative solutions to legal problems.

Assist in continuing transformation of Natividad Medical Center within the dynamic healthcare environment, such as industry affiliations.

Assist in the implementation of the General Plan adoption, as directed by the Board of Supervisors.

Policy Considerations

There are no policy considerations.

Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
11A04	COUNTY COUNSEL	1.00

Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
12C38	ASSISTANT COUNTY COUNSEL	1.00
12C39	CHIEF ASSISTANT COUNTY COUNSEL	1.00
14C30	MANAGEMENT ANALYST II	4.00
14C31	MANAGEMENT ANALYST III	1.00
39B23	DEPUTY COUNTY COUNSEL IV	15.00
39B25	SENIOR DEPUTY COUNTY COUNSEL	4.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00
80B98	LEGAL SECRETARY-CONFIDENTIAL	4.00
80B99	SENIOR LEGAL SECRETARY-CONFIDENTIAL	2.00
Total		34.00

Risk Management

(Unit 8407— Fund 001)

Source of Funds

Intentionally Left Blank

Use of Funds

Intentionally Left Blank

Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	903,216	1,035,962	922,311	1,059,590	1,059,590	23,628
Services and Supplies	49,790	52,346	52,794	88,989	88,989	36,643
Other Charges	(954,786)	(1,104,313)	(978,599)	(1,152,073)	(1,152,073)	(47,760)
Other Financing Uses	0	16,005	3,494	3,494	3,494	(12,511)
Subtotal	(\$1,781)	\$0	\$0	\$0	\$0	0

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Miscellaneous Revenues	283	0	0	0	0	0
Subtotal	\$283	\$0	\$0	\$0	\$0	0
General Fund Contributions	(\$2,064)	\$0	\$0	\$0	\$0	0
Total Source of Funds	(\$1,781)	\$0	\$0	\$0	\$0	0

Unit Description

The responsibilities of Risk Management include the management, oversight, and administration of safety programs; claims management, ergonomics, contract review, workers' compensation (WC) insurance and self-insurance; general liability (GL) insurance and self-insurance; healthcare liability and medical malpractice insurance; and directors' and officers' liability coverage. Additional responsibilities include administration of the general insurance programs such as fire, earthquake, property, boiler/machinery, and performance bonds. Risk Management also negotiates and places excess insurance and manages and directs general liability and workers' compensation claims and medical malpractice claims involving the Health Department and Natividad Medical Center (NMC).

Core functions of this unit include: protection of County resources; management and oversight of all County self-insurance programs; transference of risk; utilizing self-insurance retention levels; and elimination or mitigation and control of practices and conditions that may result in preventable losses.

Prior Year Accomplishments

RISK AND FINANCE: Successfully negotiated the binder and placement of all Excess Workers' Compensation (WC); Excess General Liability (GL); Property; Directors and Officers (D&O) Liability; Fiduciary Liability; Healthcare Liability and Professional Liability coverages. Finalized the fourth year of locked in rate reduction to total package annual premium costs (e.g., Healthcare Entity Coverage, Medical Malpractice, D&O for Natividad Medical Center (NMC), Health & Jails and Auto Liability for NMC).

WORKERS' COMPENSATION & GENERAL LIABILITY: Continued to manage the County's Workers' Compensation (WC) and General Liability (GL) Programs via the new Third Party Administrators (TPAs): Intercare Holding and Insurance Services, Inc. and Carl Warren & Company, respectively. This included ongoing maintenance of claim data to ensure alignment with the County's Advantage System department numbers, facilitating claims tracking and reporting at the departmental level.

CONTRACT REVIEW: Reviewed an average of 403 "insurance and indemnity" contracts, and worked with County Counsel to shift the risk of contractual liability, mitigating and reducing the

frequency and severity of Public Liability and Property Damage (PLPD) and Contract claims.

SAFETY: The number of injuries has gradually declined from 438 in FY 2011-12 (an average of 37 recordable injuries per month) to 324 in FY 2012-13 (27 injuries per month). The number of injuries for FY 2013-14 are estimated at 301 (25 injuries per month). Performed audits across various County worksites. Conducted Incident Investigation training with the Resource Management Agency (RMA) managers and supervisors. Added new safety program templates.

ERGONOMICS: Mitigated worksite injuries by routinely evaluating worksites and work practices that may lead to development of work-related musculoskeletal disorders. Continued to offer ergonomic services to County employees and thereby improve the County's overall industrial injury and disability management. Performed over 370 evaluations and provided training for over 425 employees.

Budget Year Goals

RISK AND FINANCE: Establish processes and procedures for the Enterprise Risk unit.

WORKERS' COMPENSATION & GENERAL LIABILITY: Work with the County's third party claims administrators and independent actuarial services providers, regarding workers' compensation, general liability, enterprise risks and property insurance programs.

CONTRACT REVIEW: Properly shift, transfer or assume contractual risk, in a manner that adequately protects the County of Monterey's interests. Diligently review departmental, insurance, indemnity and limitation of liability contract language. Complete review of at least 350 contracts.

SAFETY: Reduce claim costs by ensuring departments are properly trained to complete and submit accurate incident investigations. Identify and pursue potential subrogation opportunities, when applicable. Reduce the number of injuries countywide, by at least 5%.

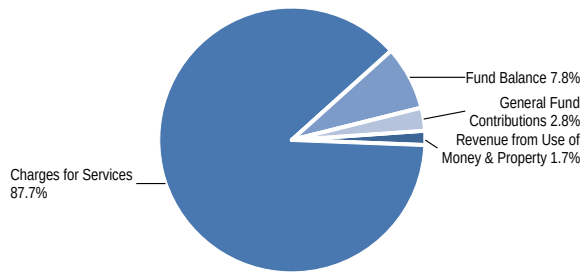
ERGONOMICS: Mitigate worksite injuries by routinely evaluating worksites and work practices that may lead to development of work-related musculoskeletal disorders. Implement hazard prevention and control measures that will effectively minimize, or abate entirely, the risk factors revealed through worksite analysis. Reduce the financial toll on the County of Monterey for direct and indirect medical, administrative and workers' compensation costs, and reduce loss experience, as it relates to repetitive motion injuries and cumulative trauma disorders. Offer ergonomic services to County employees and thereby improve the County's overall industrial injury and disability management.

Recommended 2014-15 Positions

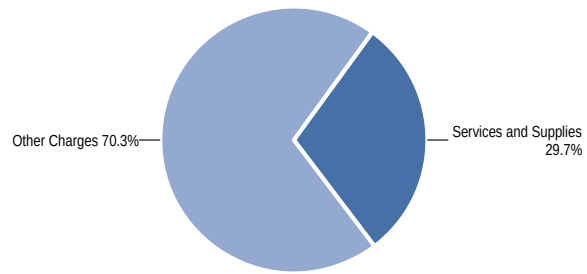
Classification Code	Classification Label	Recommended Budget 2014-2015
14B61	RISK & BENEFITS ANALYST	1.00
14B63	SENIOR RISK & BENEFITS ANALYST	1.00
14B64	PRINCIPAL RISK & BENEFITS ANALYST	1.00
14C30	MANAGEMENT ANALYST II	1.00
14C32	SAFETY OFFICER	1.00
14C85	WORKERS COMPENSATION MANAGER	1.00
14C86	ERGONOMICS MANAGER	1.00
80A34	SENIOR SECRETARY-CONFIDENTIAL	1.00
Total		8.00

County Counsel Non-Departmental

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Services and Supplies	6,647,347	7,890,849	7,732,061	8,629,637	8,629,637	738,788
Other Charges	17,402,831	16,520,443	19,756,788	20,454,363	20,454,363	3,933,920
Subtotal	\$24,050,179	\$24,411,292	\$27,488,849	\$29,084,000	\$29,084,000	4,672,708

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Revenue from Use of Money & Property	546,193	461,045	461,045	498,161	498,161	37,116
Intergovernmental Revenues	0	0	23,805	0	0	0
Charges for Services	26,868,653	23,486,453	23,089,216	25,518,243	25,518,243	2,031,790
Miscellaneous Revenues	2,562,872	0	942,261	0	0	0
Subtotal	\$29,977,718	\$23,947,498	\$24,516,327	\$26,016,404	\$26,016,404	2,068,906
Fund Balance	(2,622,213)	(347,392)	2,187,069	2,256,410	2,256,410	2,603,802
General Fund Contributions	(\$3,305,326)	\$811,186	\$785,453	\$811,186	\$811,186	0
Total Source of Funds	\$24,050,179	\$24,411,292	\$27,488,849	\$29,084,000	\$29,084,000	4,672,708

Unit Description

The Office of the County Counsel Non-Departmental section consists of individual non-operational units under the management and control of the County Counsel, which include the following units: Grand Jury and internal service funds (ISF) for: general liability and workers' compensation, and lakes fuel spill. Specific details on each of the Non-Departmental units are provided in the individual unit narratives.

Effective December 2012, the Grand Jury transferred to the Office of the County Counsel from the County Administrative Office (CAO). The Civil Grand Jury is a constitutionally-mandated body of citizens who volunteer for a one-year term of service. It is assembled annually to investigate the finances, operations, and affairs of local cities, the County, and other local governmental agencies. Typical work products of the Civil Grand Jury include mid-year and final reports and recommendations to the Superior Court and Board of Supervisors.

The General Liability Internal Service Fund (ISF) is directed and managed by Risk Management and contains expenses related to

claims, settlements, judgments, administration, legal defense costs, excess insurance premiums and general insurance programs. Liability judgments, settlements, and claims against the County are paid from the General Liability ISF (Fund 475). Recoveries from external entities are recorded as offsetting revenues in the ISF. The ISFs are funded outside the County General Fund and their costs are allocated to departments on an annual and continuing basis.

The Workers' Compensation Internal Service Fund (ISF) is directed and managed by Risk Management and contains expenses related to claims, settlements, judgments, administration, legal defense costs, and excess insurance premiums. Workers' Compensation-related liability judgments, settlements, and claims are paid from the Workers' Compensation ISF (Fund 476). Support contributions to Fund 476 are calculated on a cost recovery basis through charges apportioned to County departments and funds based on experience and exposure. Recoveries from external entities are recorded as offsetting revenues in the ISF.

The Lakes Fuel Spill unit was newly created in order to track the costs associated with the clean-up of the fuel spill at Lake Nacimiento and Lake San Antonio.

Summary of Recommendation

The FY2014-15 recommended expenditures for Grand Jury are \$148,802, and remain the same as the FY 13-14 Adopted Budget.

The FY 2014-15 recommended expenditures for the General Liability ISF unit are \$12,089,276, an increase of \$3,032,990 over the Fiscal Year 2013-14 Adopted Budget.

The FY 2014-15 recommended expenditures for the Workers' Compensation unit are \$16,183,538, an increase of \$1,639,718 over the FY 2013-14 Adopted Budget

The Enterprise Risk unit (originally the Lakes Fuel Spill unit) was specifically created to track the costs associated with the clean-up of the fuel spill at Lake Nacimiento and Lake San Anotnio. The FY 2014-15 recommended expenditures for the Fuel Spill Unit are \$662,384, and remain the same as the FY 2013-14 Adopted Budget.

Budget Impacts

Significant budget impacts to the FY 2014-15 Recommended Budget for non-departmental units of the Office of the County

Counsel include the General Liability Internal Service Fund and Workers' Compensation Unit.

Prior Year Accomplishments

The units contained in the County Counsel Non-Departmental section serve a specific defined financial purpose, therefore, accomplishments are not required.

Budget Year Goals

The units contained in the County Counsel Non-Departmental section serve a specific defined financial purpose, therefore, goals are not required.

Pending Issues

There are no pending issues.

Policy Considerations

There are no policy considerations.

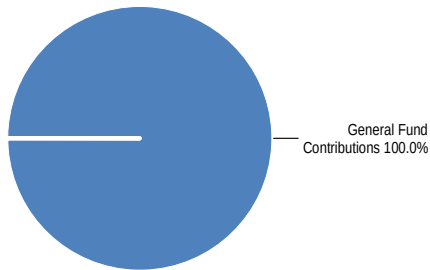
Appropriation Expenditure Detail

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted	Fund Code	Org Code
Grand Jury (COU005)	0	148,802	148,802	148,802	148,802	0	001	1210_8405
General Liability (COU003)	8,877,188	9,056,286	11,925,722	12,089,276	12,089,276	3,032,990	475	1210_8408
Workers Compensation (COU004)	14,788,741	14,543,820	14,753,869	16,183,538	16,183,538	1,639,718	476	1210_8409
Enterprise Risk (COU006)	384,249	662,384	660,456	662,384	662,384	0	001	1210_8429
Subtotal	\$24,050,179	\$24,411,292	\$27,488,849	\$29,084,000	\$29,084,000	4,672,708		

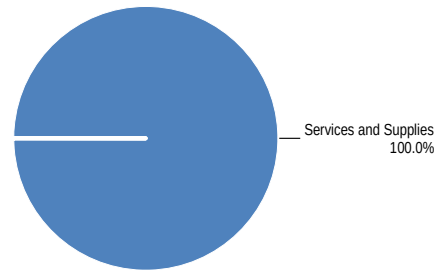
Grand Jury

(Unit 8405— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Services and Supplies	0	148,802	148,802	148,802	148,802	0
Subtotal	\$0	\$148,802	\$148,802	\$148,802	\$148,802	0

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$0	\$148,802	\$148,802	\$148,802	\$148,802	0
Total Source of Funds	\$0	\$148,802	\$148,802	\$148,802	\$148,802	0

Unit Description

The Grand Jury unit provides funding for the Civil Grand Jury functions.

In prior years, Civil Grand Jury activities were administered by the Superior Court (on a reimbursement basis). Effective with the empanelling of the 2012 Civil Grand Jury, County Counsel assumed liaison and administrative functions previously handled by the Superior Court.

The Civil Grand Jury is a constitutionally-mandated body of citizens who volunteer for a one-year term of service. It is assembled annually to investigate the finances, operations, and affairs of local cities, the County, and other local governmental agencies. Typical work products of the Civil Grand Jury include

mid-year and final reports and recommendation to the Board of Supervisors, area city councils, and special districts.

The FY 2014-15 Recommended Budget is \$148,802, which is the same funding level as in FY 2013-14. There are no revenues associated with this unit.

Prior Year Accomplishments

This is not an operational unit and serves a specific defined financial purpose, therefore, accomplishments are not required.

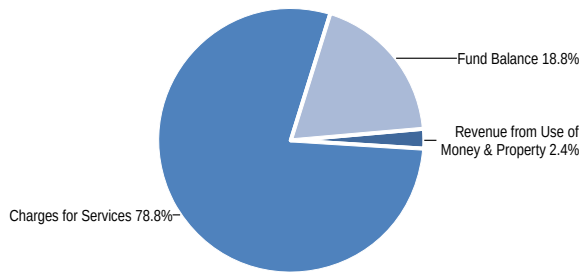
Budget Year Goals

This is not an operational unit and serves a specific defined financial purpose, therefore, goals are not required.

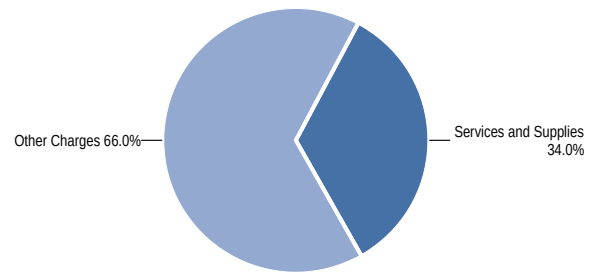
General Liability

(Unit 8408— Fund 475)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Services and Supplies	3,518,776	4,163,145	3,961,790	4,112,654	4,112,654	(50,491)
Other Charges	5,358,413	4,893,141	7,963,932	7,976,622	7,976,622	3,083,481
Subtotal	\$8,877,188	\$9,056,286	\$11,925,722	\$12,089,276	\$12,089,276	3,032,990

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Revenue from Use of Money & Property	352,855	321,045	321,045	288,656	288,656	(32,389)
Charges for Services	5,471,075	6,966,453	6,569,216	9,526,243	9,526,243	2,559,790
Miscellaneous Revenues	1,041,466	0	165,062	0	0	0
Subtotal	\$6,865,395	\$7,287,498	\$7,055,323	\$9,814,899	\$9,814,899	2,527,401
Fund Balance	2,011,793	1,768,788	4,870,399	2,274,377	2,274,377	505,589
Total Source of Funds	\$8,877,188	\$9,056,286	\$11,925,722	\$12,089,276	\$12,089,276	3,032,990

Unit Description

The General Liability Internal Service Fund (ISF) is directed and managed by Risk Management and contains expenses related to claims, settlements, judgments, administration, legal defense costs, excess insurance premiums and general insurance programs. Liability judgments, settlements, and claims against the County are paid from the General Liability ISF (Fund 475). Recoveries from external entities are recorded as offsetting revenues in the ISF. The ISFs are funded outside the County General Fund and their costs are allocated to departments on an annual and continuing basis.

Funding of general liability claims is based upon the total incurred value of loss and funding as determined by the County's actuaries, based upon loss history and future exposure and funded at a 70% confidence level. The recoverable allocations are based on experience and exposure. A given department's allocation may change from year to year due to the following factors: (1) Change in payroll and number of employees; (2) Change in the department's percentage of total claims paid out over the last seven years; or (3) Change in the actuarially-determined total allocation.

Debt service costs for the judgment obligation bond resulting from the "Pajaro Flood" have been paid in full; and therefore are not budgeted in FY 2014-15. However, debt service, associated with settlement of the Lake Nacimiento and Lake San Antonio (e.g., "The Lakes") litigation, does remain. This non-recoverable allocation is apportioned on a full time equivalent (FTE) basis.

The County maintains a Self-Insured Retention (SIR) of \$1.5 million per occurrence and excess coverage, with limits of \$150 million, through excess insurance providers. The County self-insures events that are not covered by external insurance providers.

Prior Year Accomplishments

This is not an operational unit and serves a specific defined financial purpose, therefore, accomplishments are not required.

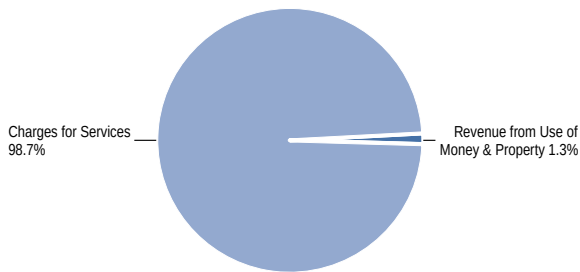
Budget Year Goals

This is not an operational unit and serves a specific defined financial purpose, therefore, goals are not required.

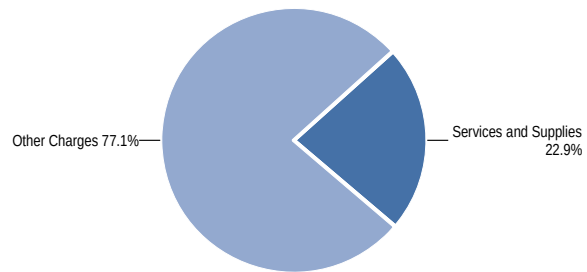
Workers Compensation

(Unit 8409— Fund 476)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Services and Supplies	2,744,323	2,916,518	2,961,013	3,705,797	3,705,797	789,279
Other Charges	12,044,419	11,627,302	11,792,856	12,477,741	12,477,741	850,439
Subtotal	\$14,788,741	\$14,543,820	\$14,753,869	\$16,183,538	\$16,183,538	1,639,718

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Revenue from Use of Money & Property	193,339	140,000	140,000	209,505	209,505	69,505
Charges for Services	17,728,003	16,520,000	16,520,000	15,992,000	15,992,000	(528,000)
Miscellaneous Revenues	1,501,406	0	777,199	0	0	0
Subtotal	\$19,422,748	\$16,660,000	\$17,437,199	\$16,201,505	\$16,201,505	(458,495)
Fund Balance	(4,634,006)	(2,116,180)	(2,683,330)	(17,967)	(17,967)	2,098,213
Total Source of Funds	\$14,788,742	\$14,543,820	\$14,753,869	\$16,183,538	\$16,183,538	1,639,718

Unit Description

The Workers' Compensation Internal Service Fund (ISF) is directed and managed by Risk Management and contains expenses related to claims, settlements, judgments, administration, legal defense costs, and excess insurance premiums. Workers' Compensation-related liability, judgments, settlements, and claims are paid from the Workers' Compensation ISF (Fund 476).

Support contributions to this fund are calculated on a cost recovery basis through charges apportioned to County departments and funds based on experience and exposure. Recoveries from external entities are recorded as offsetting revenues in the ISF. The ISFs are funded outside the County General Fund and their costs are allocated to departments on an annual and continuing basis. Funding is based upon total incurred value of loss and funding, as determined by the County's actuaries, based upon loss history and

future exposure and funded at a 70% confidence level. A given department's allocation may change from year to year due to the following factors: (1) Change in payroll and number of employees; (2) Change in the department's percentage of total claims paid out over the last seven years; or (3) Change in the actuarially-determined total allocation.

Prior Year Accomplishments

This is not an operational unit and serves a specific defined financial purpose, therefore, accomplishments are not required.

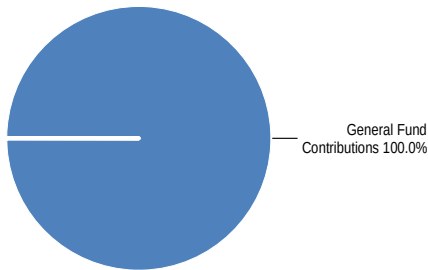
Budget Year Goals

This is not an operational unit and serves a specific defined financial purpose, therefore, goals are not required.

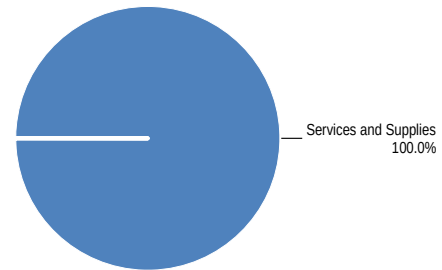
Enterprise Risk

(Unit 8429— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Services and Supplies	384,249	662,384	660,456	662,384	662,384	0
Subtotal	\$384,249	\$662,384	\$660,456	\$662,384	\$662,384	0

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Intergovernmental Revenues	0	0	23,805	0	0	0
Charges for Services	3,669,575	0	0	0	0	0
Miscellaneous Revenues	20,000	0	0	0	0	0
Subtotal	\$3,689,575	\$0	\$23,805	\$0	\$0	0
General Fund Contributions	(\$3,305,326)	\$662,384	\$636,651	\$662,384	\$662,384	0
Total Source of Funds	\$384,249	\$662,384	\$660,456	\$662,384	\$662,384	0

Unit Description

The Lakes Fuel Spill unit was originally created in FY 2012-13 to track the costs associated with the clean-up of the fuel spill at Lake Nacimiento and Lake San Antonio. Beginning in FY 2013-14, the scope of this unit was expanded to include other enterprise risk related settlements and costs and was renamed the Enterprise Risk unit. The Property Tax Allocation Fee (PTAF) settlement was recorded in this unit in FY 2013-14.

Prior Year Accomplishments

This is not an operational unit and serves a specific defined financial purpose, therefore, accomplishments are not required.

Budget Year Goals

This is not an operational unit and serves a specific defined financial purpose, therefore, goals are not required.



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Clerk of the Board

The Clerk of the Board of Supervisors (COB) performs duties as provided in the State Government Code, at the direction of the County Administrative Officer (CAO), and/or by formal orders of the Board of Supervisors.

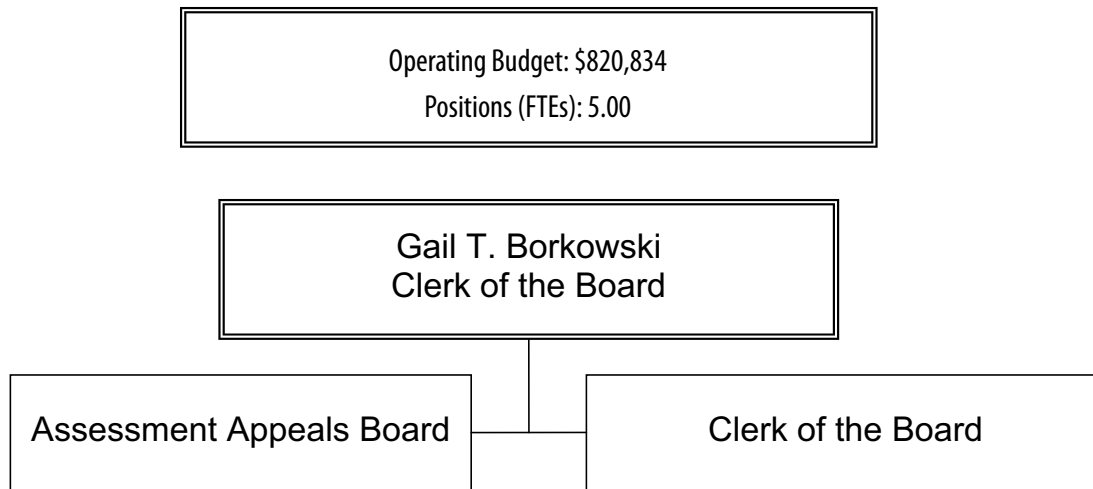
The COB's Office is responsible for carrying out mandated functions, included but not limited to: supporting the Board of Supervisors and County departments in the Board agenda process; maintaining and archiving County records; managing Boards, Commissions, and Special District appointments and related Maddy Act posting of vacancies; serving as Filing Officer for Statements of Economic Interests (Form 700); serving as Administrative Officer and processing Assessment Appeals applications and acting as Clerk to the Assessment Appeals Board; serving as Secretary to the City Selection Committee; receiving and responding to Public Records Act Requests; serving as Clerk to various other special districts; and providing administrative support for Land Use appeals and Williamson Act applications.

The COB actively addresses Board strategic initiatives related to promoting an organization that practices efficient and effective government operations through the use of innovative technologies that provide timely public access to meeting agendas, minutes and board reports via the Internet for greater accountability and transparency.

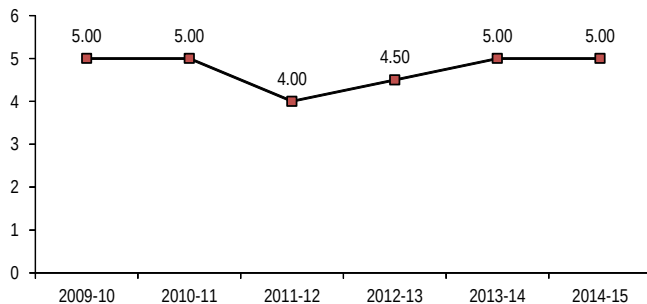
The COB strives to provide the highest level of customer service to the public, County departments and public agencies. The COB preserves the integrity of the local legislative process by issuing notices of pending matters and decisions made by the legislative body to assure timely access by the public.



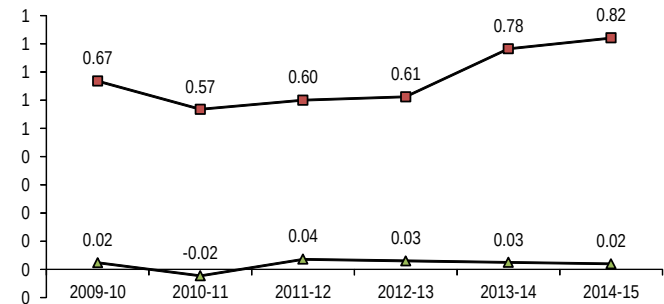
Clerk of the Board



Staffing Trends



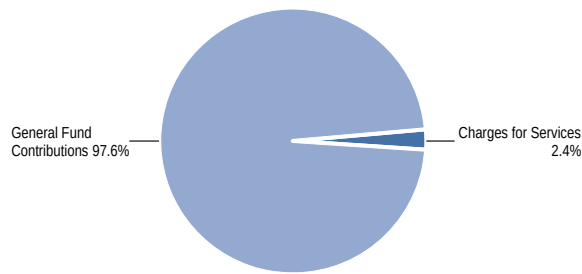
Expenditure/Revenue History (in thousands)



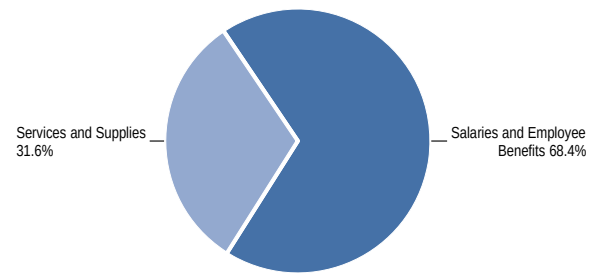
The Key Performance Measures of the Clerk of the Board reflect the department's legislative and statutory mandates as well as commitment in providing members of the public and County staff access to public information.

Key Performance Measures	Actual 2011-12	Actual 2012-13	To Date 2013-14
Number of regular and addendum/supplemental agendas published prior to the Brown Act's 72 hour posting requirement.	84	100	44
Number of Applications for Changed Assessment processed.	902	735	455
Percent of Assessment Appeals reconciled within 2 years. Target =100%	100%	99%	100%
Public Records Act Request received and completed within 10 days as mandated by law.	11	15	11
Number of Conflict of Interest code amendments and Statement of Economic Interest Form 700's processed.	472	454	89
Land Use appeals and Williamson Act applications processed for hearing.	14	9	6

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	420,188	521,890	493,938	561,510	561,510	39,620
Services and Supplies	191,635	304,064	288,569	259,324	259,324	(44,740)
Subtotal	\$611,823	\$825,954	\$782,507	\$820,834	\$820,834	(5,120)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Licenses, Permits, and Franchises	50	0	0	0	0	0
Charges for Services	29,080	25,000	25,000	20,000	20,000	(5,000)
Miscellaneous Revenues	1,108	0	0	0	0	0
Subtotal	\$30,238	\$25,000	\$25,000	\$20,000	\$20,000	(5,000)
General Fund Contributions	\$581,585	\$800,954	\$757,507	\$800,834	\$800,834	(120)
Total Source of Funds	\$611,823	\$825,954	\$782,507	\$820,834	\$820,834	(5,120)

Summary of Recommendation

The FY 2014-15 Recommended Budget for the Clerk of the Board's Office includes \$820,834 in total appropriations, estimated revenue of \$20,000, and General Fund Contribution (GFC) of \$800,834, a decrease from prior FY 2013-14 budget. The anticipated revenue was decreased by \$5,000 from the previous year's budget to more accurately reflect the current trend in reduced applications for Assessment Appeals.

Budget Impacts

The GFC allocation allows the Department to continue to meet the service needs of the public, County departments special districts, as well as public agencies, while providing the highest levels of customer service possible.

Prior Year Accomplishments

Current Year Accomplishments are discussed at the Unit level (Assessment Appeals Board and Clerk of the Board).

Budget Year Goals

Budget Year Goals are discussed at the Unit level (Assessment Appeals Board and Clerk of the Board).

Pending Issues

Allocation of funds for the cost of repairs and replacement of the equipment in the Board Chambers (e.g. projectors, monitors and recording equipment), will reduce the impact of unanticipated charges to the COB's budget.

Allocation of funds for the preservation and digitalization of historic Board of Supervisors minute books will ensure our Department fulfills our mandates for records management and will also assure these records will be available to the County and public now and in the future.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted	Fund Code	Org Code
Assessment Appeals Board (COB001)	20,273	25,000	13,742	14,013	14,013	(10,987)	001	1300_8019
Clerk of the Board (COB001)	591,550	800,954	768,765	806,821	806,821	5,867	001	1300_8020

Appropriation Expenditure Detail

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted	Fund Code	Org Code
Subtotal	\$611,823	\$825,954	\$782,507	\$820,834	\$820,834	(5,120)		

Units

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Assessment Appeals Board	20,273	25,000	13,742	14,013	14,013	(10,987)
Clerk of the Board	591,550	800,954	768,765	806,821	806,821	5,867
Subtotal	\$611,823	\$825,954	\$782,507	\$820,834	\$820,834	(5,120)

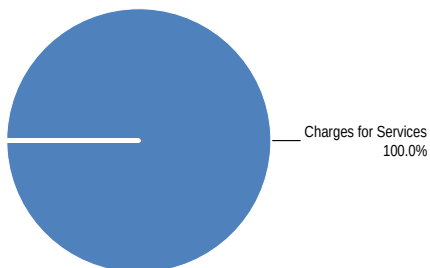
Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
11A30	CLERK OF THE BOARD OF SUPERVISORS	1.00	1.00	1.00	0.00
14G02	MANAGEMENT ANALYST I	1.00	1.00	1.00	0.00
80A32	SENIOR SECRETARY	1.00	1.00	1.00	0.00
80E83	BOARD OF SUPERVISORS CLERK	1.50	2.00	2.00	0.00
	Total	4.50	5.00	5.00	0.00

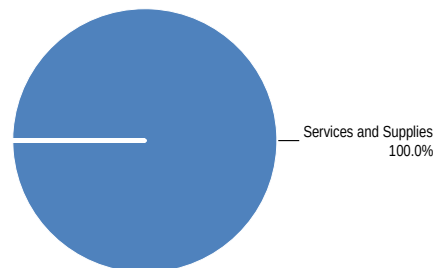
Assessment Appeals Board

(Unit 8019— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	848	0	742	0	0	0
Services and Supplies	19,425	25,000	13,000	14,013	14,013	(10,987)
Subtotal	\$20,273	\$25,000	\$13,742	\$14,013	\$14,013	(10,987)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Charges for Services	29,080	25,000	25,000	20,000	20,000	(5,000)
Subtotal	\$29,080	\$25,000	\$25,000	\$20,000	\$20,000	(5,000)
General Fund Contributions	(\$8,807)	\$0	(\$11,258)	(\$5,987)	(\$5,987)	(5,987)
Total Source of Funds	\$20,273	\$25,000	\$13,742	\$14,013	\$14,013	(10,987)

Unit Description

The Assessment Appeals Board (AAB) unit performs the following duties: accepts applications for appeals and reviews applications to ensure that they meet the requirements of State Property Tax Rule 305; provides copies of appeal applications and related correspondence to the Assessor; responds to taxpayer inquiries regarding assessment appeal applications and hearing procedures; schedules hearings before the AAB and provides public notices of AAB meetings; provides required notices to applicants of hearing dates; prepares meeting agendas and minutes; attends AAB meetings, maintains copies of evidence presented at hearings; processes stipulations and withdrawals; transmits Findings of Facts as required; and delivers Statements of Changes to the Auditor-Controller's Office. Assessment appeals processing is task intensive and time sensitive and requires dedicated staffing resources to assure resolution of applications by the two year deadline.

Prior Year Accomplishments

The filing period for regular assessment appeals in 2013 was July 2 to December 2, 2013. The Clerk of the Board's (COB) office has received 530 Assessment Appeals applications to date.

Budget Year Goals

Continue to receive and timely process Assessment Appeal applications. The filing period for 2014 will run from July 2 to December 1, 2014. The number of application filings is anticipated to be in the range of 500 to 650.

Review and evaluate electronic management systems for possible implementation.

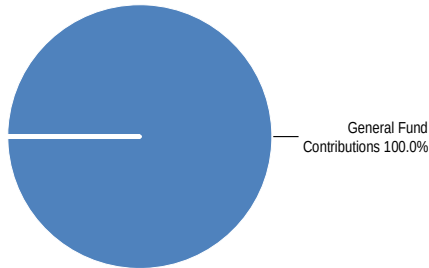
Update the Local Rules of Procedures to reflect minor revisions to Monterey County Assessment Appeals Board procedures.

Clerk of the Board

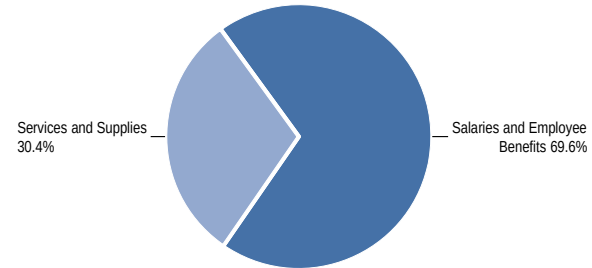
Clerk of the Board

(Unit 8020— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	419,340	521,890	493,196	561,510	561,510	39,620
Services and Supplies	172,211	279,064	275,569	245,311	245,311	(33,753)
Subtotal	\$591,550	\$800,954	\$768,765	\$806,821	\$806,821	5,867

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Licenses, Permits, and Franchises	50	0	0	0	0	0
Miscellaneous Revenues	1,108	0	0	0	0	0
Subtotal	\$1,158	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$590,392	\$800,954	\$768,765	\$806,821	\$806,821	5,867
Total Source of Funds	\$591,550	\$800,954	\$768,765	\$806,821	\$806,821	5,867

Unit Description

The Clerk of the Board (COB) unit is responsible for carrying out mandated functions including, but not limited to: the preparation of the Board of Supervisors' meeting agendas, records maintenance, assessment appeals (see Unit 8019); maintenance and tracking of appointments to approximately 75 Boards, Committees, and Commissions and over 80 special districts; as well as processing Public Records Act requests and research request from the public, County departments, and outside agencies. This unit also files and maintains records related to economic disclosure statements for Boards, Commissions, Committees, and special districts, the Local Appointments list of vacancies, and serves as Clerk to the City Selection Committee and other special districts within the County. The COB's Office receives filings, provides administrative support, and processes deposits for Land Use appeals and Williamson Act applications.

Prior Year Accomplishments

The COB unit staff continues to provide training and support to County staff related to the agenda management system. COB unit staff processed 50 Board of Supervisors and legislative body agendas and received over 950 staff reports.

The unit assisted County departments and special districts in updating their Conflict of Interest codes (COI). COI amendments were processed by the office and approved by the Board of Supervisors as part of the 2012 biennial notification and review. With the assistance of County Counsel, the COB staff conducted trainings for County and special district staff regarding Statement of Economic Interest (Form 700) filing responsibilities and deadlines. The unit also facilitated training for staff and special districts on the use of the Form 700 electronic management system, including additional training to review new system upgrades, and supported the Form 700 filing process for over 1,500 active filers.

The unit provided administrative support and coordinated the processing of 17 Williamson Act applications (for agricultural preserve and farmland security zone contracts) with County Counsel's Office, the Planning Services Office, the Agricultural Commissioner's Office, and the Assessor-County Clerk-Recorder's Office. The unit received nine Land Use Appeals and also provided administrative support in processing and scheduling these appeals for hearing before the Board of Supervisors during the Fiscal Year.

The COB unit reviewed and updated files maintained by the COB's office for various Boards, Committees, Commissions, and Special Districts.

COB staff researched and evaluated the Fair Political Practices Commission's (FPPC) e-filing of Statement of Economic Interest applications and IT requirements for possible implementation of electronic filing system in 2015.

COB staff developed procedures in the COB's Office for electronic archiving of County ordinances and fully executed agreements into the County's online agenda management system database with the goal of having ordinances and executed agreements fully searchable by 2015.

COB unit staff developed departmental performance measures as part of the County's Performance Measurement Plan.

Budget Year Goals

Acquire technology for the preservation and digitalization of historically significant records in the Clerk of the Board's office, in conjunction with the countywide records retention and management project.

Work with County departments to implement searchable electronic database housing schedule of all current Monterey County fees and charges.

Receive authorization from the Fair Political Practices Commission's to accept e-filed Statements of Economic Interest by 2015.

Facilitate 2014 biennial review of COI's per FPPC regulations.

Review the process and procedures in the Clerk of the Boards' Office on an ongoing basis, with the goal of continually improving efficiencies in the office.

Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
11A30	CLERK OF THE BOARD OF SUPERVISORS	1.00
14G02	MANAGEMENT ANALYST I	1.00
80A32	SENIOR SECRETARY	1.00
80E83	BOARD OF SUPERVISORS CLERK	2.00
Total		5.00



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Elections

The Elections Department is responsible for conducting Federal, State, County, and local public elections. The Department's primary goal is to provide quality, dedicated, and efficient customer service while maintaining integrity and transparency.

CANDIDATE AND CAMPAIGN SERVICES: Responsible for providing information and customer service about the following: candidate nominations; local initiatives, referendum, and recall petition rules; and submitting ballot arguments. Also responsible for the intake of election related legal documents and acts as filing officer for all campaign reports. This area also ensures compliance with the County Ordinance requiring reports be published on the Department's website, the Fair Political Practices Commission, provisions of the California Government Code, and the Secretary of State's Political Reform Division. This area plays a major role in processing write-in votes and preparation of all certificates of election.

DATA AND VOTING TECHNOLOGY: Responsible for all technological needs, network infrastructure, and maintenance of database applications relating to voter registration, elections and Geographic Information Systems (GIS). Also responsible for customer service needs relating to voter file requests, maps, and production of election data; official ballot design for paper and electronic voting systems printing election night reporting, and production of canvass reports and the statement of the vote; and also works with the Secretary of State to coordinate transferring data information and other system activities.

PRECINCT SERVICES: Responsible for all aspects of poll worker, field inspectors, couriers and drivers recruiting and training, including bilingual poll workers. Responsible for inventory control and logistics of all materials and voting equipment, along with coordination of the help center and dispatching backup poll workers on Election Day. This area also manages polling place location, surveying, and compliance under the American's with Disabilities Act.

ADMINISTRATION: Responsible for daily operations and high level administration, including the annual budget, purchasing, and billing for election services. This area oversees the following major election functions: design, production and printing of the official ballot and local voter guide, working with the media; maintaining the website; communication and reporting to the Department of Justice; and Public Records Act requests.

VOTE BY MAIL AND EARLY VOTING/PETITIONS: Responsible for all vote by mail and early voting programs, location of all secure ballot drop locations, signature verification of returned voted ballots, provisional ballot processing, and the ballot remake process. This area also plays a major role overseeing the State mandated post-election manual tally, including increased tally requirements established by the Secretary of State, and is also responsible for processing all State, County and District petitions, as well as requests for processing City petitions.

VOTER REGISTRATION SERVICES: Responsibilities include daily maintenance of the County's voter registration database. Processing of online voter registrations. Validating new registration forms, updating voters who have moved or who are deceased or incarcerated, and searching duplicate criteria. This area also is responsible for compliance with the National Voter Registration Act, and the inventory and distribution of voter registration forms.

BILINGUAL OUTREACH AND EDUCATION: Bilingual services include specialized language outreach and education to assist the Monterey County Elections in meeting bilingual services and materials under the Federal Voting Rights Act and assists with recruitment and training of bilingual poll workers. Responsible for training individuals and organizations on how to conduct voter registration drives. Conduct analysis of voter participation and develop outreach programs to target audiences.

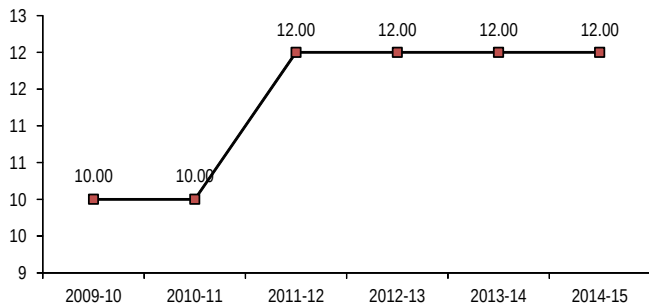


Operating Budget: \$4,141,012
Positions (FTEs): 12.00

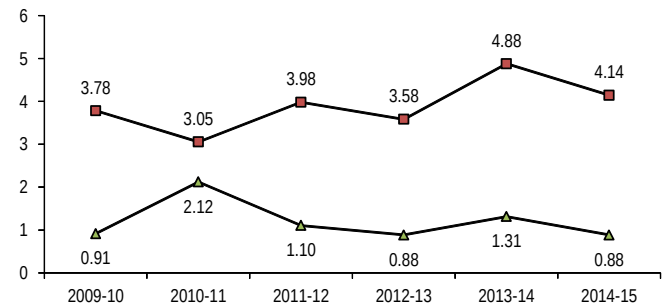
Claudio E. Valenzuela
Registrar of Voters

Elections

Staffing Trends



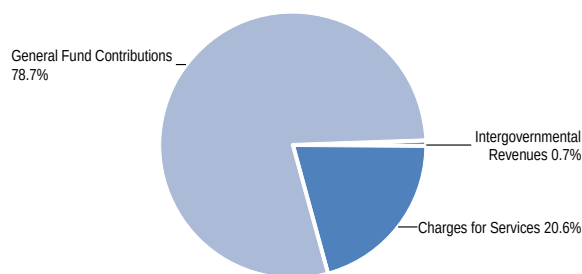
Expenditure/Revenue History (in thousands)



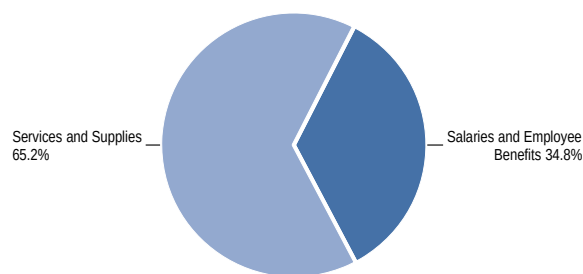
Monterey County Elections serves voters in the administration of elections. Outreach efforts work to educate and empower these voters and those who are eligible to register to vote but have not yet done so; especially those who are underrepresented in the voting population.

Key Performance Measures	Actual 2011-12	Actual 2012-13	To Date 2013-14
Number of registered voters.	N/A	166,290	167,856
Percent of voter turnout.	N/A	75%	32%
Number of presentations to community organizations in target groups and areas.	N/A	67	31
Outreach delivered to target areas (low registration and participation). Target = 100%	N/A	100%	100%

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	1,238,800	1,340,501	1,330,681	1,440,451	1,440,451	99,950
Services and Supplies	2,343,141	3,549,042	3,547,471	2,700,561	2,700,561	(848,481)
Subtotal	\$3,581,941	\$4,889,543	\$4,878,152	\$4,141,012	\$4,141,012	(748,531)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Intergovernmental Revenues	20,433	50,000	175,000	27,500	27,500	(22,500)
Charges for Services	860,882	1,200,000	1,135,000	855,000	855,000	(345,000)
Miscellaneous Revenues	233	5,000	3,000	0	0	(5,000)
Subtotal	\$881,548	\$1,255,000	\$1,313,000	\$882,500	\$882,500	(372,500)
General Fund Contributions	\$2,700,393	\$3,634,543	\$3,565,152	\$3,258,512	\$3,258,512	(376,031)
Total Source of Funds	\$3,581,941	\$4,889,543	\$4,878,152	\$4,141,012	\$4,141,012	(748,531)

Summary of Recommendation

Recommended appropriations for the Elections Department are \$4,141,012, a decrease of \$748,531 from the Fiscal Year (FY) 2013-14 Adopted Budget, based upon one scheduled gubernatorial general election occurring in November 2014. Charges for services are decreased by \$848,481 while salaries and benefit costs increased \$99,950. Revenue decreased by \$372,500 for a total of \$882,500 in Revenue for the FY 2014-15. General Fund Contribution is \$3,258,512, a decrease of \$376,031 from the FY 2013-14 Adopted Budget.

Prior Year Accomplishments

The Department successfully administered the City, School and Special District Election held in November 2013. Elections are conducted in compliance with Federal, State, and local laws and ordinances, as well as the 2007 conditional re-approval of voting systems and the Post-Election Manual Tally regulations. This remains as the Department's primary functional goal and is therefore ongoing.

The Registrar of Voters position had been vacant since June of 2013 and was filled by the promotion of Claudio Valenzuela. Mr. Valenzuela was previously the Assistant Registrar of Voters. He has held positions of increased responsibility within the Elections Department since 2001.

The Department continues to utilize technology whenever possible to improve operational efficiency, streamline processes, increase accountability and transparency, and realize cost savings.

This past year, the Department conducted a Department wide upgrade of operating systems and essential software programs.

The Department has fully implemented the candidate filing process within the election management system and the utilization of our own customized software suite, EMATS. This tool was created, developed and implemented by our own staff, and it has significantly improved the operation of nearly all systems used in the Department. In addition, the Department continues to implement the online campaign disclosure filing system. All Monterey County committees were updated so the public can access the Department's official website and view campaign disclosure filings.

Reviewed 25 new State laws affecting elections and made changes as needed to provide full compliance. The Department continues to actively work with the California Association of Clerks and Elections Officials (CACEO), and staff from the Secretary of State's office to monitor State legislation affecting elections.

Received nine petitions, including four State initiative petitions, one State referendum, three local initiatives and one local recall petition. Verifying over 6,700 voters' signatures and addresses.

From April 2013 through April 2014, the Department has recorded over 77,931 data transactions. These transactions affect the voter

registration and management system; and include processing new voters, updating information fields for existing voters, cancelling voters who have moved, and other related changes.

The Department provided one-on-one customer service to 139 candidates obtaining and filing for public office during the November 2013 City, School and Special District Election. For the June 3, 2014 Statewide Primary Election, 37 candidates were processed locally and 52 candidates were received and processed by the Secretary of State. On average, each candidate may visit the Department for nomination and filing services more than one time in a four-week nomination period. The Department has one filing officer who must manage all aspects of this process.

The Department obtained a Help America Vote Act grant of \$30,000 to prepare brochures, posters and a marketing plan to promote voter accessibility. The final materials should be completed by December 2014 and distributed throughout strategic locations in Monterey County.

The Department continued to work on the Secretary of State's VOTE Grant program, to increase accessibility to voter information and voting. The project includes an accessibility study and review of the County's polling places, acquisition of materials and supplies to increase access, and improvements to the accessibility of the Department's website information. As part of this project, three Public Service Announcements were completed and aired before the November 2013 Election. These announcements will continue to be used before each election to remind voters about all the options available to exercise their right to vote in Monterey County.

In addition, five poll worker training videos were completed to complement the mandatory trainings before each election. The training videos are available online, on the Department's website, for all poll workers to review procedures and practices to better service voters on Election Day.

The Department obtained a grant in the amount of \$2,700 to work with the Election Administration Research Center (EARC) at UC Berkeley to promote voter accessibility to five long term care facilities in Monterey County.

Leadership Salinas Valley Class 32 selected a project presented by Monterey County Elections as one of the class projects for 2014. The project will create and develop a program to recruit and train volunteers in order to increase voter registration and participation.

The Department continues to participate on a panel with the Secretary of State to set the parameters and standards for a future Federal grant project related to the requirement to survey polling place physical accessibility. The Department's Precinct Services Program Manager is one of the State's most knowledgeable Polling Place accessibility surveyors.

Budget Year Goals

Ongoing goals that relate to redesigning the Department's bilingual services program area and associated materials; improving the content of and access to the Department's procedures leading to increased transparency and public education remain ongoing goals for the Department, in addition to continuing to find opportunities for efficiencies and cost savings for the conduct of elections while still meeting legal mandates.

Launching of the redesigned Department's website to include updated technology features and useful information and tools for voters and poll workers, as well as conduct a countywide assessment of all polling place facilities, altering locations in order to improve the levels of accessibility.

Monitor State legislation that is in line with the Board's Legislative Priorities such as those that permit jurisdictions in California, including counties, to conduct all-mail ballot elections. Continue to organize and meet with a public observer panel and improve upon the Department's transparency and public education activities. Members of the panel are focused on increasing voter participation, especially in identified target areas of Salinas and South County.

Pending Issues

SPECIAL ELECTIONS

The potential for the Governor to call a statewide special election to occur within the remaining budget year or next remains unknown. Under existing law, elections conducted on behalf of the State are not reimbursable.

VOTECAL PROJECT

The VoteCal project is a Help American Vote Act (HAVA) mandated and funded project. Upon completion in June of 2016, it will provide a single, official database of voter registration information, connecting to State agencies and all 58 county elections offices to improve the voter registration process. The Department has completed the initial connectivity upgrades necessary for the implementation, and the staff is participating in informational and feedback sessions with the Secretary of State and the project vendors as required. These project will have significant impact for all program areas of the Elections Department.

HELP AMERICA VOTE ACT FUNDS - DEADLINE EXTENDED

The Department is conscious of the December 31, 2015 deadline to spend federal funding granted to Monterey County under HAVA. Currently, the remaining funds are in two categories and can be spent on voting technology and items related to VoteCal, the state's current version of the statewide registration database. Remaining funds are estimated at approximately \$326,096. The Department continues to review new voting systems to replace our current aging system. Due to limited grant funding available, several possible options have been suggested, including lease arrangements or additional equipment that would complement the County's existing accessible voting technology required under HAVA.

DEPARTMENT FACILITY

The Elections Department signed a five-year lease agreement for the current facility, ending in 2015. In coordination with Public Works and other applicable departments, the discussions of appropriate sites for the construction of a 24,000 square foot facility continue. The current building of 12,000 square feet is leased at an annual cost of \$280,000, with additional overflow space rented at an annual cost of \$12,000. Confidential and valuable materials are moved between locations as needed during an election cycle, reducing the Department's ability to improve efficient operations. Consolidating the Department's locations to one building should reduce cost and improve efficiency while

decreasing the vulnerability of the County's election supplies through a single secure site location.

Policy Considerations

There are no policy decisions at this time.

Appropriation Expenditure Detail

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted	Fund Code	Org Code
Elections (ELE001)	3,581,941	4,889,543	4,878,152	4,141,012	4,141,012	(748,531)	001	1410_8064
Subtotal	\$3,581,941	\$4,889,543	\$4,878,152	\$4,141,012	\$4,141,012	(748,531)		

Units

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Elections	3,581,941	4,889,543	4,878,152	4,141,012	4,141,012	(748,531)
Subtotal	\$3,581,941	\$4,889,543	\$4,878,152	\$4,141,012	\$4,141,012	(748,531)

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
11A20	REGISTRAR OF VOTERS	1.00	1.00	1.00	0.00
12C14	ASSISTANT REGISTRAR OF VOTERS	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	1.00	1.00	1.00	0.00
14J21	ELECTIONS SERVICES SPECIALIST II	2.00	2.00	2.00	0.00
14M80	ELECTIONS PROGRAM MANAGER	5.00	5.00	5.00	0.00
16C87	BUSINESS TECHNOLOGY ANALYST II	1.00	1.00	1.00	0.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00	1.00	1.00	0.00
	Total	12.00	12.00	12.00	0.00



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Emergency Communications

The Department operates the countywide consolidated emergency communications system. 9-1-1 and non-emergency call answering and dispatch service is provided to the County Sheriff, 11 of the 12 incorporated city police departments, fire agencies serving all 12 cities, three County fire districts, two volunteer fire brigades, the Monterey Regional Airport District police department, Salinas Valley State Prison, and California State University, Monterey Bay police department. These services are provided under the Agreement for 9-1-1 Emergency Communications Dispatch Services (911 Service Agreement).

The 911 Service Agreement requires that the County provide all answering services for the Emergency 9-1-1 telephone number, including: urgent and non-emergency answering of a secondary back-up telephone number for Agency police, fire, medical or other emergency service response units; dispatch of Agency police, fire, and emergency medical field units, including status reporting and associated activity reports; urgent or emergency data inquiry responses to the Agencies' field units; and after-hours dispatch of Agencies' Public Works crews. The Department also provides and maintains consoles and associated radio dispatch equipment located in its communications center.

Under the 911 Service Agreement, each dollar of expense of operating the emergency communications center is paid for by approximately 30% General Fund Contributions and 70% in User Agency revenue.

The Department has responsibility for administration of the Next Generation Public Safety Radio System Project (NGEN). This project was initiated to meet a Federal Communications Commission (FCC) mandate and will replace the public safety and local government voice radio networks. The NGEN Project will have a positive impact on the ability of public safety agencies to respond to gang and other criminal activity. The Department also administers the Countywide Emergency Notification System (ENS).

The Board's Public Safety Strategic Initiatives are actively addressed by the Department: Reduce violent crime and homicides, create a safe environment for people to achieve their potential, leading businesses and communities to thrive and grow.



Operating Budget: \$16,002,684
Positions (FTEs): 67.00

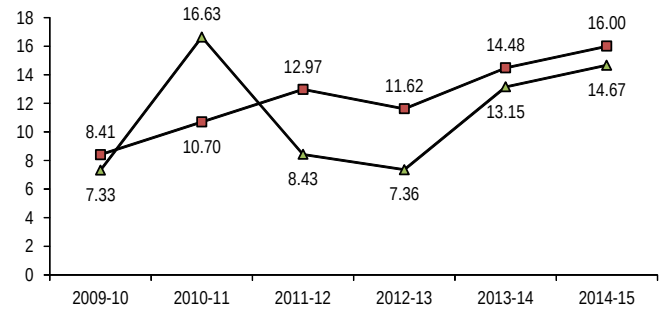
William Harry
Director

Emergency Communication

Staffing Trends



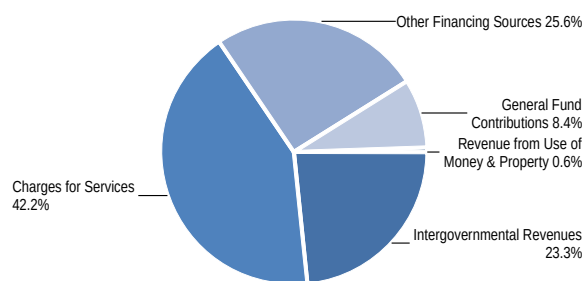
Expenditure/Revenue History (in thousands)



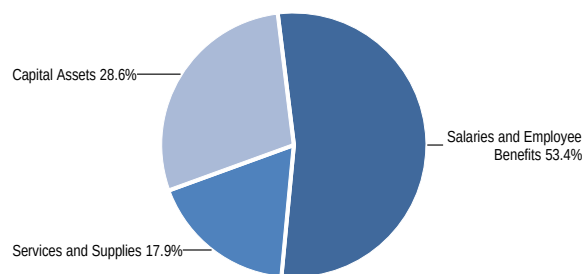
The Department of Emergency Communications serves as a vital link between members of the public and local public safety agencies by receiving emergency and non-emergency calls and providing law enforcement, fire protection, and emergency medical dispatch services.

Key Performance Measures	Actual 2011-12	Actual 2012-13	To Date 2013-14
Number of emergency calls answered.	177,783	188,921	209,334
Number of non-emergency calls answered.	362,977	305,769	336,818
Average length of time to answer an emergency or non-emergency call. Target = 10 seconds	7.6 seconds	6.8 seconds	6.6 seconds
Percent of emergency or non-emergency calls answered within 20 seconds. Target = 95%	94%	96%	95%
Number of law enforcement calls generated.	532,963	528,259	526,313
Number of fire service calls generated.	47,735	46,881	47,952

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	7,484,312	8,106,652	8,106,653	8,648,300	8,555,547	448,895
Services and Supplies	1,697,965	2,572,298	2,800,328	3,185,966	2,871,613	299,315
Other Charges	(96,395)	(10,000)	(7,000)	(7,000)	(7,000)	3,000
Capital Assets	2,536,369	4,673,090	3,582,524	4,582,524	4,582,524	(90,566)
Subtotal	\$11,622,252	\$15,342,040	\$14,482,505	\$16,409,790	\$16,002,684	660,644

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Revenue from Use of Money & Property	91,336	91,500	93,164	96,075	96,075	4,575
Intergovernmental Revenues	2,856,227	5,313,327	3,014,413	3,731,218	3,731,218	(1,582,109)
Charges for Services	7	6,417,666	6,099,850	6,812,343	6,748,161	330,495
Miscellaneous Revenues	2,297	0	169,512	0	0	0
Other Financing Sources	4,410,000	2,191,590	3,776,886	4,090,304	4,090,304	1,898,714
Subtotal	\$7,359,867	\$14,014,083	\$13,153,825	\$14,729,940	\$14,665,758	651,675
Fund Balance	(1,721,467)	0	0	0	0	0
General Fund Contributions	\$5,983,851	\$1,327,957	\$1,328,680	\$1,679,850	\$1,336,926	8,969
Total Source of Funds	\$11,622,252	\$15,342,040	\$14,482,505	\$16,409,790	\$16,002,684	660,644

Summary of Recommendation

The FY 2014-15 Recommended Budget provides \$16,002,684 in appropriations for Emergency Communications dispatch services and NGEN Project expenditures. Financing includes \$14,665,758 in program revenue and General Fund Contributions (GFC) of \$1,336,926.

The Department is continuing to administer the NGEN capital project. The County's share of the NGEN project extension costs total \$313,418 for FY 2014-15. The remaining \$661,582 of first year project extension cost is shared among all other NGEN users including the participating agencies. County departments using the NGEN system (Sheriff, Probation, District Attorney, Parks, Public Works, Animal Control, and Office of Emergency Services) budget their share of costs within their respective operating budgets.

Prior Year Accomplishments

Accomplishments are included in the unit level narratives.

Budget Year Goals

Goals for FY 2014-15 are included at the unit level narratives.

Pending Issues

Cities and user agency representatives are continuing to explore the possibility of a new governance model for Emergency Communications.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted	Fund Code	Org Code
Emergency Communication (EME001)	8,930,728	10,688,950	10,650,419	11,602,704	11,195,598	506,648	001	1520_8065
Emergency Communication (EME002)	2,691,523	0	0	0	0	0	405	1520_8065
Emergency Communication (EME002)	0	4,653,090	3,832,086	4,807,086	4,807,086	153,996	405	1520_8426
Subtotal	\$11,622,252	\$15,342,040	\$14,482,505	\$16,409,790	\$16,002,684	660,644		

Units

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Emergency Communication	11,622,252	10,688,950	10,650,419	11,602,704	11,195,598	506,648
Emergency Communication	0	4,653,090	3,832,086	4,807,086	4,807,086	153,996
Subtotal	\$11,622,252	\$15,342,040	\$14,482,505	\$16,409,790	\$16,002,684	660,644

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
12C42	EMERGENCY COMMUNICATIONS OPERATIONS MANAGER	1.00	1.00	1.00	0.00
14A26	DIRECTOR EMERGENCY COMMUNICATIONS	1.00	1.00	1.00	0.00
14C31	MANAGEMENT ANALYST III	1.00	1.00	1.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	1.00	0.00
80A32	SENIOR SECRETARY	1.00	0.00	0.00	0.00
80A33	ADMINISTRATIVE SECRETARY	0.00	1.00	1.00	0.00
80S01	COMMUNICATIONS DISPATCHER I	1.00	6.00	6.00	0.00
80S21	COMMUNICATIONS DISPATCHER II	42.00	42.00	42.00	0.00
80S22	EMERGENCY COMMUNICATIONS SHIFT SUPERVISOR	10.00	10.00	10.00	0.00
80S26	EMERGENCY COMMUNICATIONS OPERATIONS SUPERVISOR	4.00	4.00	4.00	0.00
Total		62.00	67.00	67.00	0.00

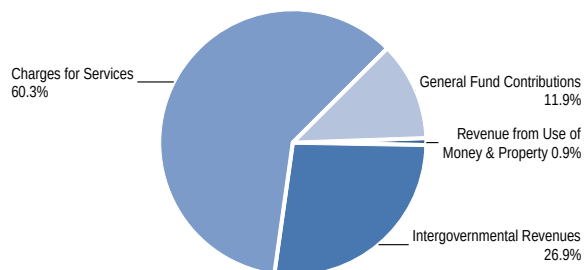
Augmentation

Dept	Request Code	Request Name	Ranking Type	Requested Amount	FTEs	Cumm. Approved	Approved FTEs
1520	AUG1_1520_8065_001	Aug1 ECD	New Prog/Svc w/ Outside funding	29,506	4.00	0	0.00
1520	AUG2_1520_8065_001	NGEN_Exextension_CountyShare	Mandated	313,418	0.00	0	0.00
Grand Total				342,924	4.00	0	0.00

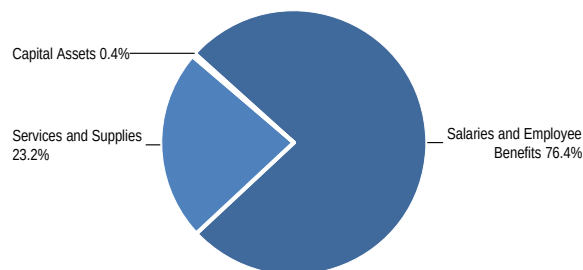
Emergency Communication

(Unit 8065— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	7,484,312	8,106,652	8,106,653	8,648,300	8,555,547	448,895
Services and Supplies	1,461,744	2,572,298	2,530,766	2,916,404	2,602,051	29,753
Other Charges	(86,591)	(10,000)	(7,000)	(7,000)	(7,000)	3,000
Capital Assets	71,263	20,000	20,000	45,000	45,000	25,000
Subtotal	\$8,930,728	\$10,688,950	\$10,650,419	\$11,602,704	\$11,195,598	506,648

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Revenue from Use of Money & Property	88,346	91,500	93,164	96,075	96,075	4,575
Intergovernmental Revenues	2,856,227	2,851,827	2,959,213	3,014,436	3,014,436	162,609
Charges for Services	7	6,417,666	6,099,850	6,812,343	6,748,161	330,495
Miscellaneous Revenues	2,297	0	169,512	0	0	0
Subtotal	\$2,946,877	\$9,360,993	\$9,321,739	\$9,922,854	\$9,858,672	497,679
General Fund Contributions	\$5,983,851	\$1,327,957	\$1,328,680	\$1,679,850	\$1,336,926	8,969
Total Source of Funds	\$8,930,728	\$10,688,950	\$10,650,419	\$11,602,704	\$11,195,598	506,648

Unit Description

This budget unit provides for the operation and administration of a countywide consolidated emergency communications system. 9-1-1 and non-emergency call answering and dispatch service is provided to the County Sheriff, 11 of the 12 incorporated city police departments, fire agencies serving 11 of 12 cities, three County fire districts, two volunteer fire brigades, the Monterey Peninsula Airport District police department, Salinas Valley State Prison, and California State University, Monterey Bay police department. These services are provided under the Agreement for 9-1-1 Emergency Communications Dispatch Services (911 Service Agreement) between the agencies receiving services. In addition, the Department is providing administrative services for the Emergency Notification System (ENS).

The Department provides Public Safety Answering Point (PSAP) services including answering of 911 and non-emergency calls for police and fire dispatch. Each call is entered into a Computer

Aided Dispatch (CAD) system and dispatched to appropriate public safety units.

Prior Year Accomplishments

Awarded a UASI grant for purchase or upgrade of a Computer Aided Dispatch system.

Selected a consultant to assist in the procurement of a new Computer Aided Dispatch System.

Developed departmental performance measures as part of the County's performance measurement program.

Completed selection and entered into contract with a new ENS system vendor resulting in a net annual savings of \$80,000.

Completed procurement, installation, and end user training for a new logging system to record all calls and radio traffic that comes through the center.

Budget Year Goals

Review opportunities for cost savings resulting from the installation of a new 911 Telephone System. As a result of this system, the Department anticipates improvements in productivity and statistical reporting abilities.

Evaluate existing services to ensure services provided match the services in the 911 Service Agreement and identify any services that can be reduced without impact to public safety, especially using features of the new 911 telephone system.

Expand training for dispatch staff and continue to provide training to staff on new radio and telephone technologies.

Maximize reimbursement from State grants and programs as well as other opportunities such as reimbursements for services provided at special events.

Complete installation of a new Cassidian phone system and training of staff on the new system.

Replace failing dispatch furniture to meet ergonomic requirements.

Recruit, hire and train new dispatchers.

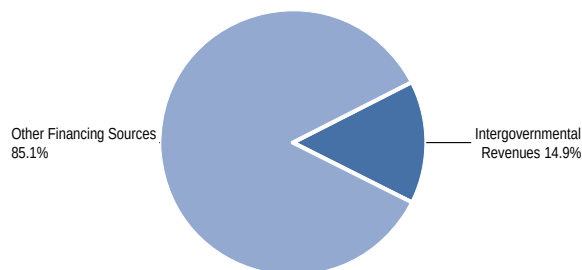
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
	EMERGENCY COMMUNICATIONS OPERATIONS	
12C42	MANAGER	1.00
14A26	DIRECTOR EMERGENCY COMMUNICATIONS	1.00
14C31	MANAGEMENT ANALYST III	1.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00
80A33	ADMINISTRATIVE SECRETARY	1.00
80S01	COMMUNICATIONS DISPATCHER I	6.00
80S21	COMMUNICATIONS DISPATCHER II	42.00
	EMERGENCY COMMUNICATIONS SHIFT	
80S22	SUPERVISOR	10.00
	EMERGENCY COMMUNICATIONS OPERATIONS	
80S26	SUPERVISOR	4.00
Total		67.00

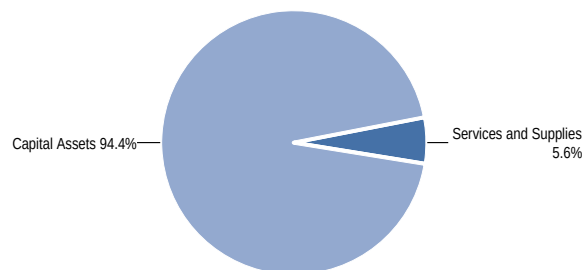
Emergency Communication

(Unit 8426— Fund 405)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Services and Supplies	0	0	269,562	269,562	269,562	269,562
Capital Assets	0	4,653,090	3,562,524	4,537,524	4,537,524	(115,566)
Subtotal	\$0	\$4,653,090	\$3,832,086	\$4,807,086	\$4,807,086	153,996

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Intergovernmental Revenues	0	2,461,500	55,200	716,782	716,782	(1,744,718)
Other Financing Sources	0	2,191,590	3,776,886	4,090,304	4,090,304	1,898,714
Subtotal	\$0	\$4,653,090	\$3,832,086	\$4,807,086	\$4,807,086	153,996
Total Source of Funds	\$0	\$4,653,090	\$3,832,086	\$4,807,086	\$4,807,086	153,996

Unit Description

The County serves as the lead agency for the Next Generation (NGEN) Radio Project with the Department of Emergency Communications serving as the project administrator. This project replaces the existing public safety and local government voice and data radio networks to meet a Federal mandate. In addition to affected County departments (Sheriff, Probation, District Attorney, Parks, Public Works, Office of Emergency Services, and EMS), the stakeholders involved in the project include the City of Carmel-by-the-Sea, City of Del Rey Oaks, City of Gonzales, City of Greenfield, City of King, City of Marina, City of Monterey, City of Pacific Grove, City of Salinas, City of Sand, City of Seaside, City of Soledad, California State University Monterey Bay, Big Sur Volunteer Fire Brigade, Greenfield Fire Protection District, North County Fire Protection District, Monterey County Regional (formerly Salinas Rural) Fire Protection District, and Spreckels Volunteer Fire Company. This project includes: radios, portables, base station equipment, repeaters, and radio control systems with inter-operable narrowband and digital trunking technologies. This unit includes the budget for the project infrastructure including a VHF radio system, control stations, microwave stations for backhaul, site development, replacement of dispatch consoles, network and information technology security systems. End user equipment has also been purchased or upgraded, and has been funded separately by the County and participating agencies.

Prior Year Accomplishments

Continued contract and project administration responsibilities for the NGEN Project, which included communications lease updates and the planning and permitting process. The Department continued to perform services such as fiscal administration, contract administration, grant administration, and inter-agency and inter-department coordination including coordination of dispatch involvement in this critical countywide project.

Coordinated installation of NGEN end user equipment (mobile or portable radios) for affected County departments using funds designated from the Capital Improvement Program.

Budget Year Goals

Continue the NGEN system deployment including site construction, equipment installation, and cutover. Resolve any outstanding site acquisition issues such as new leases or zoning issues.

Continue system acceptance as more sites come online.

Complete installation and programming of end user equipment.



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Information Technology

The Information Technology Department (ITD) consists of seven Units: ITD; Administration; Applications; Customer Support; Enterprise Operations; Infrastructure; and Security. Information relating to each of these Units is listed under each section on the following pages. ITD resources are operated and maintained in a manner that supports high availability for utilization and minimizes the risk of business interruption. ITD's focus is on developing a sustainable, customer focused environment to enhance and improve the quality of technology services used by County departments for the benefit of all Monterey County residents, businesses and visitors.

ITD is a zero General Fund Contribution department where its budget is solely based on the revenue generated through the services rendered to its clients. ITD is pursuing the opportunity in becoming an Internal Service Fund (ISF) or equivalent. An ISF is established to account for any activity that provides goods and services to other funds, departments or agencies of the primary government and its component units, or to other governments, on a cost-reimbursement basis. This format is appropriate for ITD where the purpose is to recoup costs through rates charged and allows ITD to basically operate as a non-profit business. ITD rates are captured in the budgets for the services rendered. ITD prepares and distributes a published comprehensive Product and Services Catalog in support of the annual budget development cycle.

ITD functions support County departments in implementing and maintaining data privacy and confidentiality practices where, at a minimum, meets the requirements of adopted State and Federal legislation and regulation. All County officials, employees, contractors, volunteers, or others with access to personally identifiable information via County information technology resources are directed to honor the County privacy and security policies.

ITD asset management strategy involves the assistance of County departments to identify and maintain ownership records on all County information technology assets, including: computing hardware, software, applications, data, networks, and electronic communication devices.

ITD actively addresses the following Board Strategic Initiatives: Economic Development - Key Objective A milestone to develop a Broadband Policy to help in business retention, expansion and attraction; Administration - Key Objective C to foster innovation in order to improve efficiency and effectiveness of County services; Health and Human Services - Key Objective A milestone to expand equitable community outreach and joint literacy efforts with effective and affordable telecommunications; Infrastructure Initiative to plan and develop a sustainable IT and Telecommunications infrastructure that improves the quality of life for County residents and supports economic development initiatives; and Public Safety Strategic Initiative to create and sustain a comprehensive criminal justice system that implements best practices, crime prevention and justice system efficiencies.

MONTEREY COUNTY
**INFORMATION
TECHNOLOGY**

**TRANSFORMING
GOVERNMENT
THROUGH
INNOVATIVE
TECHNOLOGY**

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APPLICATIONS
Software development, MS SharePoint, GIS, Web development, ERP support, database services

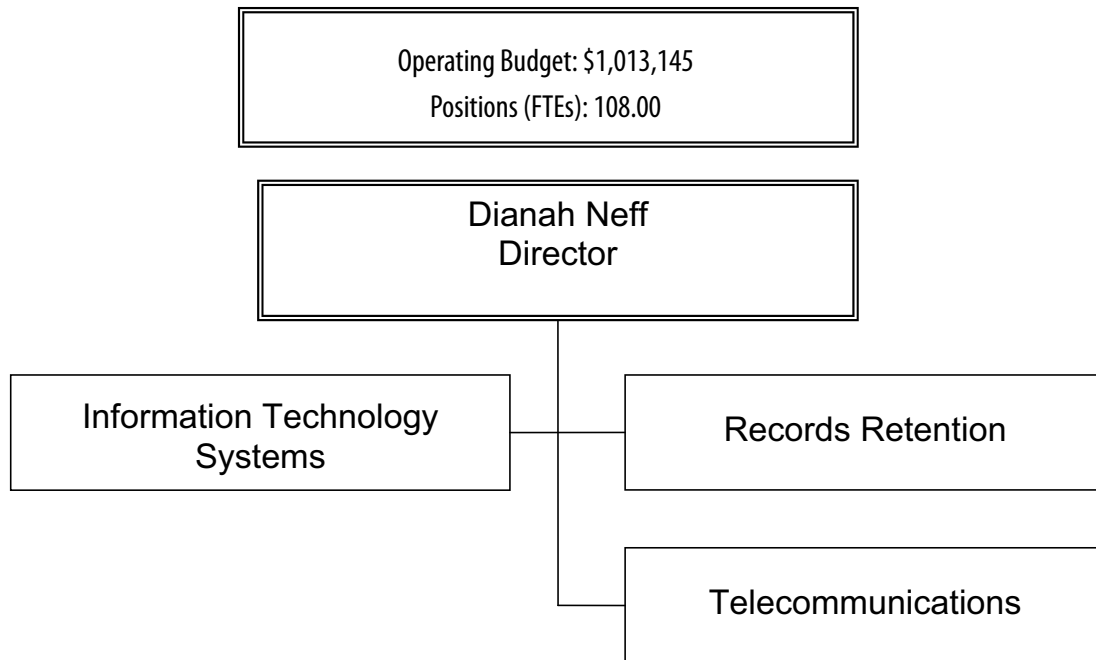
CUSTOMER SUPPORT
Planning, acquisition, operation, technical support and installation and maintenance of hardware and software

ENTERPRISE OPERATIONS
Email support, active directory maintenance, server admin, data center operations, warehousing and records retention

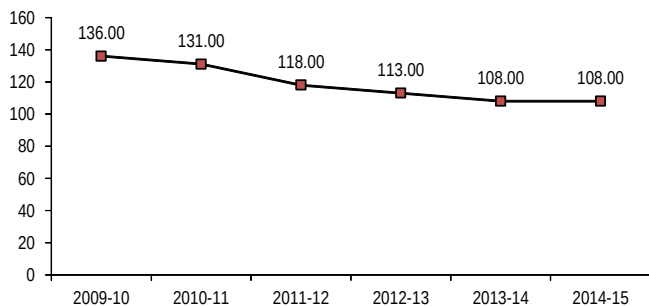
INFRASTRUCTURE
Develops and maintains radio, telecom and data networks, and provides planning services for County service expansion

SECURITY
Conducts security vulnerability assessments, audits, and evaluations of technologies for compliance with Information Security policies and regulations

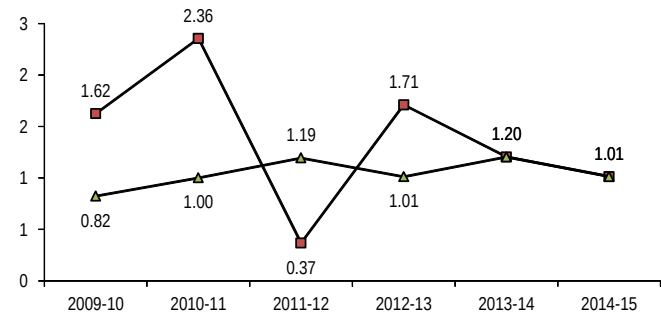
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Information Technology Department.



Staffing Trends



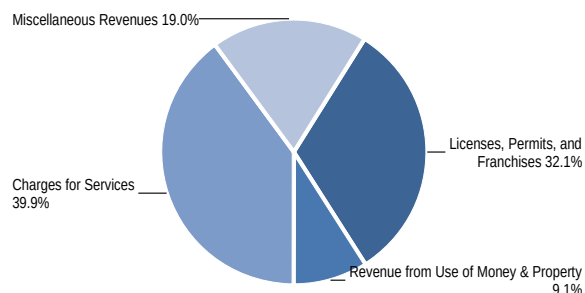
Expenditure/Revenue History (in thousands)



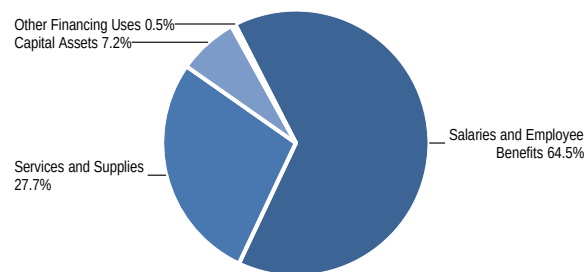
ITD enables County business through proven information and telecommunication technologies provided in strategic, cost-effective and efficient way. ITD supports internal County operations and associated business activities, outside public agencies, residents and visitors.

Key Performance Measures	Actual 2011-12	Actual 2012-13	To Date 2013-14
Enhance public access to on-line and mobile applications to improve interactions County website user satisfaction. Target =90%	N/A	N/A	83
Assist departments by providing a highly available and secure environment Percentage of employees completing security awareness training. Target = 90%	65%	61%	N/A
Build and maintain reliable applications that support dept. needs ERP incidents resolved and restored within 4 hours. Target = 100%	67%	100%	100%
Plan and develop a sustainable physical IT infrastructure Number of infrastructure projects completed as scheduled. Target = 95%	N/A	60%	85%
Streamline IT operations for accountability and efficiency of service delivery IT spend per County employee. Target = <\$4,000	\$4,402	\$4,435	\$4,125

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	11,823,569	12,764,168	12,764,168	12,598,374	12,598,374	(165,794)
Services and Supplies	6,226,777	6,489,798	6,085,434	5,417,136	5,417,136	(1,072,662)
Other Charges	(16,989,737)	(18,085,806)	(17,681,442)	(18,516,937)	(18,516,937)	(431,131)
Capital Assets	649,725	36,000	36,000	1,413,846	1,413,846	1,377,846
Other Financing Uses	0	0	0	100,726	100,726	100,726
Subtotal	\$1,710,335	\$1,204,160	\$1,204,160	\$1,013,145	\$1,013,145	(191,015)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Licenses, Permits, and Franchises	291,989	0	0	325,000	325,000	325,000
Revenue from Use of Money & Property	89,134	0	0	91,775	91,775	91,775
Charges for Services	611,079	728,360	728,360	404,070	404,070	(324,290)
Miscellaneous Revenues	19,658	475,800	475,800	192,300	192,300	(283,500)
Subtotal	\$1,011,861	\$1,204,160	\$1,204,160	\$1,013,145	\$1,013,145	(191,015)
General Fund Contributions	\$698,474	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$1,710,335	\$1,204,160	\$1,204,160	\$1,013,145	\$1,013,145	(191,015)

Summary of Recommendation

The Fiscal Year (FY) 2014-15 Recommended Budget includes appropriations of \$19,530,082, and reimbursements of \$18,516,937, resulting in net expenditures of \$1,013,145. Estimated revenues are \$1,013,145, providing a balanced budget without any General Fund Contribution.

The \$191,015 decrease in appropriations was a net result of a decrease in salaries and benefits of \$165,794, a decrease in services and supplies of \$971,936, an increase in capital assets of \$1,377,846, and an increase in Inter / Intra reimbursements of \$431,131.

The salary and benefits decrease are due to various benefit adjustments. The service and supply decrease is mainly due to the organizational structure change within ITD. Through FY 2013-14, ITD had three separate Appropriation Units, which resulted in inter-appropriation unit charges. With ITD becoming a single Appropriation Unit in FY 2014-15, these inter-appropriation unit charges no longer apply. There is a large increase in capital asset expenditure; as ITD is beginning its first phase of infrastructure replacement after a decade hiatus. This also is what accounts for the increase in Inter / Intra reimbursements.

The Information Technology Department (ITD) remains a zero General Fund Contribution department where the Department's budget is solely based on the revenue generated through the services rendered to its clients. The FY 2014-15 Recommended Budget change from the FY 2013-14 Adopted Budget reduced total appropriations by approximately \$191,015.

Budget Impacts

ITD has completed the first phase of a reorganization. Total staff count remains unchanged.

FY 2014-15 reflects \$1,220,845 in ITD infrastructure replacement expenditures that will be funded via pass through charges to ITD customers. These do not include ITD Facility projects submitted to Capital Improvement Committee (CIC).

The Auditor's Office have worked with ITD to increase reporting capabilities within the County Advantage system at both cost center and ITD organizational structures levels. This combined with ITD's implementation of a new service management tool, will provide support documentation towards future fiscal impacts.

Prior Year Accomplishments

Accomplishments are included at the unit level.

Budget Year Goals

Accomplishments are included at the unit level.

Pending Issues

ITD, working with Emergency Communications Department, needs to secure new radio frequencies to be able to complete the implementation of the NGEN (next generation radio system).

ITD will be working in collaboration with Economic Development and RMA Public Works to develop a Broadband Policy to expand fiber throughout the County to help business retention, expansion and attraction.

If the Records Retention Policy is approved by the Board of Supervisors in FY 2013-14, each department will return to the Board with their department implementation plan.

ITD is continuing to negotiate with Comcast on County franchise agreement fees and on continued use of Institutional Network (I-net) at no cost to County.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted	Fund Code	Org Code
IT Systems (INF002)	237,893	202,058	202,058	0	0	(202,058)	001	1930_8137
Records Retention (INF004)	48,499	24,000	24,000	0	0	(24,000)	001	1930_8139
Telecommunication (INF001)	1,164,540	978,102	978,102	0	0	(978,102)	001	1930_8140
ITD Administration (INF002)	0	0	0	904,492	904,492	904,492	001	1930_8432
Applications (INF002)	0	0	0	584,181	584,181	584,181	001	1930_8433
Customer Service (INF002)	0	0	0	(1,693,710)	(1,693,710)	(1,693,710)	001	1930_8434
Enterprise Operations (INF002)	0	0	0	704,082	704,082	704,082	001	1930_8435
Infrastructure (INF002)	0	0	0	(531,869)	(531,869)	(531,869)	001	1930_8436
Security (INF002)	0	0	0	(344,746)	(344,746)	(344,746)	001	1930_8437
Information Technology Dept. (INF002)	0	0	0	1,390,715	1,390,715	1,390,715	001	1930_8439
Subtotal	\$1,450,932	\$1,204,160	\$1,204,160	\$1,013,145	\$1,013,145	(191,015)		

Units

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
IT Systems	237,893	202,058	202,058	0	0	(202,058)
Records Retention	48,499	24,000	24,000	0	0	(24,000)
Telecommunication	1,164,540	978,102	978,102	0	0	(978,102)
ITD Administration	0	0	0	904,492	904,492	904,492
Applications	0	0	0	584,181	584,181	584,181
Customer Service	0	0	0	(1,693,710)	(1,693,710)	(1,693,710)
Enterprise Operations	0	0	0	704,082	704,082	704,082
Infrastructure	0	0	0	(531,869)	(531,869)	(531,869)
Security	0	0	0	(344,746)	(344,746)	(344,746)
Information Technology Dept.	0	0	0	1,390,715	1,390,715	1,390,715
Subtotal	\$1,450,932	\$1,204,160	\$1,204,160	\$1,013,145	\$1,013,145	(191,015)

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
12E18	DIRECTOR OF INFORMATION TECHNOLOGY	1.00	1.00	1.00	0.00
14B32	SENIOR PERSONNEL ANALYST	1.00	1.00	1.00	0.00
14C31	MANAGEMENT ANALYST III	1.00	1.00	1.00	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	1.00	1.00	1.00	0.00

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
14K21	DIVISION MANAGER	0.00	3.00	3.00	0.00
14K52	CHIEF SECURITY AND PRIVACY OFFICER	1.00	1.00	1.00	0.00
16C23	INFORMATION TECHNOLOGY SUPERVISOR	0.00	3.00	3.00	0.00
16C45	SOFTWARE PROGRAMMER ANALYST III	8.00	8.00	9.00	1.00
16C55	SYSTEMS PROGRAMMER ANALYST III	25.00	23.00	21.00	-2.00
16C89	INFORMATION TECHNOLOGY BUSINESS MANAGER	3.00	3.00	3.00	0.00
16C92	ASSISTANT DIRECTOR OF INFORMATION TECHNOLOGY	1.00	0.00	0.00	0.00
16C99	PROGRAMMER ANALYST-CONFIDENTIAL	4.00	4.00	4.00	0.00
16D25	DATABASE ADMINISTRATOR III	2.00	2.00	2.00	0.00
16E25	SECURITY ANALYST III	2.00	1.00	1.00	0.00
16G25	GIS ANALYST III	2.00	2.00	2.00	0.00
20B11	ACCOUNTANT II	2.00	2.00	2.00	0.00
20B93	FINANCE MANAGER II	1.00	1.00	1.00	0.00
41N25	NETWORK SYSTEMS ENGINEER III	6.00	5.00	5.00	0.00
43A22	ENGINEERING AIDE III	1.00	1.00	1.00	0.00
43G01	INFORMATION TECHNOLOGY MANAGER	5.00	4.00	4.00	0.00
43G04	IT PROJECT MANAGEMENT ANALYST III	0.00	1.00	2.00	1.00
43L18	COMMUNICATIONS TECHNICIAN III	8.00	8.00	8.00	0.00
43L28	TELECOMMUNICATIONS TECHNICIAN III	5.00	4.00	4.00	0.00
43L35	TELECOMMUNICATIONS SPECIALIST III	2.00	2.00	1.00	-1.00
43L36	TELECOMMUNICATIONS SPECIALIST IV	0.00	1.00	1.00	0.00
43M35	INFORMATION TECHNOLOGY SUPPORT TECHNICIAN III	7.00	7.00	7.00	0.00
43N26	DATA CENTER OPERATIONS TECHNICIAN III	6.00	6.00	6.00	0.00
43N80	DATA CENTER OPERATIONS SUPERVISOR	1.00	1.00	1.00	0.00
43P40	GRAPHICS ART TECHNICIAN	2.00	1.00	1.00	0.00
43P80	SENIOR GRAPHICS EQUIPMENT OPERATOR	1.00	0.00	0.00	0.00
43P86	GENERAL SERVICES SUPERVISOR	1.00	0.00	0.00	0.00
70F79	WAREHOUSE WORKER	4.00	3.00	3.00	0.00
70F80	SENIOR STOREKEEPER	1.00	1.00	1.00	0.00
70F82	SUPERVISING WAREHOUSE WORKER	1.00	1.00	1.00	0.00
70F83	SENIOR WAREHOUSE WORKER	1.00	0.00	0.00	0.00
80A32	SENIOR SECRETARY	1.00	1.00	1.00	0.00
80E80	PRINCIPAL OFFICE ASSISTANT	0.00	0.00	1.00	1.00
80G21	DATA ENTRY OPERATOR II	1.00	0.00	0.00	0.00
80J30	ACCOUNTING TECHNICIAN	4.00	4.00	4.00	0.00
Total		113.00	108.00	108.00	0.00

Information Technology

IT Systems

(Unit 8137— Fund 001)

Source of Funds

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Use of Funds

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Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	8,733,018	9,713,357	9,713,357	0	0	(9,713,357)
Services and Supplies	3,778,887	3,773,517	3,369,153	0	0	(3,773,517)
Other Charges	(12,698,600)	(13,320,816)	(12,916,452)	0	0	13,320,816
Capital Assets	424,587	36,000	36,000	0	0	(36,000)
Subtotal	\$237,893	\$202,058	\$202,058	\$0	\$0	(202,058)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Charges for Services	254,694	202,058	202,058	0	0	(202,058)
Miscellaneous Revenues	10,845	0	0	0	0	0
Subtotal	\$265,539	\$202,058	\$202,058	\$0	\$0	(202,058)
General Fund Contributions	(\$27,646)	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$237,893	\$202,058	\$202,058	\$0	\$0	(202,058)

Unit Description

The Information Technology Department (ITD) has the Customer Service Division (CSD) and Security Division (SD) assigned to this Unit.

CSD provides the planning, acquisition, operation, technical support services, and coordinates the installation and maintenance of hardware and software functions for the countywide information system infrastructure and applications; and provides County departments data collection, storage, and processing needs. Included are responsibilities in communicating the strategic direction and associated costs for countywide technology; establishment and implementation of best practices for efficient and cost effective standards; computer data center operations; and providing e-mail and internet access.

The SD is headed by the Chief Security and Privacy Officer and promotes best practices in the protection of critical services and

information; which includes: conducting regular security vulnerability assessments and audits to evaluate compliance with the established policies and regulations governing information technology equipment, networks, and processing; forensic audits and investigations of electronic security incidents; and management of the countywide antivirus software deployment and updates; intrusion detection and analysis; and malware detection and eradication programs. The Division provides security awareness training for all County personnel.

Prior Year Accomplishments

Accomplishments for this unit are included at the department level.

Budget Year Goals

Replace the outdated Service Desk software with current technology Service Desk software that integrates with service billing and timekeeping.

Records Retention

(Unit 8139— Fund 001)

Source of Funds

Use of Funds

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Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	282,156	284,502	284,502	0	0	(284,502)
Services and Supplies	228,341	225,814	225,814	0	0	(225,814)
Other Charges	(461,998)	(486,316)	(486,316)	0	0	486,316
Subtotal	\$48,499	\$24,000	\$24,000	\$0	\$0	(24,000)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Charges for Services	0	24,000	24,000	0	0	(24,000)
Miscellaneous Revenues	7,964	0	0	0	0	0
Subtotal	\$7,964	\$24,000	\$24,000	\$0	\$0	(24,000)
General Fund Contributions	\$40,535	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$48,499	\$24,000	\$24,000	\$0	\$0	(24,000)

Unit Description

The Information Technology Department (ITD) Records Retention Division (RRD) provides countywide consolidated storage and retrieval of hard copy documents and secure confidential document destruction services to obtain efficiencies and cost effectiveness in storage and document destruction activities.

The Records Retention Center (RRC) utilizes a Records Management computer system to manage and access storage records. The system facilitates the process by storing information, such as the description of the records, their owner, retention period, and storage location.

Budget Year Goals

Increase our revenue stream by reallocating space within the records center warehouse enabling us to rent that space to other County departments and project teams. This will not only allow the RRC to increase revenues but will assist those departments and teams in meeting project timelines and service delivery goals. Assist in the development of standard Record Retentions Policies and assist supported departments in implementing those policies as they are adopted.

Telecommunication

(Unit 8140— Fund 001)

Source of Funds

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Use of Funds

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Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	2,482,397	2,766,309	2,766,309	0	0	(2,766,309)
Services and Supplies	2,072,241	2,490,467	2,490,467	0	0	(2,490,467)
Other Charges	(3,615,236)	(4,278,674)	(4,278,674)	0	0	4,278,674
Capital Assets	225,138	0	0	0	0	0
Subtotal	\$1,164,540	\$978,102	\$978,102	\$0	\$0	(978,102)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Licenses, Permits, and Franchises	291,989	0	0	0	0	0
Revenue from Use of Money & Property	89,134	0	0	0	0	0
Charges for Services	349,044	502,302	502,302	0	0	(502,302)
Miscellaneous Revenues	771	475,800	475,800	0	0	(475,800)
Subtotal	\$730,939	\$978,102	\$978,102	\$0	\$0	(978,102)
General Fund Contributions	\$433,601	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$1,164,540	\$978,102	\$978,102	\$0	\$0	(978,102)

Unit Description

The Information Technology Department (ITD) Telecommunications Division (TD) provides countywide planning, acquisition, deployment, operation, support, and maintenance of communication systems and networks.

TD functions include the following: communicate the strategic direction and associated costs for countywide technology; expand and maintain the telephone system; supply voicemail and automated call distribution services; operate the mobile radio and emergency services communication systems; plan and oversee the installation and termination of communications wiring and cables; operate and manage microwave facilities; upgrade, expand, and maintain the Wide Area/Local Area Networks (WAN/LAN) data network; operate and expand the Institutional Network (I-NET); manage audio and video streaming and videoconferencing capabilities; provide technical support services; implement cost-

effective communication technologies; and the administration, production and broadcast of County television channel programming and cable television franchises.

Prior Year Accomplishments

Accomplishments for this unit are included at the department level.

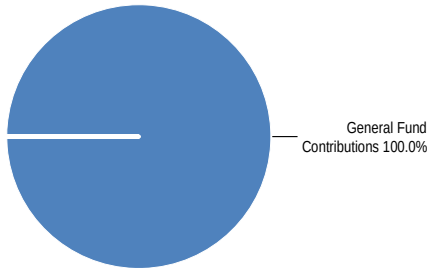
Budget Year Goals

Engage with telecom consultant to assist with independent review and examination of records and activities to assess the compliance of telecom service providers with telecommunication contracts and State and Federal Tariffs. This project will be initiated as a joint effort with the County Administrative Office and will require participation from and all County Departments to ensure that telecom charges are accurate and reflect the services that are required to support operations.

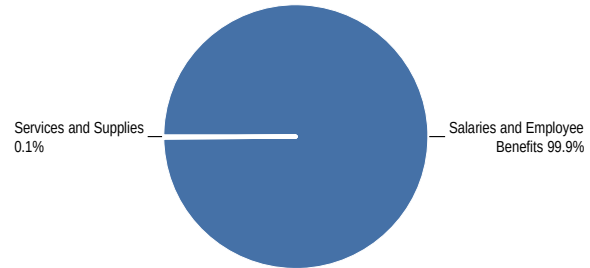
ITD Administration

(Unit 8432— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	0	0	0	903,304	903,304	903,304
Services and Supplies	0	0	0	1,188	1,188	1,188
Subtotal	\$0	\$0	\$0	\$904,492	\$904,492	904,492

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$0	\$0	\$0	\$904,492	\$904,492	904,492
Total Source of Funds	\$0	\$0	\$0	\$904,492	\$904,492	904,492

Unit Description

The Administration Division is comprised of Fiscal and Human Resources.

Fiscal is responsible for ITD financial aspects. This includes budget preparation, tracking of actual transactions and how they compare to budget, and forecasting based upon analysis. Capital infrastructure needs and asset tracking are also under this section of ITD.

Human Resources (HR) partners collaborate with IT management to provide diverse talent management & recruitment services; the development and retention of staff; and other HR support services such as benefits & timekeeping coordination.

Prior Year Accomplishments

FISCAL: Completed set-up of new ITD organizational structure and cost center structures to align with ITD business practice and allow tracking and report capabilities by division and all sections underneath. Assisted with replacement and design of service management tool and internal ITD Data Warehouse for direct capture of billing and cost accounting information interface with

County Advantage system. Completed processes, necessary approvals and implementation requirements for ITD to become an Internal Service Fund (or equivalent).

HUMAN RESOURCES: With regard to Talent Management & Recruitment: Successfully hired three division managers at the executive level; staffed the newly created Project Management Office; and hired a variety of other staff at various management, professional, paraprofessional, and technical levels.

Budget Year Goals

FISCAL: Work with Auditors to ensure proper tracking of all ITD transactions by Cost Center and ITD organizational structure in the County system of record. Complete set up of new billing structure in ITD Data Warehouse. Work with ServiceNow to set up all asset tracking. Work with Auditor-Controller's office to set up new funds for ISF (or equivalent). Track all ITD infrastructure replacement expenditures.

HUMAN RESOURCES: Collaborate with IT Management to ensure performance evaluation completion metrics improve to the goal of 75%.

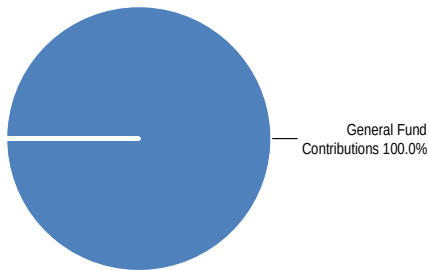
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
14B32	SENIOR PERSONNEL ANALYST	1.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	1.00
20B11	ACCOUNTANT II	2.00
20B93	FINANCE MANAGER II	1.00
80J30	ACCOUNTING TECHNICIAN	4.00
Total		9.00

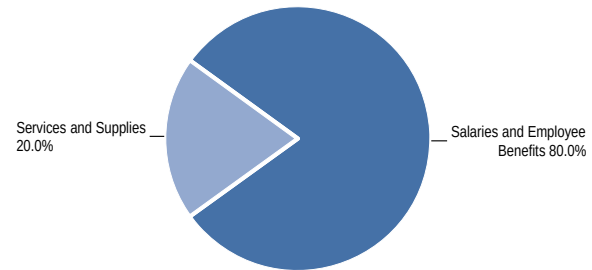
Applications

(Unit 8433— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	0	0	0	2,558,133	2,558,133	2,558,133
Services and Supplies	0	0	0	637,808	637,808	637,808
Other Charges	0	0	0	(2,611,760)	(2,611,760)	(2,611,760)
Subtotal	\$0	\$0	\$0	\$584,181	\$584,181	584,181

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Charges for Services	0	0	0	120	120	120
Subtotal	\$0	\$0	\$0	\$120	\$120	120
General Fund Contributions	\$0	\$0	\$0	\$584,061	\$584,061	584,061
Total Source of Funds	\$0	\$0	\$0	\$584,181	\$584,181	584,181

Unit Description

The Applications Division is comprised of Applications and Financial Systems support.

APPLICATIONS: Provides services to develop and maintain software applications including database design for open systems and mainframe environments. Other services include support and commercial software evaluation.

Web services include development and maintenance of the Monterey County website and many of the individual department sites, as well as graphic services for website and logo design.

GIS services include maintenance of the County Geo Database as well as development of additional layers of specific GIS data. This team also provides GIS analytical services and map development.

FINANCIAL SYSTEMS: This is the Enterprise Resource Planning (ERP) IT Team which provides information technology services for the ERP systems and applications, ensuring that the technical aspects of the ERP applications are functioning effectively and efficiently in support of the County's financial processing and the County Auditor-Controller's business operations.

Prior Year Accomplishments

APPLICATIONS: Took a major step toward the goal of increasing the usage of SharePoint as a countywide collaboration application. The SharePoint 2013 version was made available to the development team to identify the governance rules that will be updated to support the new environment. This fiscal year five more departments have deployed a SharePoint site bringing the total to 14, or half the departments in the County.

Web Services met with multiple County departments, and the staff of several members of the Board of Supervisors; conducted a public survey on the County website and received almost two hundred responses to create requirements and an initial design for the new County website. It is anticipated that the new design will be implemented by July 1 creating a new portal for the County of Monterey website.

A second goal was accomplished with the purchase and implementation of a website content management system available for countywide use to maintain the website.

A third goal was achieved as part of the design of the new website portal is to provide social networking functionality including constituent reporting and tracking of requests.

In GIS Services the GIS Data Sharing policy was passed by the Board of Supervisors (BOS), which allowed for the expansion of GIS data available to the public in its basic form for free, and fees were established for GIS services requested outside the basic shape data. The First Annual GIS Showcase was held to promote GIS usage in supporting business needs and practices of County departments.

FINANCIAL SYSTEMS: Continued support in the ERP operational area for day-to-day budgeting, as well as financial and payroll operations of the Auditor-Controller's Office. Additionally, the upgrade of the Learning Development Network to LMS 9.2 was implemented, Legacy Payroll History was migrated from the mainframe to the ERP technology platform, with Legacy Payroll Master, Payroll Details and Time Records to follow. Database server memory was increased, and work began on both the expansion of capacity of the ERP storage array, and project definition for the upgrade of ERP to Advantage 3.10.

Budget Year Goals

APPLICATIONS: Plans to implement SharePoint 2013 countywide, while focusing on the workflow functionality that is a key feature in this release level. Applications further plans to establish a standard for Business Intelligence and analytical software as well as focus on mobile application development including the use of responsive design.

Web Services will propagate a standardized view of the entire County website utilizing the functionality of the content

management system to provide a consistent look throughout all website pages. Provide additional e-government services through the website including additional online service payment.

GIS Services will conduct the Second Annual GIS Showcase focusing on additional department uses of GIS. Exploit additional online GIS services available to the County through current licensing capabilities. Establish GIS as a self-supporting cost.

FINANCIAL SYSTEMS: Need to prepare the ERP system environments for the end of life of Windows Server and Active Directory 2003, and maintain 100% on time disbursements and 100% four hour resolution time of system availability issues. Also ERP hardware/software needs to be refreshed, and the ERP system environment needs to be upgraded to utilize virtualized technology. Team needs to maintain 100% on time completion of deliverables for systems and application support services for the integration of the upgraded ERP with other County applications and the applications of the County's business partners.

Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
16C45	SOFTWARE PROGRAMMER ANALYST III	8.00
16C55	SYSTEMS PROGRAMMER ANALYST III	1.00
16C89	INFORMATION TECHNOLOGY BUSINESS MANAGER	2.00
16C99	PROGRAMMER ANALYST-CONFIDENTIAL	4.00
16D25	DATABASE ADMINISTRATOR III	2.00
16G25	GIS ANALYST III	2.00
43P40	GRAPHICS ART TECHNICIAN	1.00
Total		20.00

Customer Service

(Unit 8434— Fund 001)

Source of Funds

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Use of Funds

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Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	0	0	0	3,327,929	3,327,929	3,327,929
Services and Supplies	0	0	0	39,102	39,102	39,102
Other Charges	0	0	0	(5,060,741)	(5,060,741)	(5,060,741)
Subtotal	\$0	\$0	\$0	(\$1,693,710)	(\$1,693,710)	(1,693,710)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$0	\$0	\$0	(\$1,693,710)	(\$1,693,710)	(1,693,710)
Total Source of Funds	\$0	\$0	\$0	(\$1,693,710)	(\$1,693,710)	(1,693,710)

Unit Description

The Customer Support Division offers a portfolio of IT services that includes Desktop Management, Service Desk, and Project Management. These complementary services provide fundamental information technology capabilities vital to our customers.

DESKTOP MANAGEMENT: Provides for PC lifecycle management including the planning, acquisition, installation, support, maintenance and replacement of PC-based hardware and software.

IT SERVICE DESK: Serves as a single point-of-contact for requesting IT services, technical support and the dissemination of IT systems status and availability information.

PROJECT MANAGEMENT OFFICE (PMO): Guides projects through the complete project management lifecycle utilizing best practices, and develops tools/processes to foster consistent, repeatable and measurable project outcomes.

Prior Year Accomplishments

SERVICE DESK: Replaced outdated Service Desk software with current IT Service Management (ITSM) solution capable of integrating IT service request handling, billing and time tracking.

DESKTOP MANAGEMENT: Handled 2502 Incidents and 5832 Work Orders in keeping desktop and client applications connected and functional. Deployed a system configuration management solution to all County PCs, enabling the remote installation and update of software applications, centralized asset tracking, and ongoing management of security patches and updates.

PROJECT MANAGEMENT OFFICE (PMO): Was established and began development of formalized project management standards, practices and processes. Completed processes, necessary approvals and implementation requirements for ITD to become an Internal Service Fund (or equivalent).

Budget Year Goals

SERVICE DESK: Enhance service delivery to ITD customers through the successful implementation of ServiceNow's suite of IT Service Management tools. Transform IT Service Desk by building a tiered support structure capable of providing first call resolution (FCR). Objective for FY 2014-15 is FCR rate of at least 20% for incoming service requests.

DESKTOP MANAGEMENT: Successfully processed 2,521 Incidents and 6,061 Work Orders in keeping desktop and client applications connected and functional.

PROJECT MANAGEMENT (PMO): Develop project review 'gates' and project management framework(s) for County technology projects. No less than 80% of PMO-managed projects delivered on time, within budget and meeting original goals.

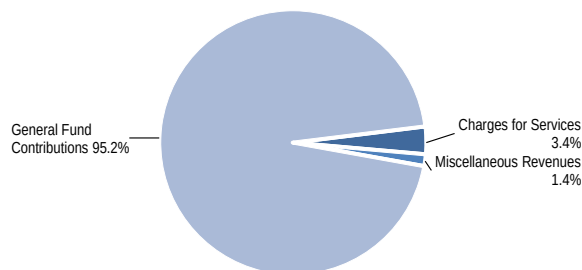
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
14K21	DIVISION MANAGER	1.00
16C23	INFORMATION TECHNOLOGY SUPERVISOR	2.00
16C45	SOFTWARE PROGRAMMER ANALYST III	1.00
16C55	SYSTEMS PROGRAMMER ANALYST III	14.00
16C89	INFORMATION TECHNOLOGY BUSINESS MANAGER	1.00
43G01	INFORMATION TECHNOLOGY MANAGER	1.00
43G04	IT PROJECT MANAGEMENT ANALYST III	2.00
	INFORMATION TECHNOLOGY SUPPORT TECHNICIAN	
43M35	III	6.00
Total		28.00

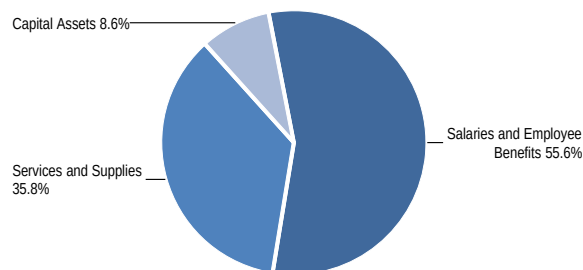
Enterprise Operations

(Unit 8435— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	0	0	0	2,078,400	2,078,400	2,078,400
Services and Supplies	0	0	0	1,336,078	1,336,078	1,336,078
Other Charges	0	0	0	(3,031,527)	(3,031,527)	(3,031,527)
Capital Assets	0	0	0	321,131	321,131	321,131
Subtotal	\$0	\$0	\$0	\$704,082	\$704,082	704,082

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Charges for Services	0	0	0	23,621	23,621	23,621
Miscellaneous Revenues	0	0	0	10,000	10,000	10,000
Subtotal	\$0	\$0	\$0	\$33,621	\$33,621	33,621
General Fund Contributions	\$0	\$0	\$0	\$670,461	\$670,461	670,461
Total Source of Funds	\$0	\$0	\$0	\$704,082	\$704,082	704,082

Unit Description

The Enterprise Operations Division is comprised of Enterprise Distributed Services (EDS), Data Center Operations (DCO), Records Retention (RRC), and Facilities and Procurement (F&P).

EDS is responsible for analyzing, developing, providing, and supporting the County's essential infrastructure and services such as email, centralized data storage, remote network access, directory services and server hosting, in a cost effective, secure and adaptive environment that can evolve with changing County needs.

DCO is responsible for maintaining and operating enterprise systems and application platforms such as Criminal Justice Information System, Payroll, Financial, HRM, and Social Services applications. They also oversee off site data storage.

RRC provides a highly secure, environmentally sound, seismic structurally tested, cost effective solution for the storage, retrieval, management and destruction of paper files, charts, drawings, blueprints, etc., that must be retained for audit, legal, fiscal or administrative needs.

F&P is responsible for providing logistical support and sourcing sources for IT related goods and services to all County Agencies and operating the County's central IT Warehouse facility. In addition this group oversees the functionality of IT Facilities, including Backup Generators, HVAC, and UPS systems.

Prior Year Accomplishments

EDS: Implemented PhoneFactor, a two factor remote authentication for access to County information assets leveraging currently owned equipment at a lower cost. Upgraded the County's decade old storage subsystem to a state-of-the-industry system allowing for faster and more robust data storage and retrieval. Implemented a VMWare Server Virtualization environment which reduced the number of physical servers hosted in the Data Center, reducing server power and cooling requirements, while enabling quicker and more cost effective deployment of servers in support of County business requirements.

DCO: Developed and implemented procedures for the planned retirement of mainframe legacy hardware, software and applications.

RRC: Assumed responsibility for storing 1,800 historical record books for the County Clerk. Assumed responsibility for storing 2,000 boxes containing 20,000 x-ray files in support of NMC. Oversaw the development of the County's Record Management Policy (RMP).

F&P: Assisted in the procurement, receipt, and issuing of 1,300 new computers, tablets and laptops in support of the retirement of Windows XP operating system from County's computers. Provided over 3,500 quotes to County departments for IT related hardware and software, and reviewed all IT procurement requests submitted through the County ERP system by County departments.

Budget Year Goals

EDS: Migrate all County users from end of life Active Directory 2003 to Active Directory 2012.

Replace aging data backup technology with modern state of the market tape storage technology. Implement an email archiving and forensic toolkit in support of County RMP.

DCO: Complete the retirement of the County's legacy mainframe system and removal of related hardware and media.

RRC: Increase the efficiency of records storage to 75% of capacity. Implement the County's Records Management Program.

F&P: Plan the replacement of HVAC systems in the Data Center. Facilitate the move of the ERP Project Team to offices in the RRC. Implement lease financing solutions in support of the IT Five-Year and County Capital Improvement Plan.

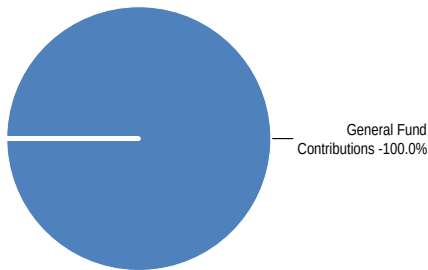
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
14K21	DIVISION MANAGER	1.00
16C23	INFORMATION TECHNOLOGY SUPERVISOR	1.00
16C55	SYSTEMS PROGRAMMER ANALYST III	5.00
	INFORMATION TECHNOLOGY SUPPORT TECHNICIAN	
43M35	III	1.00
43N26	DATA CENTER OPERATIONS TECHNICIAN III	6.00
43N80	DATA CENTER OPERATIONS SUPERVISOR	1.00
70F79	WAREHOUSE WORKER	3.00
70F80	SENIOR STOREKEEPER	1.00
70F82	SUPERVISING WAREHOUSE WORKER	1.00
Total		20.00

Infrastructure

(Unit 8436— Fund 001)

Source of Funds



Use of Funds

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Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	0	0	0	2,995,276	2,995,276	2,995,276
Services and Supplies	0	0	0	2,055,906	2,055,906	2,055,906
Other Charges	0	0	0	(6,424,671)	(6,424,671)	(6,424,671)
Capital Assets	0	0	0	800,571	800,571	800,571
Other Financing Uses	0	0	0	41,049	41,049	41,049
Subtotal	\$0	\$0	\$0	(\$531,869)	(\$531,869)	(531,869)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Licenses, Permits, and Franchises	0	0	0	325,000	325,000	325,000
Revenue from Use of Money & Property	0	0	0	91,775	91,775	91,775
Charges for Services	0	0	0	380,000	380,000	380,000
Miscellaneous Revenues	0	0	0	182,300	182,300	182,300
Subtotal	\$0	\$0	\$0	\$979,075	\$979,075	979,075
General Fund Contributions	\$0	\$0	\$0	(\$1,510,944)	(\$1,510,944)	(1,510,944)
Total Source of Funds	\$0	\$0	\$0	(\$531,869)	(\$531,869)	(531,869)

Unit Description

The Infrastructure Division provides IT infrastructure capabilities essential for County's business communication needs. It focuses on offering backbone services which include network, telephone, microwave communication and land mobile radio for public safety. It keeps the County connected by operating the County's critical communication framework, and designing resilient, competitive and affordable technologies.

The Division has three units: Data Network, Telecommunication and Radio Communication.

DATA NETWORK: Is tasked to build and support a secure, reliable and scalable County local and wide area network, and to offer a unified Internet Protocol (IP) foundation on which emerging applications can be based upon.

TELECOMMUNICATION: Offers voice collaboration services by offering efficient voice communication system that provides a seamless experience for County users and keep our organizations in touch.

RADIO COMMUNICATIONS: Provides end-to-end wireless systems service including Land Mobile Radio and microwave communication with a focus on serving regional public safety agencies.

Prior Year Accomplishments

DATA NETWORK: Completed numerous network segment expansions, equipment deployment and optimization for Jail, State of California local C-IV call center, Probation Department expansion, Human Resources new training facilities and many other locations. Completed the implementation of AT&T leased fiber for over ten County public free libraries and upgraded the County's primary and secondary Internet connections to 100Mbps.

TELECOMMUNICATION: Upgraded County telephone system, fax, voice mail and call center software to ensure reliable, feature rich voice applications for County users.

RADIO COMMUNICATIONS: Resolved major Very High Frequency (VHF) frequency problems for the Next Generation Radio Analog Overlay project's Law and Fire subsystems.

Budget Year Goals

DATA NETWORK: Identify and remove major network performance bottlenecks by introducing next generation enterprise firewall, replacing aging but critical network core backbone devices. Evaluate, and redesign County wireless network; deploy user friendly and cost effective wireless network at multiple County pilot locations

TELECOMMUNICATION: Begin multi-year upgrade of County's Telecommunications system in order to provide reliable and cost-effective voice communications infrastructure that leverages VoIP technology.

RADIO COMMUNICATIONS: Implement the Next Generation Radio Analog Overlay system to support the public safety agency users by completing 60% of site development tasks by December 2014 and 100% by July 2015.

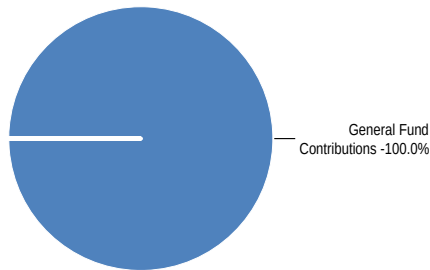
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
14C31	MANAGEMENT ANALYST III	1.00
14K21	DIVISION MANAGER	1.00
41N25	NETWORK SYSTEMS ENGINEER III	5.00
43A22	ENGINEERING AIDE III	1.00
43G01	INFORMATION TECHNOLOGY MANAGER	3.00
43L18	COMMUNICATIONS TECHNICIAN III	8.00
43L28	TELECOMMUNICATIONS TECHNICIAN III	4.00
43L35	TELECOMMUNICATIONS SPECIALIST III	1.00
43L36	TELECOMMUNICATIONS SPECIALIST IV	1.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.00
Total		26.00

Security

(Unit 8437— Fund 001)

Source of Funds



Use of Funds

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Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	0	0	0	428,472	428,472	428,472
Services and Supplies	0	0	0	329,076	329,076	329,076
Other Charges	0	0	0	(1,233,327)	(1,233,327)	(1,233,327)
Capital Assets	0	0	0	131,033	131,033	131,033
Subtotal	\$0	\$0	\$0	(\$344,746)	(\$344,746)	(344,746)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Charges for Services	0	0	0	129	129	129
Subtotal	\$0	\$0	\$0	\$129	\$129	129
General Fund Contributions	\$0	\$0	\$0	(\$344,875)	(\$344,875)	(344,875)
Total Source of Funds	\$0	\$0	\$0	(\$344,746)	(\$344,746)	(344,746)

Unit Description

Information Security assists County business with assuring the availability of its information through the proper management of security risks to its information assets, actively monitoring those assets for compromise, and leading the effective business recovery of information assets that have been compromised.

Budget Year Goals

Train departments to better monitor their systems and use tools to discover malicious activity. Increase the success percentage for social engineering.

Prior Year Accomplishments

Scored 94% success in social engineering exercises for County employees. Processed over 1/2 million intrusion events, responded to 186 security incidents, and pulled 77 systems that were infected by serious malware out of service preventing County data from being stolen.

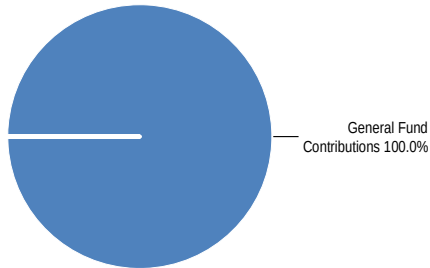
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
14K52	CHIEF SECURITY AND PRIVACY OFFICER	1.00
16C55	SYSTEMS PROGRAMMER ANALYST III	1.00
16E25	SECURITY ANALYST III	1.00
Total		3.00

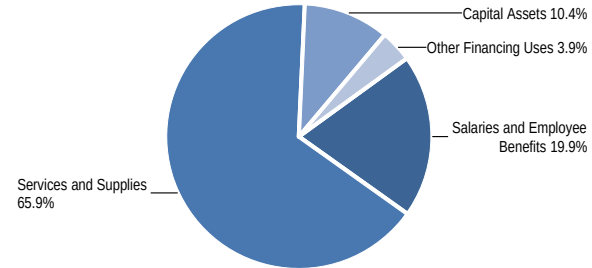
Information Technology Dept.

(Unit 8439— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	0	0	0	306,860	306,860	306,860
Services and Supplies	0	0	0	1,017,978	1,017,978	1,017,978
Other Charges	0	0	0	(154,911)	(154,911)	(154,911)
Capital Assets	0	0	0	161,111	161,111	161,111
Other Financing Uses	0	0	0	59,677	59,677	59,677
Subtotal	\$0	\$0	\$0	\$1,390,715	\$1,390,715	1,390,715

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Charges for Services	0	0	0	200	200	200
Subtotal	\$0	\$0	\$0	\$200	\$200	200
General Fund Contributions	\$0	\$0	\$0	\$1,390,515	\$1,390,515	1,390,515
Total Source of Funds	\$0	\$0	\$0	\$1,390,715	\$1,390,715	1,390,715

Unit Description

The ITD Unit is in place to account for costs not directly related to any of the other specific organizational Units. Executive management costs are captured here, as well as certain facility expenses.

Prior Year Accomplishments

Completed ITD infrastructure replacement plan, received departmental approval of projects and developed funding strategy for replacement plan.

Budget Year Goals

Work collaboratively with RMA and Economic Development to develop Broadband Policy and fiber expansion plan.

Work with Monterey Community Health Initiative to support / connect four countywide hospitals to meet Federal Health Initiative mandate.

Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
12E18	DIRECTOR OF INFORMATION TECHNOLOGY	1.00
80A32	SENIOR SECRETARY	1.00
Total		2.00

District Attorney

The District Attorney is responsible for attending the courts and conducting all criminal prosecutions. The District Attorney is a State Constitutional Officer when prosecuting crimes defined under State law. The Office additionally provides legal advice to all law enforcement agencies and provides training programs for their personnel, thus increasing the probability of successful prosecutions. The Office also provides extensive ongoing training to staff in the following areas: Mandatory Continuing Legal Education (MCLE); California Peace Officers Standards and Training (POST); information technology; policies and ordinances; conflict resolution; and customer service.

The Office consists of attorneys, investigators, legal support staff and victim advocates. The District Attorney's main office is located in two modular units in the City of Salinas, with a branch office in Monterey. A Marina property houses the workers' compensation, auto fraud and the welfare fraud units.

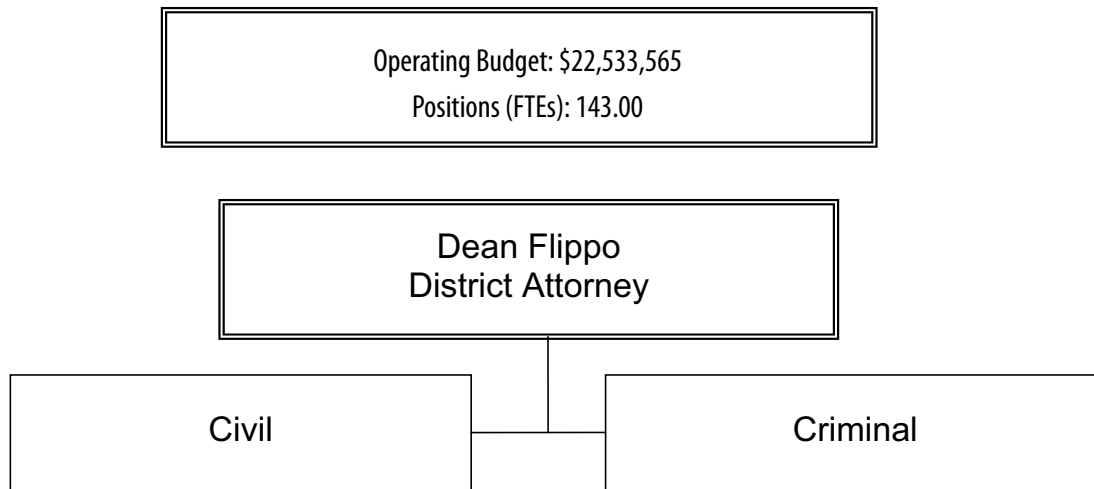
Under the leadership of District Attorney Dean Flippo, the Office is engaged in numerous community and multi-agency projects to protect and enhance public safety. Units within the Office are as follows:

CIVIL UNIT: The Consumer Protection Unit handles both civil and criminal enforcement to include cases involving fraud in telemarketing, mail solicitation, charity fundraising, false sweepstakes, retail false advertising, pyramid schemes, real estate and investment transactions, securities, drug and healthcare claims, warranties, insurance packing, internet auctions and purchases, and schemes targeting senior citizens or immigrant communities.

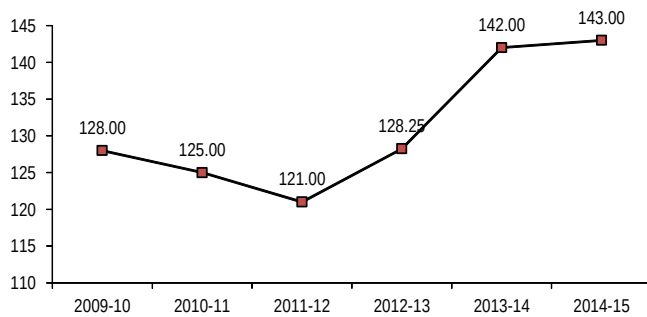
The Environmental Protection Unit enforces laws to protect our local environment. Cases involve hazardous material and hazardous waste violations, pollution, and other areas that impact the health of our community. Successful conclusion of consumer and environmental cases will often involve collaboration with multiple agencies or counties throughout the State. The Consumer and Environmental Protection units open approximately 200 cases annually for investigation.

CRIMINAL UNIT: Criminal prosecution consists of multiple programs dedicated to adult and juvenile criminal violations, reviewing and filing thousands of cases every year.

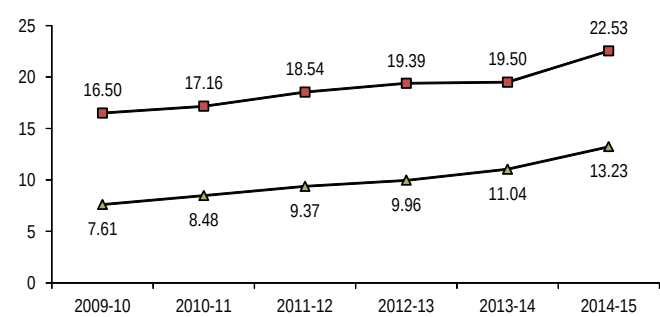




Staffing Trends



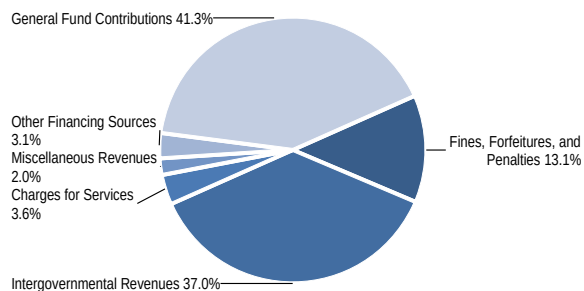
Expenditure/Revenue History (in thousands)



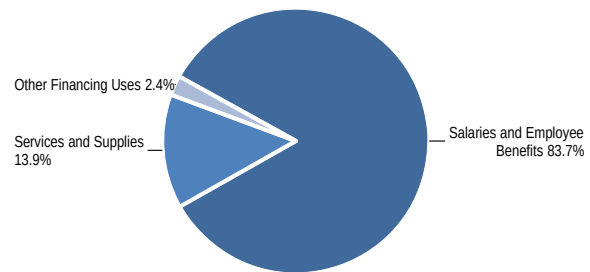
The Truancy Abatement Program and Truancy Court ensure that every child receives an education through secondary school. Restitution for Crimes are the fines or fees to be paid by the defendant. These are for Property Crimes, Court Ordered Fines, or for Victims Restitution.

Key Performance Measures	Actual 2011-12	Actual 2012-13	To Date 2013-14
Truancy: Number of active cases.	6,033	5,604	5,565
Restitution: Court ordered private losses.	\$801,776	\$774,072	\$215,887

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	17,493,656	19,281,212	17,691,769	19,872,641	19,765,410	484,198
Services and Supplies	2,342,117	2,320,703	2,334,787	3,353,727	3,274,310	953,607
Other Charges	(532,642)	(933,391)	(880,130)	(1,071,378)	(1,071,378)	(137,987)
Capital Assets	10,225	0	0	0	0	0
Other Financing Uses	77,888	91,117	348,663	565,223	565,223	474,106
Subtotal	\$19,391,244	\$20,759,641	\$19,495,089	\$22,720,213	\$22,533,565	1,773,924

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	2,167,665	2,906,470	2,293,570	2,940,599	2,940,599	34,129
Revenue from Use of Money & Property	0	0	0	300	300	300
Intergovernmental Revenues	6,740,577	7,884,436	7,619,284	8,328,294	8,328,294	443,858
Charges for Services	589,657	708,060	507,590	820,060	820,060	112,000
Miscellaneous Revenues	9,183	8,500	11,798	453,500	453,500	445,000
Other Financing Sources	456,376	175,117	605,953	688,430	688,430	513,313
Subtotal	\$9,963,459	\$11,682,583	\$11,038,195	\$13,231,183	\$13,231,183	1,548,600
General Fund Contributions	\$9,543,319	\$9,077,058	\$8,456,894	\$9,489,030	\$9,302,382	225,324
Total Source of Funds	\$19,506,778	\$20,759,641	\$19,495,089	\$22,720,213	\$22,533,565	1,773,924

Summary of Recommendation

The Recommended Budget for the Office totals \$22,533,565, financed by \$13,231,183 in program revenue and \$9,302,382 in General Fund Contributions (GFC). The Recommended Budget represents an increase in appropriations of \$1,773,924, financed by \$1,548,600 in revenues and \$225,324 in GFCs. Included in the Recommended Budget is the addition of \$1,007,300 in revenues and appropriations previously budgeted in an external bank account for the witness relocation program and other sensitive accounts. The Recommended Budget also includes \$225,324 in additional GFCs to support the retention of three filled positions, including two felony deputy district attorneys and one investigator position. Due to countywide cost pressures, the Office would not have been able to retain these positions without the additional GFCs.

Budget Impacts

The Recommended Budget includes a reduction of a vacant computer forensic investigator position that will negatively impact

operations support for the Office. Reductions in general operational expenses may also become an issue, but the Office will make every effort to manage within these reduced levels. The Office continues to seek additional funding from both Federal and State sources.

Prior Year Accomplishments

The Gang Prosecution Unit consisting of four prosecutors and one supervisor was involved in many prosecutions of gang members within Monterey County. Recently, the Deputy District Attorneys were responsible for prosecuting approximately 50 individuals arrested in connection with a wiretap operation in cooperation with the Monterey County Sheriff's Office and the Gang Task Force (GTF).

The Child Abuse Unit worked to keep children safe by prosecuting child molesters and child abusers. Two separate cases involving the killing of children under two years old resulted in sentences of 15 years to life and 25 years to life. Several other defendants received lengthy sentences for their crimes against children.

The Workers' Compensation Fraud Unit continues its successful efforts to protect workers from unscrupulous employers who seek to cheat by not carrying mandatory insurance. The unit also successfully investigated and prosecuted individuals suspected of scamming the system to fraudulently secure benefits to which they were not entitled. The unit worked with 30 local and statewide agencies in this effort.

The Automobile Insurance Fraud Unit in FY 2012-13 successfully prosecuted 144 defendants engaged in stolen car fraud rings and economic auto theft as well as other forms of fraud which had an estimated fraud value of over \$1.7 million.

The DUI Vertical Prosecution Unit reviewed over 2,100 DUI cases involving drugs, alcohol, or a combination of both. Many of these cases resulted in death or serious injuries to innocent civilians. To date the unit has secured several multi-year prison terms for persons engaged in this conduct.

The District Attorney's Office is particularly proud of its success in reducing truancy in schools. The number of active cases decreased from 6,033 to 5,604, the number of mediation hearings decreased from 1,700 to 1,422 and the number of juvenile cases filed decreased from 350 to 312.

The District Attorney's Office implemented an up-to-date case tracking system in September 2013, and began the transition from paper, to digital files.

Budget Year Goals

Collaborate with other State and local agencies to devise new approaches to disrupting gang violence. The damage that gang violence inflicts on the County's residents requires law enforcement to keep searching for a coordinated approach to this most pressing problem in our community.

Increase in-house training. To the extent in-house training can meet both mandatory and necessary training of attorneys, investigators and support staff, it will be a far less expensive alternative.

Implementation of the new Case Management System in September 2013 has presented both unique challenges to our staff, as well as the opportunity to revise the way we do business. This

new system will increase productivity for our staff, the services provided to local law enforcement and, ultimately, to enhance public safety.

Pending Issues

CJIS/SUSTAIN: The criminal justice agencies continue to explore all options that will allow an electronic interface to share information for a more efficient and cost effective operation. County justice agencies continue to maintain the current Criminal Justice Information System (CJIS) on the County's mainframe. The current system is obsolete and is no longer adequate.

RELOCATION: We continue to be housed in modular units in both Salinas & Marina, and in office facilities at the Monterey Courthouse. The court has recently delayed the process of constructing new South County facilities. When completed, the County will need to meet this challenge by providing offices for the DA's use as close to the new courthouse as possible. The District Attorney has been located in modular units for approximately 11 years. The issue of appropriate office space for the District Attorneys Office continues to remain one of our most pressing issues.

PAST SERVICE LEVEL REDUCTIONS - IMPACT ON PUBLIC SAFETY:

Despite the improving budget situation for the State over recent months, the complexity and severity of budget issues throughout the State remain a significant risk to the funding of District Attorney programs and raise a cloud of uncertainty around the potential negative impact on our community.

REALIGNMENT: The implementation of AB 109 in October 2011, shifting state prisoners to local authorities, has led to a profound change in how the criminal justice system and the public safety agencies protect the community. The elimination of parole and the return of State prison inmates to local authorities for management will be challenging for the entire County. The long-term impact on the District Attorney's Office remains uncertain.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted	Fund Code	Org Code
Civil (DIS001)	2,062,168	2,973,170	2,333,353	3,053,001	3,053,001	79,831	001	2240_8062
Criminal (DIS001)	17,251,189	17,695,354	16,813,073	19,358,870	19,172,222	1,476,868	001	2240_8063
Criminal (DIS002)	77,888	91,117	348,663	308,342	308,342	217,225	022	2240_8063
Subtotal	\$19,391,244	\$20,759,641	\$19,495,089	\$22,720,213	\$22,533,565	1,773,924		

Units

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Civil	2,062,168	2,973,170	2,333,353	3,053,001	3,053,001	79,831
Criminal	17,329,077	17,786,471	17,161,736	19,667,212	19,480,564	1,694,093
Subtotal	\$19,391,244	\$20,759,641	\$19,495,089	\$22,720,213	\$22,533,565	1,773,924

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
10B04	DISTRICT ATTORNEY	1.00	1.00	1.00	0.00
12A03	CHIEF ASSISTANT DISTRICT ATTORNEY	1.00	1.00	1.00	0.00
12A04	ASSISTANT DISTRICT ATTORNEY	2.00	3.00	3.00	0.00
14C75	ADMINISTRATIVE ASSISTANT TO DISTRICT ATTORNEY	1.00	1.00	1.00	0.00
14C87	VICTIM/WITNESS ASSISTANCE PROGRAM MANAGER	1.00	1.00	1.00	0.00
14G02	MANAGEMENT ANALYST I	1.00	1.00	1.00	0.00
14K60	CHIEF DISTRICT ATTORNEY INVESTIGATOR	1.00	1.00	1.00	0.00
20B10	ACCOUNTANT I	2.00	2.00	2.00	0.00
20B12	ACCOUNTANT III	0.00	1.00	1.00	0.00
20B93	FINANCE MANAGER II	1.00	1.00	1.00	0.00
34A20	DISTRICT ATTORNEY INVESTIGATOR I	5.00	5.00	5.00	0.00
34A22	DISTRICT ATTORNEY INVESTIGATOR III	20.00	22.00	22.00	0.00
34A80	SUPERVISING DISTRICT ATTORNEY INVESTIGATOR	2.00	2.00	2.00	0.00
34G10	INVESTIGATIVE AIDE	3.00	4.00	5.00	1.00
39C01	LEGAL ASSISTANT	2.00	2.00	2.00	0.00
39D31	DEPUTY DISTRICT ATTORNEY IV	50.00	51.00	51.00	0.00
39D32	MANAGING DEPUTY DISTRICT ATTORNEY	3.00	3.00	3.00	0.00
60K02	VICTIM ASSISTANCE ADVOCATE	5.00	6.00	6.00	0.00
80B11	LEGAL TYPIST	6.00	6.00	6.00	0.00
80B22	LEGAL SECRETARY	21.00	26.00	26.00	0.00
80B23	SENIOR LEGAL SECRETARY	0.00	0.00	0.00	0.00
80B24	SUPERVISING LEGAL SECRETARY	1.00	1.00	1.00	0.00
80E21	OFFICE ASSISTANT II	1.00	1.00	1.00	0.00
XXXXX	ALLOCATION TO BE DETERMINED	0.00	1.00	0.00	-1.00
Total		130.00	143.00	143.00	0.00

District Attorney

Augmentation

Dept	Request Code	Request Name	Ranking Type	Requested Amount	FTEs	Cumm. Approved	Approved FTEs
2240	AUG10_2240_8063_001	Laboratory Services	Base Level Maintenance	8,325	0.00	0	0.00
2240	AUG11_2240_8063_001	Move Coastal Office to Salinas	Base Level Maintenance	60,000	0.00	0	0.00
2240	AUG12_2240_8063_001	DA INVESTIGATIVE ACCT	Mandated	0	0.00	0	0.00
2240	AUG1_2240_8063_001	DDA - Felony 1	Base Level Maintenance	96,764	1.00	96,764	1.00
2240	AUG2_2240_8063_001	DDA Felony 2	Base Level Maintenance	96,764	1.00	96,764	1.00
2240	AUG3_2240_8063_001	DA Investigator III	Base Level Maintenance	170,432	1.00	170,432	1.00
2240	AUG4_2240_8063_001	Investigative Aide 1	Base Level Maintenance	0	1.00	0	1.00
2240	AUG5_2240_8063_001	Investigative Aide 2	Base Level Maintenance	0	1.00	0	1.00
2240	AUG6_2240_8063_001	Digital Forensic Investigator	Base Level Maintenance	118,323	1.00	0	0.00
2240	AUG7_2240_8063_001	Legal Secretary 1	Base Level Maintenance	0	1.00	0	1.00
2240	AUG8_2240_8063_001	Legal Secretary 2	Base Level Maintenance	(138,636)	1.00	(138,636)	1.00
2240	AUG9_2240_8063_001	Legal Secretary 3	Base Level Maintenance	0	1.00	0	1.00
Grand Total				411,972	9.00	225,324	8.00



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Child Support Services

The primary purpose of the Department of Child Support Services (DCSS) is enforcement and collection of child support payments for custodial parents. A wide variety of activities are undertaken by the DCSS to achieve these objectives: locating absent parents and their assets; establishing paternity, including the genetic testing of parents and children; obtaining court-ordered child support and health insurance coverage; and enforcement of current and past due child support obligations. Services are available to families receiving assistance from the Temporary Assistance for Needy Families (TANF) program, as well as formerly assisted and never-assisted families. Child support payments collected on behalf of recipients under the TANF program help offset State, Federal and County shares of the grant payments. Collections for current support made on behalf of never assisted and former assisted TANF families are distributed directly to those families. Primary Child Support activities include civil enforcement, as well as administrative enforcement remedies and criminal enforcement when necessary.

CHILD SUPPORT ENFORCEMENT PROGRAM: The Child Support Enforcement Program has been a federally mandated program since 1975. The Federal program currently reimburses all direct and indirect program costs at a 66% Federal participation rate. This program also provides performance incentive funds to States based on federally mandated specific-outcome related measurements. The Child Support Enforcement Program in California is a State-supervised, County-administered program. The State provides funding for the remaining 34% of local County program costs by providing a set allocation amount each year that also includes the Federal program match. It should be noted that the State recognizes the importance of the program and the ability of being able to leverage local dollars to gain additional Federal dollars. The State Department of Finance has authorized the State Department of Child Support Services to increase their spending authority so that County dollars can also be utilized to take advantage of the Federal match that is available.

CHILD SUPPORT SERVICES PROGRAM: The final local Child Support Services program allocations are pending completion of the State budget process.

STRATEGIC INITIATIVES

The Monterey County Department of Child Support Services continues to deliver a very important service to the children and families of Monterey County in a very cost effective manner. The Department is very involved in setting standards for greater accountability and sets a clear business plan each year which results in higher performance attainment on an annual Federal fiscal year basis. We are looking for opportunities and will implement best practices for reducing and eliminating unnecessary energy costs within our program. The services provided including the establishment of paternity, obtaining child support orders, obtaining health insurance provisions and enforcing child support orders, embrace the County's strategic initiative to "improve health and quality of life through County supported policies, programs, and services."



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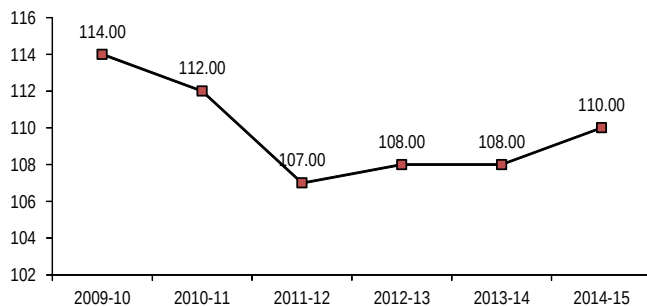
**Monterey County's
Children**

Operating Budget: \$10,909,036
Positions (FTEs): 110.00

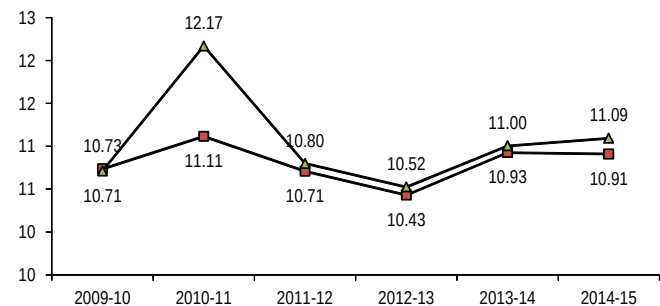
Steve Kennedy
Director

Child Support Services

Staffing Trends



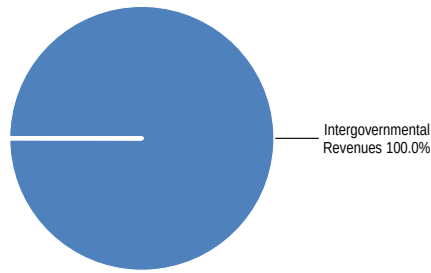
Expenditure/Revenue History (in thousands)



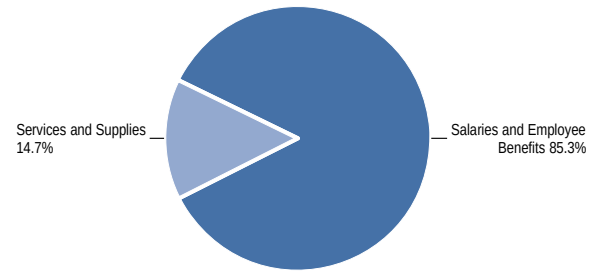
The performance measures are directly aligned with the mission of the Child Support program and striving to meet these goals each year results in increased services to customers, greater dollars collected, and optimization of Federal Incentive dollars.

Key Performance Measures	Actual 2011-12	Actual 2012-13	To Date 2013-14
Percent of Current Child Support collected Target = 64.8% for Federal Fiscal Year ending September 2014	60.7%	62.51%	63.15%
Percent of Cases with Arrearage Collections Target = 69.65% for Federal Fiscal Year ending September 2014	62.8%	65.9%	53.1%
Percent of Cases with Court Orders Target = 93.3% for Federal Fiscal Year ending September 2014	91.9%	93.3%	93.5%
Percent of Children with Paternity Established Target = 105.2% for Federal Fiscal Year ending September 2014	101.6%	105.2%	94.9%
Collections Distributed (in millions) Target = \$42.068 for Federal Fiscal Year ending September 2014	\$38.138	\$40.065	\$22.500
Cost Effectiveness (collections compared to expenditures) Target = \$4.00 for Federal Fiscal Year ending September 2014	\$3.48	\$3.81	\$3.91

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	8,880,052	9,138,838	9,045,938	9,346,392	9,346,392	207,554
Services and Supplies	1,580,658	1,590,712	1,925,575	1,608,144	1,608,144	17,432
Other Charges	(30,924)	(35,500)	(45,500)	(45,500)	(45,500)	(10,000)
Subtotal	\$10,429,786	\$10,694,050	\$10,926,013	\$10,909,036	\$10,909,036	214,986

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Revenue from Use of Money & Property	8,521	0	0	0	0	0
Intergovernmental Revenues	10,511,377	11,107,160	11,003,217	11,092,730	11,092,730	(14,430)
Charges for Services	510	0	0	0	0	0
Miscellaneous Revenues	3,535	0	0	0	0	0
Subtotal	\$10,523,944	\$11,107,160	\$11,003,217	\$11,092,730	\$11,092,730	(14,430)
General Fund Contributions	(\$94,157)	(\$413,110)	(\$77,204)	(\$183,694)	(\$183,694)	229,416
Total Source of Funds	\$10,429,786	\$10,694,050	\$10,926,013	\$10,909,036	\$10,909,036	214,986

Summary of Recommendation

The Department of Child Support Services Recommended Budget includes appropriations of \$10,909,036, an increase of \$214,986 from the FY 2013-14 Adopted Budget. As required by legislation, effective January 1, 2000, this budget has been submitted to the State for approval. The negative General Fund Contributions reflected in the Fiscal Summary above is for administrative support activities charged to the program through the Countywide Cost Allocation Plan (COWCAP).

Budget Impacts

The State Department of Child Support Services continues to hold the allocation of funds at a basic level as what was received twelve years ago. This flat allocation of funding has resulted in the loss of 57 allocated positions since FY 2002-03. Depending on any additional cost of living increases or other changes to State allocations, the Department could continue to see erosion of staffing. The Department continues to review opportunities for cost savings and sharing of services with other county local child support agencies. This will allow the Department to maintain its core Federal and State mandated services. Providing Child Support Services to individuals that are current recipients or are border-line recipients of services from other agencies avoids costs to those agencies and to taxpayers. The Department continues to offset

costs to the County General Fund by the recovery of the County share related to those receiving TANF cash grant funds. The Department, with a caseload of 16,814 children, distributed over \$40,065,616 in 2013, which represents needed money that helps families reach and maintain self-sufficiency.

Prior Year Accomplishments

Along with recording the highest collection totals in the history of the program, the Department reviews all processes and continues to collaborate with other departments/agencies to minimize costs along with streamlining processes. This has placed Monterey County Child Support Services in the highest rankings within the Federal mandated collection-to-cost performance measure within the State of California and has resulted in special recognition for overall performance.

The Department has embraced the shared services concept and has an ongoing agreement to have Ventura County Department of Child Support Services answer non-emergency calls for Monterey County DCSS. The Department also participates in a shared services contract with Contra Costa County for an enhanced early intervention process.

Part of the Department's critical mission along with Federal performance measures is to provide excellent customer service.

The Department needs to be available to the public and takes walk-ins, with no appointment necessary. Over this past year, office hours have been extended to accommodate those who have jobs and commitments.

The Department continues to provide a very important outreach program to local schools and at community events regarding paternity adjudication and the enforcement of child support.

During an annual compliance review conducted by the State, the Department was found to be 100% in compliance with State and Federal codes and regulations for calendar year 2013.

The Department has developed specific performance measurements for every employee. These measurements are utilized in monthly coaching and the annual evaluation process.

To help decrease Workers' Compensation costs, the Department has an ongoing internal Safety Committee. The purpose of the committee is to help educate staff regarding health and safety issues, as well as help identify and be pro-active regarding potential safety issues. The Department also has one of the highest participation rates in County Wellness Workshops.

Continue to provide quality services to our customers and be a leader in the use of best practices and innovation, so that families and children are receiving the optimal amount of child support and health insurance coverage.

Continue to have a pro-active outreach program with emphasis on collaboration and sharing of services so that we optimize our mandated services in the most efficient manner and continue to be a leader within the State of California Child Support Program.

Leverage technology to increase effectiveness and efficiency.

Lower energy costs by our continued education of staff regarding the importance of conserving energy.

Develop and retain employees by providing ongoing professional development courses including utilizing the County's "Learning Development Network."

Pending Issues

There are no pending issues.

Policy Considerations

There are no policy considerations.

Budget Year Goals

Continue to deliver our core services and at the same time improve in all Federal/State performance measures.

Appropriation Expenditure Detail

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted	Fund Code	Org Code
Child Support Services (CHI001)	10,429,786	10,694,050	10,926,013	10,909,036	10,909,036	214,986	001	2250_8018
Subtotal	\$10,429,786	\$10,694,050	\$10,926,013	\$10,909,036	\$10,909,036	214,986		

Units

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Child Support Services	10,429,786	10,694,050	10,926,013	10,909,036	10,909,036	214,986
Subtotal	\$10,429,786	\$10,694,050	\$10,926,013	\$10,909,036	\$10,909,036	214,986

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
11A26	DIRECTOR OF CHILD SUPPORT SERVICES	1.00	1.00	1.00	0.00
14B21	ASSOCIATE PERSONNEL ANALYST	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	4.00	4.00	4.00	0.00
14C31	MANAGEMENT ANALYST III	1.00	1.00	1.00	0.00
14G02	MANAGEMENT ANALYST I	1.00	1.00	1.00	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	1.00	1.00	1.00	0.00
14K62	DEPUTY DIRECTOR CHILD SUPPORT SERVICES	1.00	1.00	1.00	0.00
16F40	DEPARTMENTAL INFORMATION SYSTEMS MANAGER I	0.00	0.00	1.00	1.00
20B11	ACCOUNTANT II	1.00	1.00	1.00	0.00
20B95	FINANCE MANAGER I	1.00	1.00	1.00	0.00
25C18	CHILD SUPPORT ASSISTANT II	11.00	11.00	11.00	0.00
25C23	CHILD SUPPORT OFFICER II	42.00	42.00	42.00	0.00
25C24	CHILD SUPPORT OFFICER III	7.00	7.00	7.00	0.00

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
25C81	SUPERVISING CHILD SUPPORT OFFICER	5.00	5.00	5.00	0.00
25C82	CHILD SUPPORT PERFORMANCE SPECIALIST	2.00	2.00	2.00	0.00
34G21	CIVIL PROCESS SERVER	2.00	2.00	2.00	0.00
34G22	SENIOR CIVIL PROCESS SERVER	1.00	1.00	1.00	0.00
39C01	LEGAL ASSISTANT	1.00	1.00	1.00	0.00
39D36	CHILD SUPPORT ATTORNEY IV	3.00	3.00	3.00	0.00
39D37	MANAGING CHILD SUPPRT ATTORNEY	1.00	1.00	1.00	0.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	0.00	0.00	1.00	1.00
70F21	COURIER	1.00	1.00	1.00	0.00
80A33	ADMINISTRATIVE SECRETARY	1.00	1.00	1.00	0.00
80B22	LEGAL SECRETARY	1.00	1.00	1.00	0.00
80D23	LEGAL PROCESS CLERK	4.00	4.00	4.00	0.00
80E21	OFFICE ASSISTANT II	3.00	3.00	3.00	0.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.00	1.00	1.00	0.00
80J20	ACCOUNTING CLERICAL SUPERVISOR	1.00	1.00	1.00	0.00
80J21	ACCOUNT CLERK	3.00	3.00	3.00	0.00
80J22	SENIOR ACCOUNT CLERK	2.00	2.00	2.00	0.00
80J30	ACCOUNTING TECHNICIAN	4.00	4.00	4.00	0.00
Total		108.00	108.00	110.00	2.00

Child Support Services



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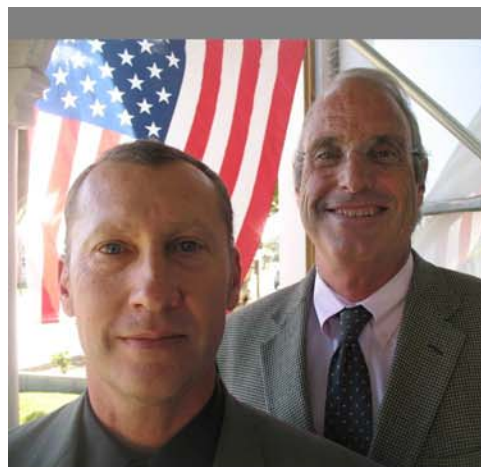
Public Defender

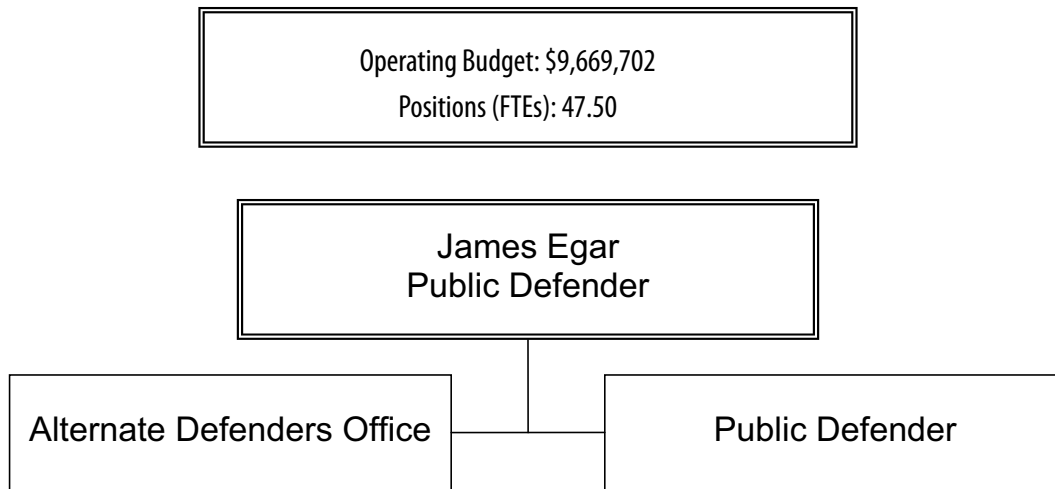
The Public Defender Department is comprised of two units: the Public Defender's Office (PDO) and the Alternate Defender's Office (ADO).

PUBLIC DEFENDER: The Law Office of the Public Defender provides legal representation to indigent adults and juveniles charged with crimes and violations of law in Monterey County. It also provides representation for mental health clients whose liberty may be restricted due to mental disease or defect in civil court. Finally, the Monterey County Superior Court has been appointing indigent counsel on an increasing number of probate, family law, civil contempt and truancy cases. The function of the Department allows the County to meet its obligations imposed under the Constitutions of the United States and California and other applicable statutes like California Government Code section 27706.

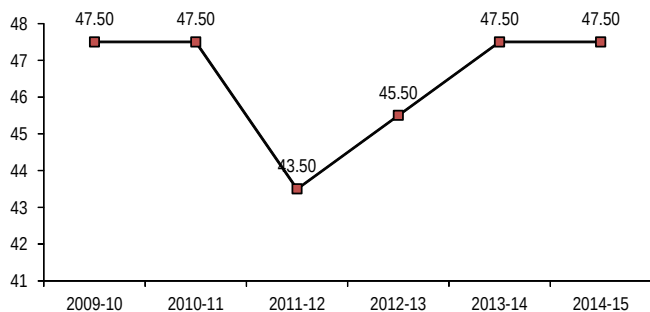
It is also the responsibility of the Public Defender to represent any person not financially able to retain counsel in a proceeding of any nature relating to the nature or conditions of detention, or of other restrictions prior to adjudication, of treatment, or of punishment resulting from criminal or juvenile proceedings.

ALTERNATE DEFENDER: The Court Assigned Counsel Unit, referred to as the Alternate Defender's Office (ADO), provides funds for appointed counsel and related defense costs, including but not limited to investigations, expert witnesses, forensic laboratory procedures, interpreters, and transcriptions for indigent criminal defendants who are not represented by the Public Defender (PD) due to a conflict of interest or for other appropriate reasons.

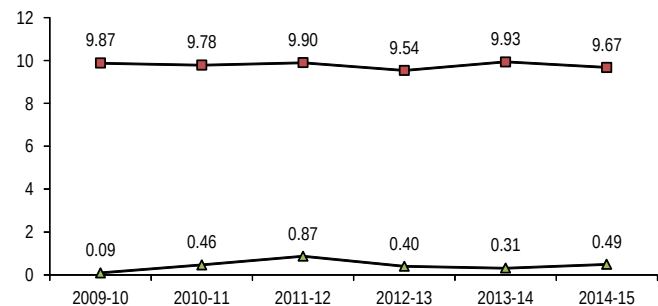




Staffing Trends



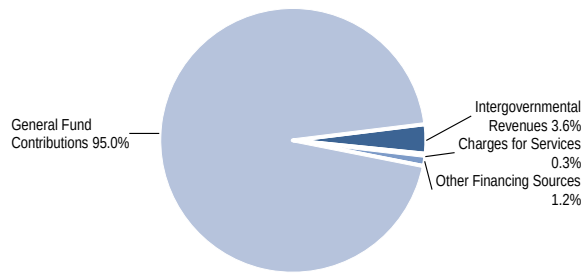
Expenditure/Revenue History (in thousands)



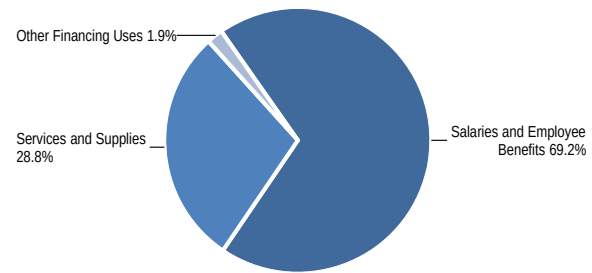
The Public Defender strives to process client cases efficiently through the clerical, investigation, and attorney duties and responsibilities, as well as ensure accountability for resource allocations and employee performance.

Key Performance Measures	Actual 2011-12	Actual 2012-13	To Date 2013-14
Percent of cases closed by the attorneys without unverified future court dates. Target = 100%	99%	97%	95%
Number of MCLE accredited presentations/training completed per year. Target = 100%	N/A	100%	100%
Percent of purchase request forms submitted for Trial Related Services, object code 6302. Target = 100%	N/A	68%	82.4%
Percent of attorney investigation request submitted, processed and assigned to Investigators within three business days. Target = 100%	N/A	N/A	97%
Percent of cases opened by administrative support within five days of an arraignment on the felony complaint. Target = 100%	93.1%	93.8%	N/A

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	6,219,714	6,546,224	6,565,876	7,018,444	6,693,930	147,706
Services and Supplies	3,154,420	2,931,591	3,365,317	3,388,104	2,788,734	(142,857)
Other Charges	30,000	0	0	0	0	0
Other Financing Uses	131,703	91,128	0	179,800	187,038	95,910
Subtotal	\$9,535,837	\$9,568,943	\$9,931,193	\$10,586,348	\$9,669,702	100,759

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Intergovernmental Revenues	245,806	291,128	200,000	336,548	343,786	52,658
Charges for Services	18,686	20,000	20,000	25,000	25,000	5,000
Miscellaneous Revenues	1,513	0	0	0	0	0
Other Financing Sources	131,703	91,128	91,128	111,548	118,786	27,658
Subtotal	\$397,709	\$402,256	\$311,128	\$473,096	\$487,572	85,316
General Fund Contributions	\$9,084,075	\$9,166,687	\$9,620,065	\$10,113,252	\$9,182,130	15,443
Total Source of Funds	\$9,481,783	\$9,568,943	\$9,931,193	\$10,586,348	\$9,669,702	100,759

Summary of Recommendation

The Recommended Budget is \$9,669,702 and includes \$487,572 in revenues and \$9,182,130 in General Fund Contributions (GFC). The Recommended Budget includes an increase in appropriations of \$100,759, financed by \$85,316 in additional revenues and \$15,443 in additional GFCs. The additional GFCs are recommended to support the Department's share of costs related to the upgrade of the County's Enterprise Resource Planning (ERP) System.

Budget Impacts

The Department will experience a number of countywide cost pressures in FY 2014-15 that will further strain its ability to maintain current service levels. These cost pressures include wage increases authorized by employee bargaining agreements, higher general liability program costs, and higher information technology charges. In addition, the Recommended Budget may not provide sufficient funding for potential payouts of employee leave balances upon separation or potential costs related to trial expenses, legal research reference tools, and timely replacement of computers and office furniture.

Prior Year Accomplishments

Accomplishments are included under the unit level narratives.

Budget Year Goals

Budget year goals are included under the unit level narratives.

Pending Issues

Criminal Justice Realignment continues to challenge both the PD and the ADO Offices.

The Public Defender's Office continues to occupy Modular Building #4 several years longer than expected. The structure has been in need of many critical space improvements.

Policy Considerations

The Department continues to seek funding for additional staffing in support of the indigent defense function in Monterey County. The Department reports that caseloads at any one time regularly exceed the limits set by applicable professional standards and is in the process of completing a study of caseloads and staffing to

demonstrate this point. The Department further reports that the number of cases that have gone to hearing and or trial has grown and there have been increases in the severity of cases.

In addition, County budget constraints have required reductions in funding available for trial related services, which include: experts, witness fees, interpretations, and transcriptions. Expert services

such as forensic tests, crime scene investigations, laboratory tests, psychological evaluations, DNA analysis, gunshot residue and ballistic examinations, and accident reconstruction are required to prepare cases for trial and/or potential disposition apart from providing the services of attorneys and investigators. Case law mandates that competent counsel includes the right to necessary ancillary services.

Appropriation Expenditure Detail

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted	Fund Code	Org Code
Alternate Defenders Office (PUB001)	2,485,846	2,158,855	2,586,608	2,644,355	2,173,855	15,000	001	2270_8168
Public Defender (PUB001)	6,918,288	7,318,960	7,344,585	7,830,445	7,377,061	58,101	001	2270_8169
Public Defender (PUB002)	131,703	72,902	0	111,548	118,786	45,884	022	2270_8169
Subtotal	\$9,535,837	\$9,550,717	\$9,931,193	\$10,586,348	\$9,669,702	118,985		

Units

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Alternate Defenders Office	2,485,846	2,177,081	2,586,608	2,644,355	2,173,855	(3,226)
Public Defender	7,049,991	7,391,862	7,344,585	7,941,993	7,495,847	103,985
Subtotal	\$9,535,837	\$9,568,943	\$9,931,193	\$10,586,348	\$9,669,702	100,759

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
11A18	PUBLIC DEFENDER	1.00	1.00	1.00	0.00
12C11	ASSISTANT PUBLIC DEFENDER	1.00	1.00	1.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	1.00	0.00
14G02	MANAGEMENT ANALYST I	2.00	2.00	2.00	0.00
20B95	FINANCE MANAGER I	1.00	1.00	1.00	0.00
34D23	PUBLIC DEFENDER INVESTIGATOR II	4.00	4.00	4.00	0.00
34D40	PUBLIC DEFENDER INVESTIGATOR III	2.00	2.00	2.00	0.00
34D80	SUPERVISING PUBLIC DEFENDER INVESTIGATOR	1.00	1.00	1.00	0.00
39P31	DEPUTY PUBLIC DEFENDER IV	25.00	25.00	25.00	0.00
80B22	LEGAL SECRETARY	5.50	6.50	6.50	0.00
80B23	SENIOR LEGAL SECRETARY	2.00	2.00	2.00	0.00
80E21	OFFICE ASSISTANT II	1.00	1.00	1.00	0.00
Total		46.50	47.50	47.50	0.00

Augmentation

Dept	Request Code	Request Name	Ranking Type	Requested Amount	FTEs	Cumm. Approved	Approved FTEs
2270	AUG10_2270_8169_001	PDO Books and Subscriptions	Mandated	22,323	0.00	0	0.00
2270	AUG11_2270_8169_001	PDO IT Infrastructure Replacement-Mandatory	Base Level Maintenance	16,639	0.00	0	0.00
2270	AUG12_2270_8169_001	PDO ERP Cost Allocation-Mandatory	Base Level Maintenance	15,442	0.00	15,442	0.00
2270	AUG1_2270_8168_001	ADO Contract and Panel Attorneys	Mandated	350,000	0.00	0	0.00
2270	AUG2_2270_8169_001	PDO Trial Related Exp BSL	Mandated	113,500	0.00	0	0.00
2270	AUG3_2270_8169_001	PDO Trial Related Exp Curr Lvl Svc	Mandated	14,000	0.00	0	0.00
2270	AUG4_2270_8169_001	PDO 1.0 FTE DPD II	Mandated	132,932	1.00	0	0.00
2270	AUG5_2270_8169_001	PDO 0.5 FTE LEGAL SECRETARY, Investigations	Base Level Maintenance	36,906	0.50	0	0.00
2270	AUG6_2270_8168_001	ADO Trial Related Expenses	Mandated	45,500	0.00	0	0.00

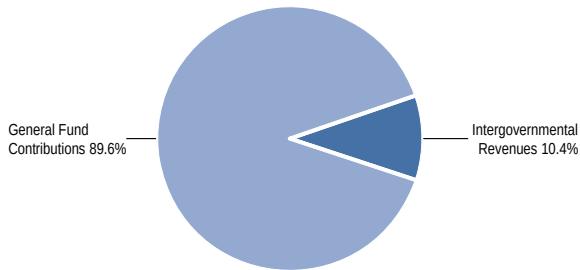
Augmentation

Dept	Request Code	Request Name	Ranking Type	Requested Amount	FTEs	Cumm. Approved	Approved FTEs
2270	AUG7_2270_8169_001	PDO 0.5 FTE PD INVESTIGATOR I	Mandated	46,423	0.50	0	0.00
2270	AUG8_2270_8169_001	PDO 1.0 FTE ACCOUNTING TECHNICIAN	Base Level Maintenance	77,899	1.00	0	0.00
2270	AUG9_2270_8168_001	ADO Investigations	Mandated	75,000	0.00	0	0.00
Grand Total				946,564	3.00	15,442	0.00

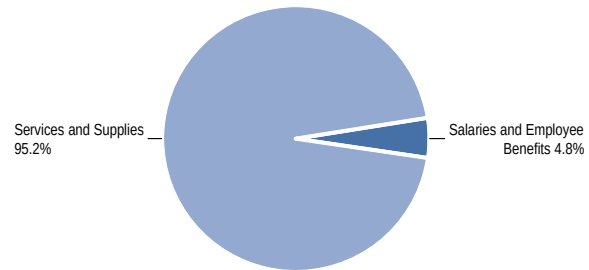
Alternate Defenders Office

(Unit 8168— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	96,053	105,077	102,434	105,116	105,116	39
Services and Supplies	2,389,793	2,053,778	2,484,174	2,539,239	2,068,739	14,961
Subtotal	\$2,485,846	\$2,158,855	\$2,586,608	\$2,644,355	\$2,173,855	15,000

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Intergovernmental Revenues	168,156	200,000	200,000	225,000	225,000	25,000
Miscellaneous Revenues	14	0	0	0	0	0
Other Financing Sources	0	10,000	10,000	0	0	(10,000)
Subtotal	\$168,170	\$210,000	\$210,000	\$225,000	\$225,000	15,000
General Fund Contributions	\$2,317,676	\$1,948,855	\$2,376,608	\$2,419,355	\$1,948,855	0
Total Source of Funds	\$2,485,846	\$2,158,855	\$2,586,608	\$2,644,355	\$2,173,855	15,000

Unit Description

The Alternate Defender's Office (ADO) represents clients in criminal cases where the Public Defender's Office has a conflict of interest or is otherwise unable to accept representation. Conflict cases arise in felony courts, juvenile courts, misdemeanor courts, the various Therapeutic Courts and occasionally in the civil courts where Public Defenders are appointed by the assigned Judges. The ADO does not budget to represent juveniles or their parents in the Truancy Court but the Superior Court appoints the ADO nevertheless and the Department is obligated to fund legal representation. The ADO is also charged with representing individuals charged as Sexually Violent Predators, civil contempt cases and misdemeanor appeal cases. In addition, the ADO funds expert witnesses, investigation expenses, court ordered experts in Not Guilty by Reason of Insanity Cases for the Prosecution and the Defense and transcript expenses. The ADO meets these mandates through a group of contract attorneys and private appointed counsel (panel attorneys) when the contract attorneys have met their negotiated maximum caseloads, have disabling conflicts of interest or the cases are excluded from their contracts (i.e., Capital cases).

Prior Year Accomplishments

The ADO continues to provide quality representation while creating systems to reduce costs without sacrificing quality. The ADO added a fourth felony contract to cut down on outside panel costs on the heavier felony cases, continues to expand the pool of lawyers handling conflict cases outside the contract cases, and maintains a high level of representation despite increasing caseloads. The Unit provided excellent, cost effective contractual representation.

The ADO has continually made efforts to maintain efficiency. For example, an added contract attorney reduced the number of cases that were required to be appointed to outside panel attorneys. The use of one specialized attorney to handle all Sexually Violent Predator cases has proven to be both economical and allows greater numbers of cases to be handled by Public Defender staff attorneys. The Chief Alternate Defender and the Public Defender each review all ancillary fee requests for both necessity and reasonableness (excluding death penalty cases which must be reviewed by the Court per statute). However, appointment of cases to the ADO is not subject to precise estimation and very costly cases frequently become the responsibility of the ADO (i.e., death penalty and official corruption cases).

Budget Year Goals

The Alternate Defender will continue to expand the pool of lawyers handling conflict cases outside the contract cases and continue to maintain a high level of representation despite increasing caseloads.

The PD and ADO will continue to work with the court to try to provide a satisfactory public defender fee program which has thus far eluded implementation.

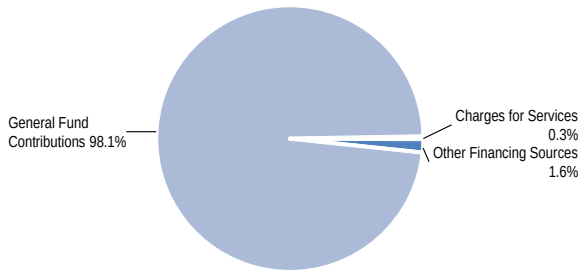
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
14G02	MANAGEMENT ANALYST I	1.00
Total		1.00

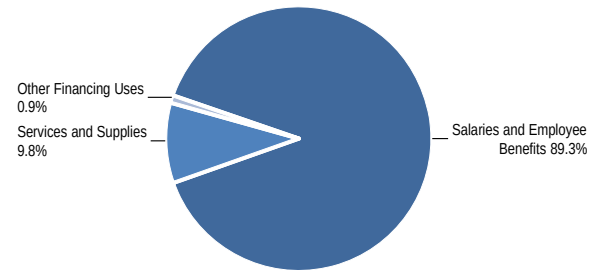
Public Defender

(Unit 8169— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	6,123,661	6,441,147	6,463,442	6,913,328	6,588,814	147,667
Services and Supplies	764,626	877,813	881,143	848,865	719,995	(157,818)
Other Charges	30,000	0	0	0	0	0
Other Financing Uses	0	0	0	68,252	68,252	68,252
Subtotal	\$6,918,288	\$7,318,960	\$7,344,585	\$7,830,445	\$7,377,061	58,101

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Charges for Services	18,686	20,000	20,000	25,000	25,000	5,000
Miscellaneous Revenues	1,499	0	0	0	0	0
Other Financing Sources	131,703	81,128	81,128	111,548	118,786	37,658
Subtotal	\$151,889	\$101,128	\$101,128	\$136,548	\$143,786	42,658
General Fund Contributions	\$6,766,399	\$7,217,832	\$7,243,457	\$7,693,897	\$7,233,275	15,443
Total Source of Funds	\$6,918,288	\$7,318,960	\$7,344,585	\$7,830,445	\$7,377,061	58,101

Unit Description

The Public Defender's Office (PDO) performs a large and varied number of mandatory functions, including: felonies, misdemeanors, juveniles, trancies, domestic violence, sexually violent predators, and capital trials when necessary; conducting investigations; providing representation in Drug Court and for special trials, probation violations, and mental health cases; servicing the outlying courts in Salinas, Marina, and Monterey; and conducting case-specific and systemic research. The Public Defender also serves as a statutory member of the Community Corrections Partnership (CCP) with the responsibility to design and implement criminal justice realignment. In addition, the PDO has participated as a partner in the Community Alliance for Safety and Peace (CASP) providing a record expungement program for former gang members who are now seeking to turn their lives around and obtain employment.

Prior Year Accomplishments

The Public Defender's Office has pursued its statutory obligation to represent persons' conditions of confinement and punishment at the Monterey County Jail.

The Public Defender's Office has participated as a Commission Member of Public Safety Realignment. The PDO has proposed policies to provide greater public safety and reduced recidivism through the use of intensive supervision and treatment for non-serious, non-violent and non-sexual offenders. These would make use of State provided funds without additional resources from the County. Additionally, the Public Defender located Federal grants which would provide millions of dollars for Veteran's Treatment Courts and an Enhancement Grant for existing Drug Court and related Realignment support.

Budget Year Goals

The PD and ADO will continue to work with the court to provide a satisfactory public defender fee program.

Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
11A18	PUBLIC DEFENDER	1.00
12C11	ASSISTANT PUBLIC DEFENDER	1.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00

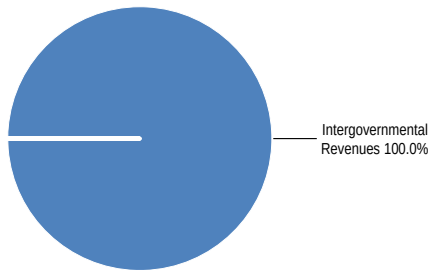
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
14G02	MANAGEMENT ANALYST I	1.00
20B95	FINANCE MANAGER I	1.00
34D23	PUBLIC DEFENDER INVESTIGATOR II	4.00
34D40	PUBLIC DEFENDER INVESTIGATOR III	2.00
34D80	SUPERVISING PUBLIC DEFENDER INVESTIGATOR	1.00
39P31	DEPUTY PUBLIC DEFENDER IV	25.00
80B22	LEGAL SECRETARY	6.50
80B23	SENIOR LEGAL SECRETARY	2.00
80E21	OFFICE ASSISTANT II	1.00
Total		46.50

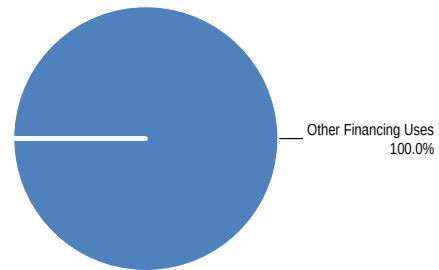
Public Defender

(Unit 8169— Fund 022)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Other Financing Uses	131,703	72,902	0	111,548	118,786	45,884
Subtotal	\$131,703	\$72,902	\$0	\$111,548	\$118,786	45,884

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Intergovernmental Revenues	77,650	72,902	0	111,548	118,786	45,884
Subtotal	\$77,650	\$72,902	\$0	\$111,548	\$118,786	45,884
Total Source of Funds	<u>\$77,650</u>	<u>\$72,902</u>	<u>\$0</u>	<u>\$111,548</u>	<u>\$118,786</u>	<u>45,884</u>

Unit Description

The Fiscal Year 2011–12 State budget enacted a shift—or “realignment”—of State program responsibilities and revenues to local governments. To support the various realigned criminal justice, mental health, and social services programs, the Legislature passed Assembly Bill 118 (Chapter 40, Statutes of 2011). AB 118 created the new Local Revenue Fund 2011, in which a portion of State sales tax and vehicle license fee revenues are deposited, and provided an accounting structure. For transparency in reporting, the County established Fund 022 to account for all public safety realignment revenues related to the Local Revenue Fund. Operating transfers occur between the General Fund and Fund 022 for realigned programs' payments.

Prior Year Accomplishments

Accomplishments and goals are reported under the department's general fund narratives.

Budget Year Goals

Accomplishments and goals are reported under the department's general fund narratives.

Sheriff-Coroner

The Sheriff's Office provides public safety services to the residents of Monterey County. Services include 24-hour uniformed patrol, the investigation of crimes, criminal records management and community policing. It also is responsible for the safekeeping and security of persons arrested by any law enforcement agency in Monterey County. Another responsibility of the Sheriff's Office is the Coroner's function, which is responsible for investigating all deaths reportable to the Coroner and to determine the cause and manner surrounding reportable deaths. The Sheriff-Coroner is an elected position per the authority of the California Government Code and Health and Safety Code. The Sheriff's Office is comprised of three Bureaus: Administration Bureau, Enforcement Operations Bureau, and Custody Operations Bureau.

ADMINISTRATION BUREAU: The Administration Bureau serves as a support unit to the Enforcement Operations Bureau (EOB) and Custody Operations Bureau (COB). It is comprised of the following divisions and units: Fiscal Division, Human Resources, Information Services Unit, Professional Standards Division, Records Division, Training Division, Civil Unit, Crime Lab, Volunteer and Youth Unit, and the Sheriff's Advisory Council (SAC).

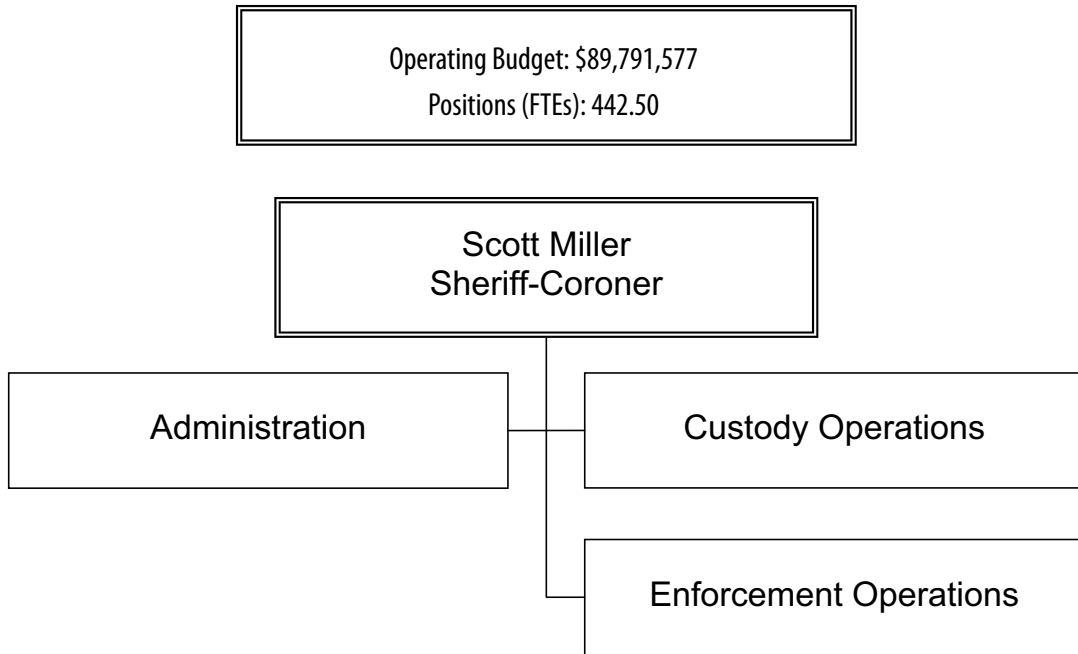
ENFORCEMENT OPERATIONS BUREAU: The Enforcement Operations Bureau (EOB) provides uniformed patrol, emergency and critical incident response, criminal investigation, narcotics enforcement, special event management and a range of specialized enforcement functions.

CUSTODY OPERATIONS BUREAU: The Sheriff is charged with the administration of the local detention facility, transportation of inmates and court security. The Custody Operations Bureau (COB) is responsible for the safekeeping and security of persons arrested by any law enforcement agency in Monterey County or committed by the Courts. The Monterey County Jail is a Type II and Type III detention facility used for detention of adults pending arraignment, during trial and upon a sentence of commitment for local charges.

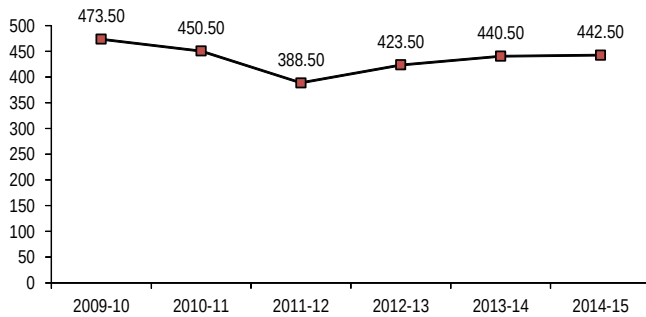
The Board of Supervisors' Public Safety Strategic Initiative that the Department actively addresses: Reduce violent crime and homicides, create a safe environment for people to achieve their potential, leading businesses and communities to thrive and grow.



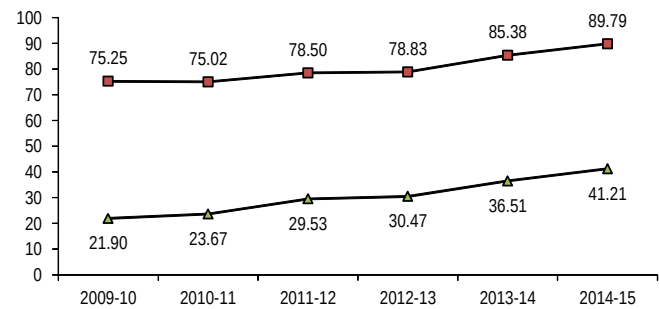
Sheriff-Coroner



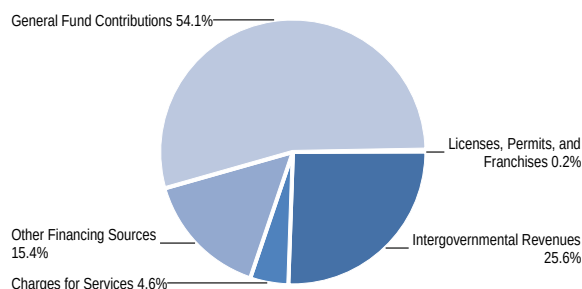
Staffing Trends



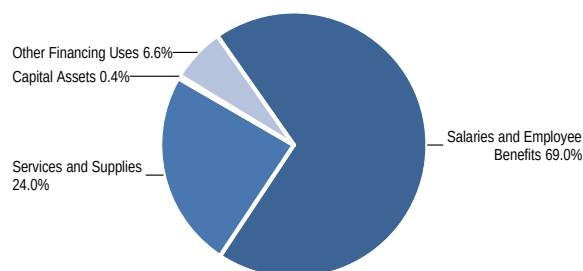
Expenditure/Revenue History (in thousands)



Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	58,532,212	61,486,463	61,435,598	66,270,788	62,037,987	551,524
Services and Supplies	15,339,423	18,617,304	18,417,441	22,116,510	21,589,950	2,972,646
Other Charges	(75,022)	(93,360)	(93,360)	(66,360)	(66,360)	27,000
Capital Assets	448,224	630,000	624,000	530,000	330,000	(300,000)
Other Financing Uses	4,582,153	5,570,000	5,000,000	5,900,000	5,900,000	330,000
Subtotal	\$78,826,990	\$86,210,407	\$85,383,679	\$94,750,938	\$89,791,577	3,581,170

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Licenses, Permits, and Franchises	219,281	225,000	217,000	215,000	215,000	(10,000)
Fines, Forfeitures, and Penalties	9,142	10,000	5,000	10,000	10,000	0
Revenue from Use of Money & Property	12,000	12,000	12,000	12,000	12,000	0
Intergovernmental Revenues	20,441,337	21,918,083	21,783,912	22,957,086	22,957,086	1,039,003
Charges for Services	3,875,371	4,263,937	4,072,203	4,167,520	4,167,520	(96,417)
Miscellaneous Revenues	32,016	40,000	15,000	20,000	20,000	(20,000)
Other Financing Sources	5,885,454	12,391,320	10,404,500	13,256,534	13,829,709	1,438,389
Subtotal	\$30,474,602	\$38,860,340	\$36,509,615	\$40,638,140	\$41,211,315	2,350,975
General Fund Contributions	\$48,588,880	\$47,350,067	\$49,124,064	\$54,112,798	\$48,580,262	1,230,195
Total Source of Funds	\$79,063,482	\$86,210,407	\$85,633,679	\$94,750,938	\$89,791,577	3,581,170

Summary of Recommendation

The Recommended Budget for the Sheriff's Office includes \$89,791,577 in total appropriations. This represents an increase of \$3,581,170 over the FY 2013-14 Adopted Budget. Revenue is estimated at \$41,211,315, a \$2,350,975 increase. The recommended General Fund Contribution (GFC) totals \$48,580,262, or an increase of \$1,230,195 compared to FY 2013-14. The increase in appropriations and revenues is primarily related to the State's Public Safety Realignment, AB 109 and 118; operating transfers between funds; and approximately \$1.8 million in recommended augmentations.

The FY 2014-15 Recommended Budget includes \$1,803,369 in augmentations to avoid reductions in staff by funding cost increases for various support functions. To accomplish this, the Recommended Budget includes augmentations for increased costs in the general liability insurance program, building use allowance allocation for the Capital Improvement Program, data processing and internal communication charges as well as support for inmate hospital charges. The Recommended Budget also includes funding

from AB 109 for a temporary modular-type classroom to provide increased space for the provision of various inmate programs in the jail aimed at helping inmates become successful members of society and reducing recidivism.

The Recommended Budget includes a total of 442.5 positions, representing an increase of two positions over the FY 2013-14 Adopted Budget. The two positions were added during the current year and supported by AB 109 funds. One position is for managing research, development and implementation of evidence-based programs for realigned offenders while the other position will serve as an ombudsman for the provision of mandated or expanded medical and mental health services.

Budget Impacts

Although the FY 2014-15 Recommended Budget does not include cuts in General Fund Contribution, increases in costs such as higher general liability program costs, employee salaries and benefits, and facility maintenance continue to put budgetary pressure on the Sheriff's Office and limit the Department's

flexibility in assigning resources to rapidly changing service requirements. The Recommended Budget does not include funding to fully cover these cost increases, which total approximately \$3.9 million. The ability of the Sheriff's Office to address staffing shortages in the jail as well as much needed program and facilities upgrades will be impacted by these cost drivers.

In addition, resource constraints will affect the Department's ability to make operational changes to address the impacts in the County Jail from the recent enactment of State Realignment through AB 109. The evolving nature of these and other programs requires the Sheriff's Office to have the flexibility to allocate resources to effectively manage and support these programs. The Recommended Budget limits such flexibility.

During FY 2014-15 the Sheriff's Office will continue to explore increased funding from other sources such as the Affordable Care Act, Capital Improvement Program and grants to address some of the inmate medical costs as well as long-deferred equipment and facility needs that are critical to the continued provision of public safety services. The Department has expressed intent to request additional action in FY 2014-15 to address staffing, overtime costs, facility repairs and improvements, and expanded inmate programming.

Prior Year Accomplishments

Administration Bureau Accomplishments include: completed the implementation of a new Records/Jail Management System, TracNet; worked closely with the new Workers' Compensation Third Party Administrator to close out several long-standing cases, thereby limiting the County's future liability and freeing up previously filled positions for new hires; increased training throughout the organization; established written procedures for evidence processing and management, and fingerprint identification in the Crime Lab; started implementation of Kronos/TeleStaff to provide a timekeeping/scheduling system to ensure the most efficient use of staff resources; converted the Department's computers and mobile units from Windows XP to Windows 7; and streamlined and improved recruitment and candidate testing procedures.

Enforcement Operations Bureau accomplishments include: continued to fund the Gang Task Force (GTF) positions through a COPS grant, and assigned the GTF positions and the Narcotics Detectives to the Law Enforcement Operations Center (LEOC) in a cooperative effort with the Salinas Police Department and federal and state agencies to reduce gang violence and drug trafficking; increased training in many areas and many deputies have also been trained to provide crime scene investigations to reduce the need for on-call employees and to provide more timely investigations of crime scenes; continued the agreement with the El Sur Ranch to provide a reserve deputy sheriff to the Big Sur area at minimal cost to the County; re-established the general service and drug-sniffing canine unit; enhanced the number and type of less than lethal weapons on Patrol; and coordinated with the Sheriff's Aero Squadron to utilize donations to purchase a plane to be piloted by volunteers for assistance in our various law enforcement missions.

Custody Operations Bureau accomplishments include: received an additional \$44 million in AB 900 funds for jail construction (in addition to the \$36.3 million previously received); monitored the impacts of the AB 109 Realignment of State prisoners to County

jurisdiction, which resulted in the early release of low level inmates in accordance with Court requirements; executed an agreement with the County of Alameda to house inmates that have been sentenced to more than one year in the County Jail to help keep the jail population in the mid-nine hundreds for most of the fiscal year; completed the Request for Proposal process for the inmate telephone, commissary and food operations services in the jail (staff is currently in negotiations with the successful bidders).

Budget Year Goals

Administration Bureau goals for FY 2014-15 include: finalizing the implementation of the new Kronos timekeeping/scheduling system; based on the results of an audit of the Civil Division and the analysis of various classifications within the organization, propose a reorganization to provide the most efficient and cost effective organizational structure of the management and administrative staff; develop improved processes and strategies for more efficient and effective maintenance and repair of Department facilities.

Enforcement Operations Bureau goals for FY 2014-15 include: create a more tactical, collaborative and intelligence driven approach to reducing gang violence, drug trafficking and property crimes within the LEOC structure and its partnerships, and in the patrol and investigative units.

Custody Operations Bureau goals for FY 2014-15 include: ensure that the number and types of inmates in the County Jail as a result of AB 109 is effectively managed for both inmate and employee safety through contracting with other facilities to house some of our inmates; finalize the environmental impact report for the AB 900 jail expansion project, and begin construction of a new facility; continue to seek funding alternatives for a medical and mental health housing unit for inmates; seek to purchase and site portable building(s) that will provide two classrooms for inmate programs (supported by AB 109 funds); expand educational, life skills and vocational programs and revise the inmate grievance practices.

Pending Issues

The Enforcement Operations Bureau recently made great effort to recruit and train additional deputies. However, the Department states that funding is sufficient only to provide slightly above the minimal level of service to the unincorporated area due to ongoing staffing needs. The Department continues to seek additional staffing to reduce response times and improve the timeliness of backup. The Department also continues to seek additional funding and staffing to provide concentrated and specialized enforcement or investigative activities to respond to crime trends within the communities it serves.

Although the Monterey County Jail is already operating significantly over capacity, two issues are creating additional pressures on this facility. Both the Federal Court ruling and State Realignment legislation have resulted in increased numbers of inmates housed in the jail. Given the current overcrowded condition, any increase in inmates requires the release of other inmates until the construction of new facilities can occur. The County has begun to address these issues through award of the AB 900 funds, application to the SB 1022 program, and the contract with Alameda County. Additionally, the Department will continue to implement strategies to address staffing needs, provision of medical services, and facility improvements that will result in additional expenditures for County Jail operations.

Custody Operations has a fleet of three buses used to transport inmates to court and to other penal institutions. The oldest bus was built in 1984, and the others in 1988 and 1991. In FY 2012-13, one of those buses was replaced with a new bus with funds from the Vehicle Replacement Fund. Because the buses are law enforcement equipped and operated, they are exempt from diesel particulate emissions standards. However, in 2014, State emission reduction goals require 100% compliance and will apply to the

inmate transportation buses on January 1, 2015. The two remaining buses will need to be replaced, limited to no more than 1,000 miles per year and/or taken off the road.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted	Fund Code	Org Code
Fiscal Division (SHE001)	3,580,152	884,002	938,138	1,031,738	909,078	25,076	001	2300_8224
Civil Division (SHE001)	624,176	637,812	608,693	653,892	653,892	16,080	001	2300_8225
Coroner Division (SHE002)	1,795,225	1,809,754	1,807,674	1,840,259	1,810,979	1,225	001	2300_8226
Professional Standards Division (SHE001)	1,331,334	1,045,215	1,444,553	1,342,196	1,342,196	296,981	001	2300_8227
Records and Warrants Division (SHE001)	1,933,537	2,015,767	1,855,511	1,984,924	1,984,924	(30,843)	001	2300_8229
Custody Compliance and Administration Division (SHE003)	3,961,014	3,459,137	3,431,383	4,191,486	3,950,344	491,207	001	2300_8233
Custody Compliance and Administration Division (SHE006)	98,146	0	90,000	200,000	200,000	200,000	022	2300_8233
Court Services and Transportation Division (SHE003)	4,866,055	5,471,343	5,347,282	5,654,035	5,424,035	(47,308)	001	2300_8234
Court Services and Transportation Division (SHE006)	3,476,030	3,900,000	3,650,000	4,100,000	4,100,000	200,000	022	2300_8234
Inmate Medical Program (SHE004)	5,695,018	5,882,625	6,009,156	6,185,320	6,035,320	152,695	001	2300_8237
Jail Operations Division (SHE003)	18,622,509	21,708,877	21,384,012	25,592,843	23,092,250	1,383,373	001	2300_8238
Jail Operations Division (SHE006)	489,291	850,000	750,000	800,000	800,000	(50,000)	022	2300_8238
Inmate Programs Division (SHE003)	1,059,227	951,515	979,568	991,507	991,507	39,992	001	2300_8239
Jail Support Services Division (SHE003)	3,324,371	3,052,706	3,403,975	3,342,701	3,342,701	289,995	001	2300_8240
Enforcement Operations and Administration Division (SHE001)	16,224,803	18,833,117	18,049,580	19,055,771	18,023,441	(809,676)	001	2300_8242
Enforcement Operations and Administration Division (SHE006)	161,263	320,000	110,000	300,000	300,000	(20,000)	022	2300_8242
Investigations Division (SHE001)	3,762,396	3,639,788	3,720,980	3,924,262	3,924,262	284,474	001	2300_8245
Investigations Division (SHE006)	166,798	500,000	200,000	300,000	300,000	(200,000)	022	2300_8245
Special Operations Division (SHE001)	2,856,154	2,435,402	2,587,395	2,575,879	2,260,579	(174,823)	001	2300_8250
Sheriff's Office Administration Division (SHE001)	2,151,971	5,770,304	5,731,433	6,592,616	6,592,616	822,312	001	2300_8273
Administration Bureau (SHE001)	2,408,073	3,043,043	3,084,346	3,891,509	3,553,453	510,410	001	2300_8400
Subtotal	\$78,587,542	\$86,210,407	\$85,183,679	\$94,550,938	\$89,591,577	3,381,170		

Sheriff-Coroner

Units

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Fiscal Division	3,580,152	884,002	938,138	1,031,738	909,078	25,076
Civil Division	624,176	637,812	608,693	653,892	653,892	16,080
Coroner Division	1,795,225	1,809,754	1,807,674	1,840,259	1,810,979	1,225
Professional Standards Division	1,331,334	1,045,215	1,444,553	1,342,196	1,342,196	296,981
Records and Warrants Division	1,933,537	2,015,767	1,855,511	1,984,924	1,984,924	(30,843)
Custody Compliance and Administration Division	4,059,160	3,459,137	3,521,383	4,391,486	4,150,344	691,207
Court Services and Transportation Division	8,342,085	9,371,343	8,997,282	9,754,035	9,524,035	152,692
Inmate Medical Program	5,695,018	5,882,625	6,009,156	6,185,320	6,035,320	152,695
Jail Operations Division	19,111,800	22,558,877	22,134,012	26,392,843	23,892,250	1,333,373
Inmate Programs Division	1,059,227	951,515	979,568	991,507	991,507	39,992
Jail Support Services Division	3,324,371	3,052,706	3,403,975	3,342,701	3,342,701	289,995
Crime Prevention Specialists	0	0	0	0	0	0
Enforcement Operations and Administration Division	16,386,066	19,153,117	18,159,580	19,355,771	18,323,441	(829,676)
Flight	0	0	0	0	0	0
Investigations Division	3,929,194	4,139,788	3,920,980	4,224,262	4,224,262	84,474
Special Operations Division	2,856,154	2,435,402	2,587,395	2,575,879	2,260,579	(174,823)
Sheriff's Office Administration Division	2,151,971	5,770,304	5,731,433	6,592,616	6,592,616	822,312
Homeland Security	0	0	0	0	0	0
Background	0	0	0	0	0	0
Gang Task Force	0	0	0	0	0	0
Administration Bureau	2,408,073	3,043,043	3,084,346	3,891,509	3,553,453	510,410
Subtotal	\$78,587,542	\$86,210,407	\$85,183,679	\$94,550,938	\$89,591,577	3,381,170

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
72C25	VEHICLE MAINTENANCE COORDINATOR	1.00	1.00	1.00	0.00
80A32	SENIOR SECRETARY	1.00	1.00	1.00	0.00
80A34	SENIOR SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80B22	LEGAL SECRETARY	1.00	1.00	1.00	0.00
80E21	OFFICE ASSISTANT II	0.50	0.50	0.00	-0.50
80E22	OFFICE ASSISTANT III	3.00	3.00	3.00	0.00
80H25	MEDICAL TRANSCRIPTIONIST II	1.00	1.00	1.00	0.00
80I01	SENIOR CIVIL CLERK	2.00	2.00	2.00	0.00
80I06	SHERIFFS PROPERTY TECHNICIAN	2.00	2.00	2.00	0.00
80I07	CORRECTIONS SPECIALIST	14.00	14.00	14.00	0.00
80I08	SENIOR CORRECTIONS SPECIALIST	3.00	3.00	3.00	0.00
80I10	CUSTODY AND CONTROL SPECIALIST	12.00	24.00	24.00	0.00
80I15	SHERIFFS RECORDS SPECIALIST I	4.00	4.00	4.00	0.00
80I16	SHERIFFS RECORDS SPECIALIST II	18.00	18.00	18.00	0.00
80I17	SENIOR SHERIFFS RECORDS SPECIALIST	4.00	4.00	4.00	0.00
80I20	SHERIFFS RECORDS SUPERVISOR	4.00	4.00	4.00	0.00
80J20	ACCOUNTING CLERICAL SUPERVISOR	3.00	3.00	3.00	0.00
80J21	ACCOUNT CLERK	1.00	1.00	1.00	0.00
80J22	SENIOR ACCOUNT CLERK	2.00	2.00	2.00	0.00

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
80J30	ACCOUNTING TECHNICIAN	4.00	4.00	4.00	0.00
10B05	SHERIFF	1.00	1.00	1.00	0.00
12A10	CHIEF DEPUTY SHERIFF	2.00	2.00	2.00	0.00
12A11	EXECUTIVE DIRECTOR-ADMINISTRATIVE BUREAU	1.00	1.00	1.00	0.00
12A13	UNDERSHERIFF	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	1.00	1.00	1.00	0.00
14C31	MANAGEMENT ANALYST III	0.00	3.00	3.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	1.00	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	1.00	0.00	0.00	0.00
14H33	CRIMINAL INTELLIGENCE SPECIALIST	2.00	3.00	3.00	0.00
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	1.00	1.00	1.00	0.00
20B93	FINANCE MANAGER II	1.00	1.00	1.00	0.00
34E30	SUPERVISING FORENSIC EVIDENCE TECHNICIAN	1.00	1.00	1.00	0.00
34G21	CIVIL PROCESS SERVER	1.00	1.00	1.00	0.00
34P31	VEHICLE ABATEMENT ENFORCEMENT OFFICER	2.00	2.00	2.00	0.00
36A22	DEPUTY SHERIFF-OPERATIONS	121.00	123.00	123.00	0.00
36A23	SHERIFFS SERGEANT	20.00	20.00	20.00	0.00
36A24	SHERIFFS INVESTIGATIVE SERGEANT	4.00	4.00	4.00	0.00
36A82	SHERIFFS COMMANDER	10.00	10.00	11.00	1.00
36E21	DEPUTY SHERIFF-CORRECTIONS	128.00	129.00	129.00	0.00
36E23	CORRECTIONAL SERGEANT	19.00	19.00	19.00	0.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	3.00	3.00	3.00	0.00
43J15	SUPERVISING DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00	1.00	1.00	0.00
50S01	FORENSIC AUTOPSY TECHNICIAN	1.00	1.00	1.50	0.50
60G32	WORK FURLOUGH PROGRAM ASSISTANT	4.00	4.00	4.00	0.00
60S21	CRIME PREVENTION SPECIALIST	2.00	2.00	2.00	0.00
70F80	SENIOR STOREKEEPER	1.00	1.00	1.00	0.00
70K92	SHERIFFS CORRECTIONAL COOK II	6.00	6.00	6.00	0.00
70N10	INMATE SERVICES SPECIALIST	5.00	5.00	5.00	0.00
72A40	SENIOR INMATE SERVICES SPECIALIST	1.00	1.00	1.00	0.00
Total		423.50	441.50	442.50	1.00

Sheriff-Coroner

Augmentation

Dept	Request Code	Request Name	Ranking Type	Requested Amount	FTEs	Cumm. Approved	Approved FTEs
2300	AUG10_2300_8242_001	1.0 FTE EOB DIVISION CHIEF	Base Level Maintenance	241,142	1.00	0	0.00
2300	AUG11_2300_8233_001	1.0 FTE COB DIVISION CHIEF	Base Level Maintenance	241,142	1.00	0	0.00
2300	AUG12_2300_8273_001	INTERNAL COMMUNICATION CHARGE	Base Level Maintenance	89,190	0.00	89,190	0.00
2300	AUG1_2300_8224_001	1.0 FTE ACCOUNTANT III - PAYROLL	Base Level Maintenance	122,660	1.00	0	0.00
2300	AUG13_2300_8273_001	GENERAL LIABILITY INSURANCE	Base Level Maintenance	884,844	0.00	884,844	0.00
2300	AUG14_2300_8273_001	BUILDING USE ALLOWANCE	Base Level Maintenance	17,982	0.00	17,982	0.00
2300	AUG15_2300_8400_001	DATA PROCESSING ALLOCATION	Base Level Maintenance	520,038	0.00	520,038	0.00
2300	AUG16_2300_8237_001	INMATE HOSPITAL CHARGES	Base Level Maintenance	573,175	0.00	573,175	0.00
2300	AUG17_2300_8237_001	INMATE MEDICAL SERVICES	Base Level Maintenance	1,764,513	0.00	0	0.00
2300	AUG18_2300_8237_001	INMATE MEDICAL SECURITY SERVICES	Base Level Maintenance	150,000	0.00	0	0.00
2300	AUG19_2300_8238_001	AB109 BUILDING MODULAR	New Prog/Svc w/ Outside funding	0	0.00	0	0.00
2300	AUG2_2300_8400_001	1.0 FTE SR. PERSONNEL ANALYST	Base Level Maintenance	131,408	1.00	0	0.00

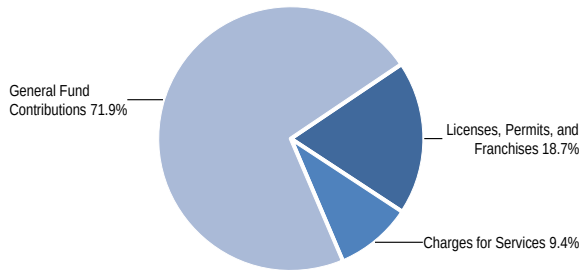
Augmentation

Dept	Request Code	Request Name	Ranking Type	Requested Amount	FTEs	Cumm. Approved	Approved FTEs
2300	AUG3_2300_8238_001	6.0 FTE COB DEPUTIES	Base Level Maintenance	774,348	36.00	0	0.00
2300	AUG4_2300_8400_001	1.0 FTE DIGITAL FORENSIC INVESTIGATOR	Base Level Maintenance	118,991	1.00	0	0.00
2300	AUG5_2300_8400_001	1.0 FTE PERSONNEL TECHNICIAN	Base Level Maintenance	87,657	1.00	0	0.00
2300	AUG6_2300_8234_001	INMATE TRANSPORTATION BUS	Base Level Maintenance	230,000	0.00	0	0.00
2300	AUG7_2300_8226_001	CORONER VEHICLE LEASE	Base Level Maintenance	29,280	0.00	0	0.00
2300	AUG8_2300_8250_001	PATROL & ADMIN VEHICLE LEASE	Base Level Maintenance	315,300	0.00	0	0.00
2300	AUG9_2300_8238_001	3.0 FTE COB SERGEANTS	Base Level Maintenance	471,060	9.00	0	0.00
Grand Total				6,762,730	51.00	2,085,229	0.00

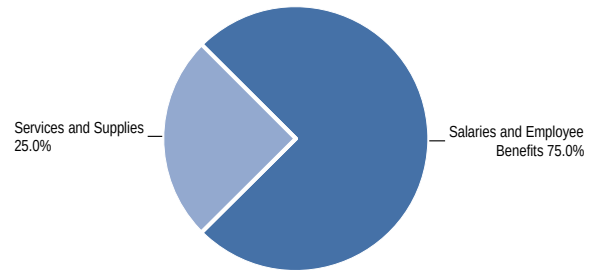
Fiscal Division

(Unit 8224— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	3,388,209	673,834	680,778	805,362	682,834	9,000
Services and Supplies	191,974	213,168	260,360	227,376	227,244	14,076
Other Charges	(30)	(3,000)	(3,000)	(1,000)	(1,000)	2,000
Subtotal	\$3,580,152	\$884,002	\$938,138	\$1,031,738	\$909,078	25,076

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Licenses, Permits, and Franchises	172,940	190,000	170,000	170,000	170,000	(20,000)
Charges for Services	77,110	100,000	70,000	85,000	85,000	(15,000)
Subtotal	\$250,050	\$290,000	\$240,000	\$255,000	\$255,000	(35,000)
General Fund Contributions	\$3,330,102	\$594,002	\$698,138	\$776,738	\$654,078	60,076
Total Source of Funds	\$3,580,152	\$884,002	\$938,138	\$1,031,738	\$909,078	25,076

Unit Description

This unit supports most of the financial responsibilities of the Sheriff's Office. It manages budgets, payroll and processes personnel related information, accounts payables/receivables, program billings, permits, special funds and grants. It also processes the purchasing of all items needed by the Sheriff's Office and administers the Inmate Welfare Fund for the Clerk of the Board. In addition, the unit registers private security alarm systems and works to reduce false alarms through the assessment of fees for repeat false alarms.

Prior Year Accomplishments

Accomplishments for this unit are included at the bureau level.

Budget Year Goals

Goals for this unit are included at the bureau level.

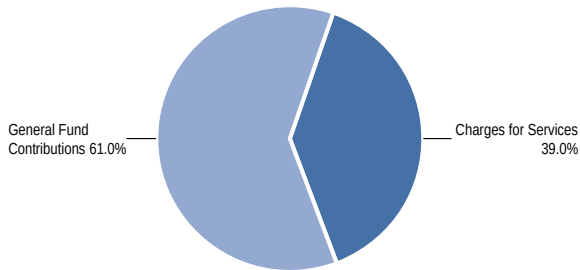
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
20B93	FINANCE MANAGER II	1.00
80J20	ACCOUNTING CLERICAL SUPERVISOR	2.00
80J22	SENIOR ACCOUNT CLERK	2.00
80J30	ACCOUNTING TECHNICIAN	3.00
Total		8.00

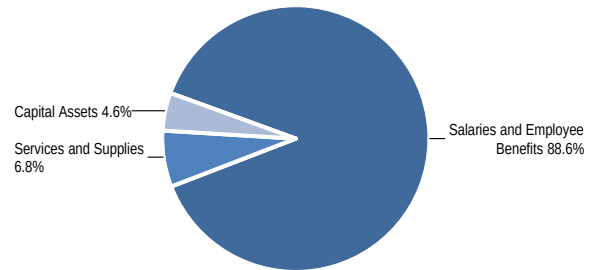
Civil Division

(Unit 8225— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	537,964	552,773	553,262	579,255	579,255	26,482
Services and Supplies	45,096	55,039	55,431	44,637	44,637	(10,402)
Capital Assets	41,116	30,000	0	30,000	30,000	0
Subtotal	\$624,176	\$637,812	\$608,693	\$653,892	\$653,892	16,080

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	9,142	0	0	0	0	0
Charges for Services	212,572	254,367	254,367	255,000	255,000	633
Subtotal	\$221,714	\$254,367	\$254,367	\$255,000	\$255,000	633
General Fund Contributions	\$402,461	\$383,445	\$354,326	\$398,892	\$398,892	15,447
Total Source of Funds	\$624,176	\$637,812	\$608,693	\$653,892	\$653,892	16,080

Unit Description

This unit performs the processing and serving of civil procedures including small claims, earnings withholding orders, real property levies as well as bank levies and evictions. All these services are provided throughout the County including locations inside the incorporated cities.

Prior Year Accomplishments

Accomplishments for this unit are included at the bureau level.

Budget Year Goals

Goals for this unit are included at the bureau level.

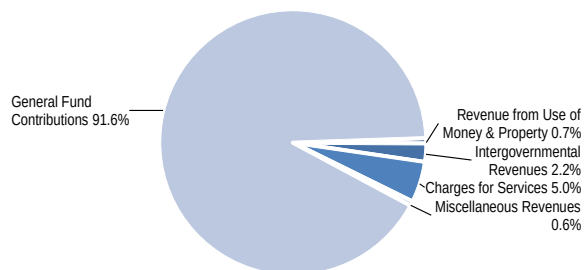
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
34G21	CIVIL PROCESS SERVER	1.00
36A22	DEPUTY SHERIFF-OPERATIONS	1.00
80I01	SENIOR CIVIL CLERK	2.00
80J20	ACCOUNTING CLERICAL SUPERVISOR	1.00
80J21	ACCOUNT CLERK	1.00
80J30	ACCOUNTING TECHNICIAN	1.00
Total		7.00

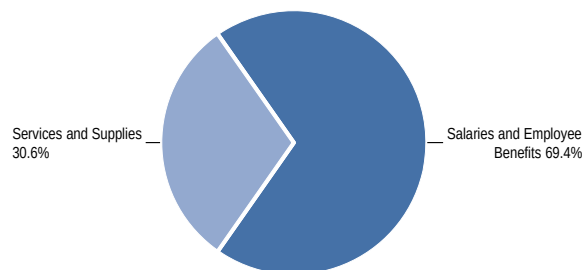
Coroner Division

(Unit 8226— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	1,211,021	1,252,602	1,250,102	1,257,400	1,257,400	4,798
Services and Supplies	563,030	557,152	557,572	582,859	553,579	(3,573)
Capital Assets	21,175	0	0	0	0	0
Subtotal	\$1,795,225	\$1,809,754	\$1,807,674	\$1,840,259	\$1,810,979	1,225

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Revenue from Use of Money & Property	12,000	12,000	12,000	12,000	12,000	0
Intergovernmental Revenues	66,637	25,000	20,000	40,000	40,000	15,000
Charges for Services	85,117	90,800	80,000	90,000	90,000	(800)
Miscellaneous Revenues	282	30,000	10,000	10,000	10,000	(20,000)
Subtotal	\$164,036	\$157,800	\$122,000	\$152,000	\$152,000	(5,800)
General Fund Contributions	\$1,631,189	\$1,651,954	\$1,685,674	\$1,688,259	\$1,658,979	7,025
Total Source of Funds	\$1,795,225	\$1,809,754	\$1,807,674	\$1,840,259	\$1,810,979	1,225

Unit Description

The Unit investigates all deaths reportable to the Coroner and determines the cause and manner surrounding reportable deaths. Pursuant to an agreement with San Benito County, the Unit also provides autopsy services for deaths occurring within its County. There are also contractual obligations with local hospitals to provide forensic pathologist services.

Prior Year Accomplishments

Accomplishments for this unit are included at the bureau level.

Budget Year Goals

Goals for this unit are included at the bureau level

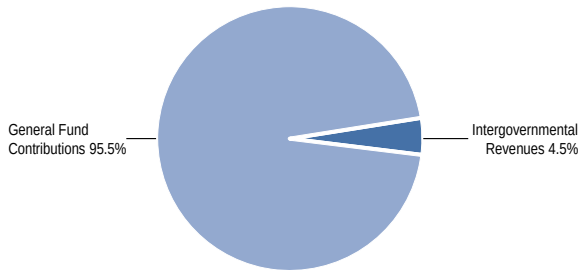
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
36A22	DEPUTY SHERIFF-OPERATIONS	4.00
36A24	SHERIFFS INVESTIGATIVE SERGEANT	1.00
50S01	FORENSIC AUTOPSY TECHNICIAN	1.50
80H25	MEDICAL TRANSCRIPTIONIST II	1.00
Total		7.50

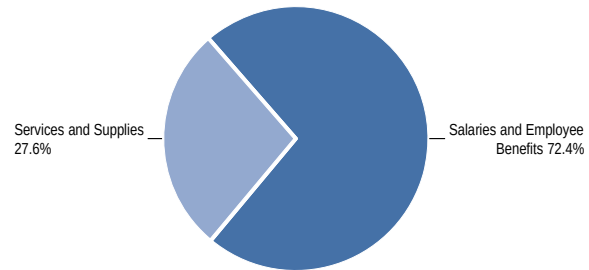
Professional Standards Division

(Unit 8227— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	928,310	840,639	935,553	972,404	972,404	131,765
Services and Supplies	397,640	204,576	509,000	369,792	369,792	165,216
Capital Assets	5,384	0	0	0	0	0
Subtotal	\$1,331,334	\$1,045,215	\$1,444,553	\$1,342,196	\$1,342,196	296,981

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Intergovernmental Revenues	50,603	60,000	40,000	60,000	60,000	0
Subtotal	\$50,603	\$60,000	\$40,000	\$60,000	\$60,000	0
General Fund Contributions	\$1,280,731	\$985,215	\$1,404,553	\$1,282,196	\$1,282,196	296,981
Total Source of Funds	\$1,331,334	\$1,045,215	\$1,444,553	\$1,342,196	\$1,342,196	296,981

Unit Description

This unit oversees internal affairs, applicant and volunteer backgrounds, training and public information requests. The unit commander is the Sheriff's Office Equal Employment Officer and the Loss Prevention Committee Chair.

Prior Year Accomplishments

Accomplishments for this unit are included at the bureau level.

Budget Year Goals

Goals for this unit are included at the bureau level.

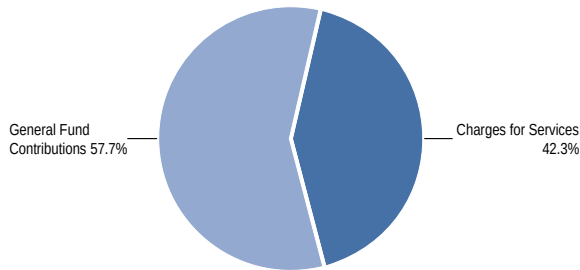
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
36A23	SHERIFFS SERGEANT	3.00
36A82	SHERIFFS COMMANDER	1.00
36E23	CORRECTIONAL SERGEANT	1.00
80A32	SENIOR SECRETARY	1.00
Total		6.00

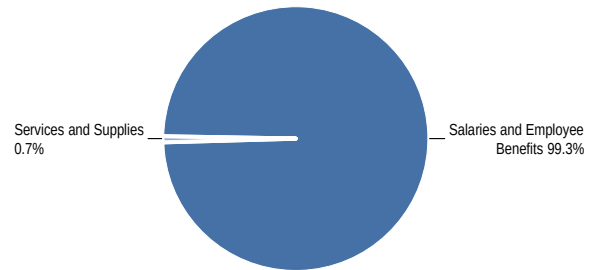
Records and Warrants Division

(Unit 8229— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	1,923,950	2,006,729	1,849,161	1,972,378	1,972,378	(34,351)
Services and Supplies	11,247	11,038	8,350	14,546	14,546	3,508
Other Charges	(1,660)	(2,000)	(2,000)	(2,000)	(2,000)	0
Subtotal	\$1,933,537	\$2,015,767	\$1,855,511	\$1,984,924	\$1,984,924	(30,843)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Charges for Services	673,370	820,000	820,000	840,000	840,000	20,000
Subtotal	\$673,370	\$820,000	\$820,000	\$840,000	\$840,000	20,000
General Fund Contributions	\$1,260,167	\$1,195,767	\$1,035,511	\$1,144,924	\$1,144,924	(50,843)
Total Source of Funds	\$1,933,537	\$2,015,767	\$1,855,511	\$1,984,924	\$1,984,924	(30,843)

Unit Description

This unit provides support to all bureaus of the Sheriff's Office and all law enforcement and criminal justice agencies in Monterey County on a 24/7 basis. Functions of this unit include processing live scan fingerprinting for the general public, providing arrest records and crime reports, submitting the State Department of Justice (DOJ) required statistics, entering restraining orders and operating the public information counter. The Warrants section is the central repository for all criminal, traffic and juvenile warrants issued in Monterey County. The unit enters and maintains all warrants and they are confirmed by the unit before being served.

Prior Year Accomplishments

Accomplishments for this unit are included at the bureau level.

Budget Year Goals

Goals for this unit are included at the bureau level.

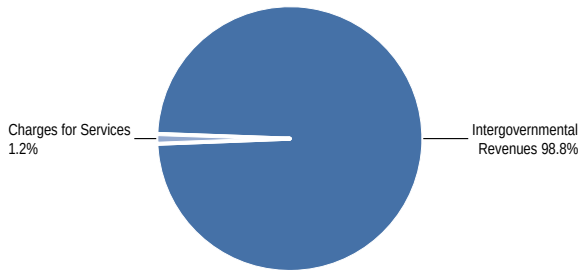
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
80115	SHERIFFS RECORDS SPECIALIST I	4.00
80116	SHERIFFS RECORDS SPECIALIST II	18.00
80117	SENIOR SHERIFFS RECORDS SPECIALIST	4.00
80120	SHERIFFS RECORDS SUPERVISOR	2.00
Total		28.00

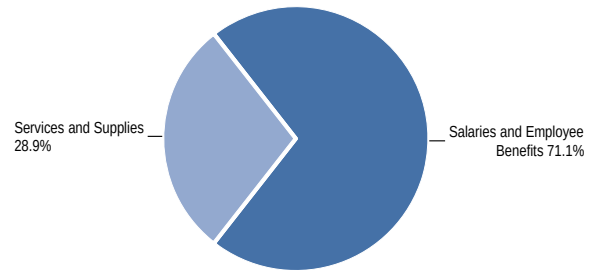
Custody Compliance and Administration Division

(Unit 8233— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	2,570,781	2,585,726	2,573,905	3,050,353	2,809,343	223,617
Services and Supplies	1,373,659	873,411	857,478	1,141,133	1,141,001	267,590
Other Charges	8,926	0	0	0	0	0
Capital Assets	7,648	0	0	0	0	0
Subtotal	\$3,961,014	\$3,459,137	\$3,431,383	\$4,191,486	\$3,950,344	491,207

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Intergovernmental Revenues	8,572,413	8,524,792	8,853,353	8,859,753	8,859,753	334,961
Charges for Services	279,645	139,600	65,000	105,000	105,000	(34,600)
Miscellaneous Revenues	6,895	0	0	0	0	0
Other Financing Sources	98,146	444,500	444,500	0	0	(444,500)
Subtotal	\$8,957,099	\$9,108,892	\$9,362,853	\$8,964,753	\$8,964,753	(144,139)
General Fund Contributions	(\$4,996,085)	(\$5,649,755)	(\$5,931,470)	(\$4,773,267)	(\$5,014,409)	635,346
Total Source of Funds	\$3,961,014	\$3,459,137	\$3,431,383	\$4,191,486	\$3,950,344	491,207

Unit Description

The Custody Operations Bureau (COB) is managed by a chief and commanders who are responsible for all aspects of custody operations to include, but not limited to inmate care and custody, inmate transportation, court security, inmate programs, contract services administration and all support functions for the Monterey County jail, transportation and court security.

Custody administration develops policy and planning for the divisions under its command.

The Compliance and Administration Division develops policies and procedures, coordinates with County Counsel and other agencies on policies, procedures, claims and lawsuit response. The Division ensures that all mandated inspections are completed and develops remediation plans for any noted deficiencies. This Division coordinates all new jail construction initiatives for the

Office of the Sheriff. The Division oversees the inmate phone contract as well.

Prior Year Accomplishments

Accomplishments for this unit are included at the bureau level.

Budget Year Goals

Goals for this unit are included at the bureau level.

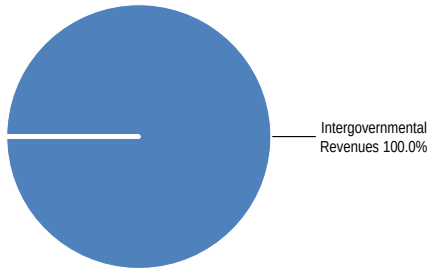
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
12A10	CHIEF DEPUTY SHERIFF	1.00
36A82	SHERIFFS COMMANDER	1.00
Total		2.00

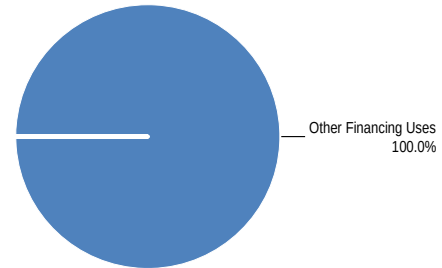
Custody Compliance and Administration Division

(Unit 8233— Fund 022)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Other Financing Uses	98,146	0	90,000	200,000	200,000	200,000
Subtotal	\$98,146	\$0	\$90,000	\$200,000	\$200,000	200,000

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Intergovernmental Revenues	115,772	0	90,000	200,000	200,000	200,000
Subtotal	\$115,772	\$0	\$90,000	\$200,000	\$200,000	200,000
Total Source of Funds	\$115,772	\$0	\$90,000	\$200,000	\$200,000	200,000

Unit Description

The Fiscal Year 2011–12 State budget enacted a shift—or “realignment”—of State program responsibilities and revenues to local governments. To support the various realigned criminal justice, mental health, and social services programs, the Legislature passed Assembly Bill 118 (Chapter 40, Statutes of 2011). AB 118 created the new Local Revenue Fund 2011, in which a portion of State sales tax and vehicle license fee revenues are deposited, and provided an accounting structure. For transparency in reporting, the County established Fund 022 to account for all public safety realignment revenues related to the Local Revenue Fund. Operating transfers occur between the General Fund and Fund 022 for realigned programs' payments.

Prior Year Accomplishments

Accomplishments and goals are reported under the department's general fund narratives.

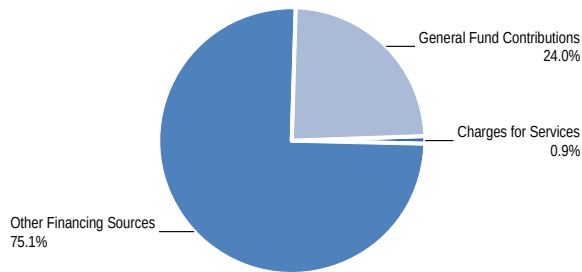
Budget Year Goals

Accomplishments and goals are reported under the department's general fund narratives.

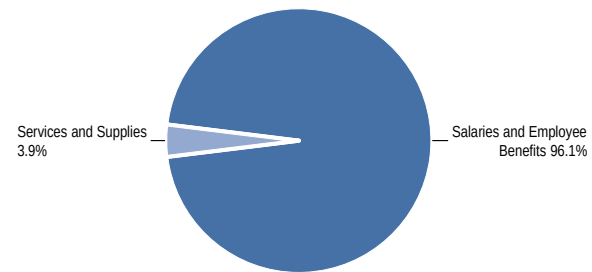
Court Services and Transportation Division

(Unit 8234— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	4,651,293	5,321,425	5,157,282	5,212,062	5,212,062	(109,363)
Services and Supplies	187,217	149,918	190,000	241,973	211,973	62,055
Capital Assets	27,545	0	0	200,000	0	0
Subtotal	\$4,866,055	\$5,471,343	\$5,347,282	\$5,654,035	\$5,424,035	(47,308)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Charges for Services	34,193	50,000	40,000	50,000	50,000	0
Other Financing Sources	3,476,030	4,056,530	3,800,000	4,073,640	4,073,640	17,110
Subtotal	\$3,510,223	\$4,106,530	\$3,840,000	\$4,123,640	\$4,123,640	17,110
General Fund Contributions	\$1,355,832	\$1,364,813	\$1,507,282	\$1,530,395	\$1,300,395	(64,418)
Total Source of Funds	\$4,866,055	\$5,471,343	\$5,347,282	\$5,654,035	\$5,424,035	(47,308)

Unit Description

The Court Security and Transportation Division manages all aspects of inmate transportation and court security, with the exception of the entry stations which are currently managed by a private entity contract with the Court Administrative Office.

The Court Security Unit provides court security services for the Superior Court of California in Monterey County. The Court has nineteen judicial officers located at five different court locations including Salinas, Monterey, Marina, and the Juvenile and Drug Court.

The Transportation Unit is responsible for safely transporting over 22,000 inmates to and from appointments, court and other penal institutions in and outside the State of California. The unit has a fleet of three buses and eleven vans that are specially equipped with caging and lift equipment for security transportation which travel over 140,000 miles each year. The transportation of inmates includes to and from court appearances, medical or psychological

appointments, state prisons, returning wanted persons arrested and held in other counties and states on Monterey County criminal and civil warrants.

Prior Year Accomplishments

Accomplishments for this unit are included at the bureau level.

Budget Year Goals

Goals for this unit are included at the bureau level.

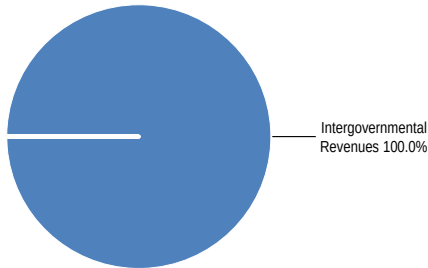
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
36E21	DEPUTY SHERIFF-CORRECTIONS	31.00
36E23	CORRECTIONAL SERGEANT	3.00
Total		34.00

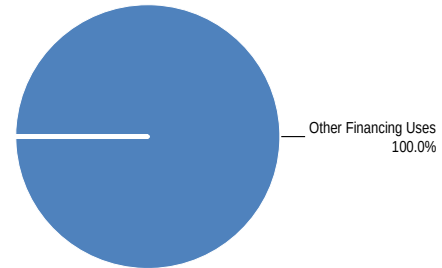
Court Services and Transportation Division

(Unit 8234— Fund 022)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Other Financing Uses	3,476,030	3,900,000	3,650,000	4,100,000	4,100,000	200,000
Subtotal	\$3,476,030	\$3,900,000	\$3,650,000	\$4,100,000	\$4,100,000	200,000

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Intergovernmental Revenues	3,553,891	3,900,000	3,800,000	4,100,000	4,100,000	200,000
Subtotal	\$3,553,891	\$3,900,000	\$3,800,000	\$4,100,000	\$4,100,000	200,000
Total Source of Funds	\$3,553,891	\$3,900,000	\$3,800,000	\$4,100,000	\$4,100,000	200,000

Unit Description

The Fiscal Year 2011–12 State budget enacted a shift—or “realignment”—of State program responsibilities and revenues to local governments. To support the various realigned criminal justice, mental health, and social services programs, the Legislature passed Assembly Bill 118 (Chapter 40, Statutes of 2011). AB 118 created the new Local Revenue Fund 2011, in which a portion of State sales tax and vehicle license fee revenues are deposited, and provided an accounting structure. For transparency in reporting, the County established Fund 022 to account for all public safety realignment revenues related to the Local Revenue Fund. Operating transfers occur between the General Fund and Fund 022 for realigned programs' payments.

Prior Year Accomplishments

Accomplishments and goals are reported under the department's general fund narratives.

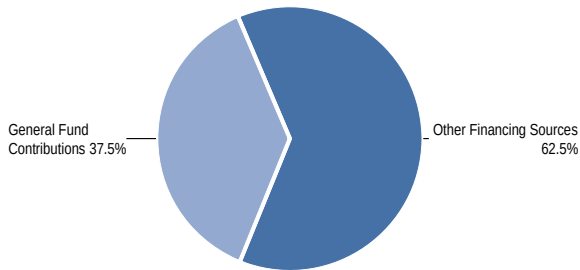
Budget Year Goals

Accomplishments and goals are reported under the department's general fund narratives.

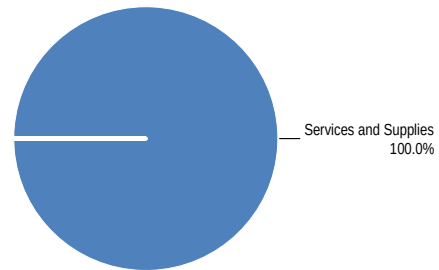
Inmate Medical Program

(Unit 8237— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	8,055	0	0	1	1	1
Services and Supplies	5,686,962	5,882,625	6,009,156	6,185,319	6,035,319	152,694
Subtotal	\$5,695,018	\$5,882,625	\$6,009,156	\$6,185,320	\$6,035,320	152,695

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Other Financing Sources	90,000	3,150,000	3,150,000	3,200,000	3,773,175	623,175
Subtotal	\$90,000	\$3,150,000	\$3,150,000	\$3,200,000	\$3,773,175	623,175
General Fund Contributions	\$5,605,018	\$2,732,625	\$2,859,156	\$2,985,320	\$2,262,145	(470,480)
Total Source of Funds	\$5,695,018	\$5,882,625	\$6,009,156	\$6,185,320	\$6,035,320	152,695

Unit Description

The Program monitors and oversees the inmate medical services provider. The County contracts to provide inmate medical, dental, and psychological services. In 2013 an average of 1,680 inmates were seen on sick call each month and 15,828 medications were dispensed per month. There were 470 psychiatric visits per month and 238 TB screenings conducted on a monthly basis

Prior Year Accomplishments

Accomplishments for this unit are included at the bureau level.

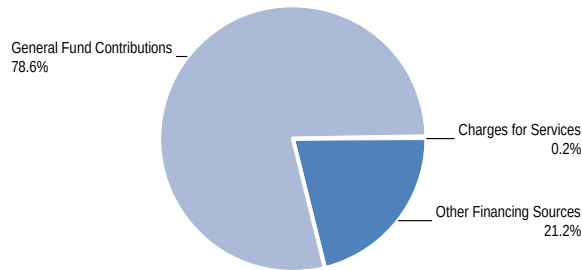
Budget Year Goals

Goals for this unit are included at the bureau level.

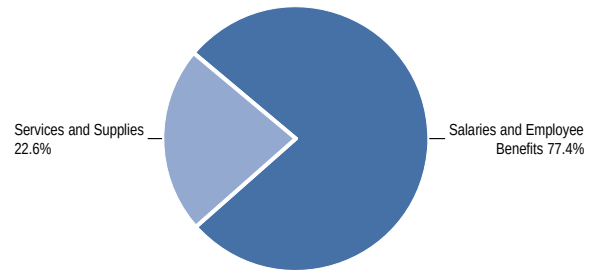
Jail Operations Division

(Unit 8238— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	16,913,853	17,258,469	17,912,372	20,374,909	17,875,504	617,035
Services and Supplies	1,721,016	4,462,768	3,460,000	5,230,294	5,229,106	766,338
Other Charges	(12,360)	(12,360)	(12,360)	(12,360)	(12,360)	0
Capital Assets	0	0	24,000	0	0	0
Subtotal	\$18,622,509	\$21,708,877	\$21,384,012	\$25,592,843	\$23,092,250	1,383,373

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Intergovernmental Revenues	16,169	19,000	5,000	8,000	8,000	(11,000)
Charges for Services	26,212	50,000	50,000	50,000	50,000	0
Other Financing Sources	1,702,593	3,667,100	2,500,000	4,893,068	4,893,068	1,225,968
Subtotal	\$1,744,974	\$3,736,100	\$2,555,000	\$4,951,068	\$4,951,068	1,214,968
General Fund Contributions	\$16,877,535	\$17,972,777	\$18,829,012	\$20,641,775	\$18,141,182	168,405
Total Source of Funds	\$18,622,509	\$21,708,877	\$21,384,012	\$25,592,843	\$23,092,250	1,383,373

Unit Description

The Jail Operations Division is responsible for the care and custody of inmates at the County Jail in compliance with Title 15, Minimum Standards. The Jail is comprised of a reception center and 31 separate housing units, five of which are designated to house female inmates. Housing units vary in size from celled units holding less than twenty-five inmates to large open dormitory style units holding over 100 inmates.

The Classification Unit classifies inmates and assigns appropriate housing to those arrested in the County. The Unit oversees and monitors realigned prisoners as a result of AB 109.

Prior Year Accomplishments

Accomplishments for this unit are included at the bureau level.

Budget Year Goals

Goals for this unit are included at the bureau level.

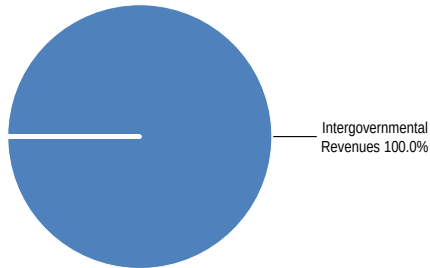
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
14H33	CRIMINAL INTELLIGENCE SPECIALIST	1.00
36A82	SHERIFFS COMMANDER	2.00
36E21	DEPUTY SHERIFF-CORRECTIONS	98.00
36E23	CORRECTIONAL SERGEANT	14.00
80I10	CUSTODY AND CONTROL SPECIALIST	24.00
Total		139.00

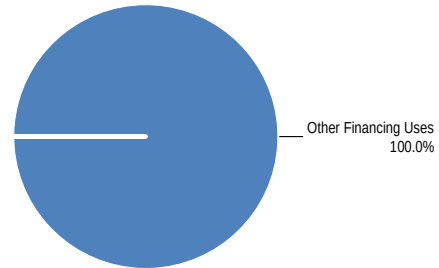
Jail Operations Division

(Unit 8238— Fund 022)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Other Financing Uses	489,291	850,000	750,000	800,000	800,000	(50,000)
Subtotal	\$489,291	\$850,000	\$750,000	\$800,000	\$800,000	(50,000)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Intergovernmental Revenues	577,160	850,000	750,000	800,000	800,000	(50,000)
Subtotal	\$577,160	\$850,000	\$750,000	\$800,000	\$800,000	(50,000)
Total Source of Funds	<u>\$577,160</u>	<u>\$850,000</u>	<u>\$750,000</u>	<u>\$800,000</u>	<u>\$800,000</u>	<u>(50,000)</u>

Unit Description

The Fiscal Year 2011–12 State budget enacted a shift—or “realignment”—of State program responsibilities and revenues to local governments. To support the various realigned criminal justice, mental health, and social services programs, the Legislature passed Assembly Bill 118 (Chapter 40, Statutes of 2011). AB 118 created the new Local Revenue Fund 2011, in which a portion of State sales tax and vehicle license fee revenues are deposited, and provided an accounting structure. For transparency in reporting, the County established Fund 022 to account for all public safety realignment revenues related to the Local Revenue Fund. Operating transfers occur between the General Fund and Fund 022 for realigned programs' payments.

Prior Year Accomplishments

Accomplishments and goals are reported under the department's general fund narratives.

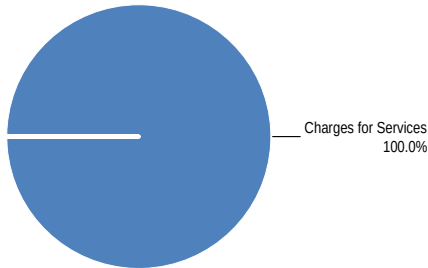
Budget Year Goals

Accomplishments and goals are reported under the department's general fund narratives.

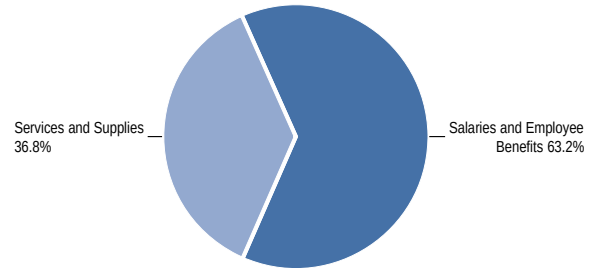
Inmate Programs Division

(Unit 8239— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	690,304	606,323	615,048	626,751	626,751	20,428
Services and Supplies	368,923	345,192	364,520	364,756	364,756	19,564
Subtotal	\$1,059,227	\$951,515	\$979,568	\$991,507	\$991,507	39,992

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Charges for Services	1,056,272	994,670	1,023,336	1,100,895	1,100,895	106,225
Subtotal	\$1,056,272	\$994,670	\$1,023,336	\$1,100,895	\$1,100,895	106,225
General Fund Contributions	\$2,955	(\$43,155)	(\$43,768)	(\$109,388)	(\$109,388)	(66,233)
Total Source of Funds	\$1,059,227	\$951,515	\$979,568	\$991,507	\$991,507	39,992

Unit Description

The Inmate Programs Division oversees all in-custody and custody alternative programs in the County Jail system. This includes overseeing the Inmate Welfare Fund and the programs funded by the fund. This includes educational programs, occupational training, religious instruction, individual/family services, and mail and library services. More than 255 volunteers support this activity.

Prior Year Accomplishments

Accomplishments for this unit are included at the bureau level.

Budget Year Goals

Goals for this unit are included at the bureau level.

Recommended 2014-15 Positions

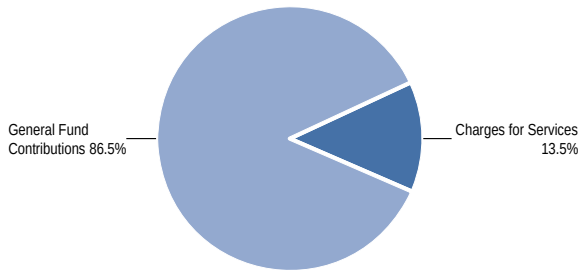
Classification Code	Classification Label	Recommended Budget 2014-2015
36E23	CORRECTIONAL SERGEANT	1.00
70N10	INMATE SERVICES SPECIALIST	4.00
72A40	SENIOR INMATE SERVICES SPECIALIST	1.00
80E22	OFFICE ASSISTANT III	1.00
Total		7.00

Sheriff-Coroner

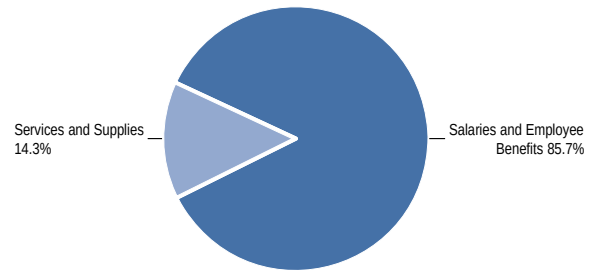
Jail Support Services Division

(Unit 8240— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	2,751,814	2,776,038	2,800,475	2,864,845	2,864,845	88,807
Services and Supplies	572,557	276,668	603,500	477,856	477,856	201,188
Subtotal	\$3,324,371	\$3,052,706	\$3,403,975	\$3,342,701	\$3,342,701	289,995

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Charges for Services	383,220	475,000	430,000	450,000	450,000	(25,000)
Miscellaneous Revenues	20	0	0	0	0	0
Subtotal	\$383,240	\$475,000	\$430,000	\$450,000	\$450,000	(25,000)
General Fund Contributions	\$2,941,131	\$2,577,706	\$2,973,975	\$2,892,701	\$2,892,701	314,995
Total Source of Funds	\$3,324,371	\$3,052,706	\$3,403,975	\$3,342,701	\$3,342,701	289,995

Unit Description

The Support Services Division manages and audits the inmate food service and commissary contract with Aramark, purchasing equipment and supplies for the COB, general maintenance and upkeep of the jail facility and facility improvement projects. The Division also manages the jail records unit, which maintains all custody records and is the point of contact for the public at the jail.

The Support Services Division also manages the Work Alternative Program (WAP) which processes clients into the program, conducts site inspections, and books inmates for the Probation Department's Home Confinement Program and the District Attorney's Office. The WAP alleviates jail crowding by allowing eligible candidates to perform community service hours in lieu of jail time.

Prior Year Accomplishments

Accomplishments for this unit are included at the bureau level.

Budget Year Goals

Goals for this unit are included at the bureau level.

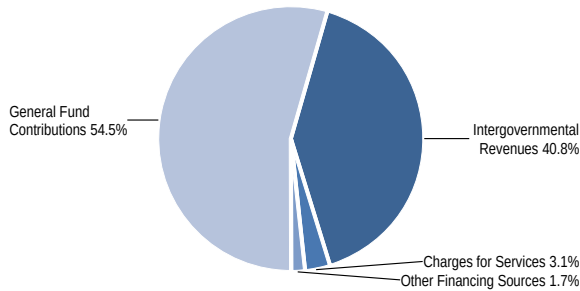
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
36A82	SHERIFFS COMMANDER	2.00
60G32	WORK FURLOUGH PROGRAM ASSISTANT	4.00
70F80	SENIOR STOREKEEPER	1.00
70K92	SHERIFFS CORRECTIONAL COOK II	6.00
70N10	INMATE SERVICES SPECIALIST	1.00
80I07	CORRECTIONS SPECIALIST	14.00
80I08	SENIOR CORRECTIONS SPECIALIST	3.00
80I20	SHERIFFS RECORDS SUPERVISOR	2.00
Total		33.00

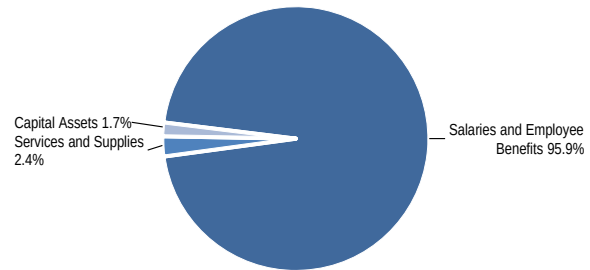
Enforcement Operations and Administration Division

(Unit 8242— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	15,827,292	18,282,459	17,573,272	18,365,612	17,333,414	(949,045)
Services and Supplies	313,255	326,658	252,308	441,159	441,027	114,369
Other Charges	(16,810)	(76,000)	(76,000)	(51,000)	(51,000)	25,000
Capital Assets	101,066	300,000	300,000	300,000	300,000	0
Subtotal	\$16,224,803	\$18,833,117	\$18,049,580	\$19,055,771	\$18,023,441	(809,676)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Intergovernmental Revenues	454,614	6,983,114	6,979,382	7,353,458	7,353,458	370,344
Charges for Services	555,088	475,000	475,000	550,000	550,000	75,000
Miscellaneous Revenues	1,026	0	0	0	0	0
Other Financing Sources	161,263	320,000	110,000	300,000	300,000	(20,000)
Subtotal	\$1,171,991	\$7,778,114	\$7,564,382	\$8,203,458	\$8,203,458	425,344
General Fund Contributions	\$15,052,812	\$11,055,003	\$10,485,198	\$10,852,313	\$9,819,983	(1,235,020)
Total Source of Funds	\$16,224,803	\$18,833,117	\$18,049,580	\$19,055,771	\$18,023,441	(809,676)

Unit Description

The Enforcement Operations and Administration Division is managed by a chief and commanders who are responsible for all aspects of enforcement operations to include, but not limited to patrol, investigations, special operations and all support functions for patrol and investigations. It also provides general and specialized support to other law enforcement agencies within the County.

The Joint Gang Task Force (GTF), which was formed in March 2005 with a FY 2005 Bureau of Justice Administration (BJA) Congressionally Mandated Award and is now funded through a Community Oriented Policing Services (COPS) grant, operates out of the recently formed Law Enforcement Operations Center (LEOC). Working in close cooperation with the City of Salinas, California Highway Patrol, Federal Bureau of Investigation, the Drug Enforcement Administration, and Homeland Security, the GTF and Sheriff's narcotics detectives are commencing a new

collaborative and intelligence driven tactical effort to reduce gang violence and illegal narcotics activity.

The Enforcement Operations and Administration Division also oversees the management of the three patrol stations:

Central Patrol Station: This station covers the area most affected by crimes (Pajaro, Las Lomas, Castroville and Prunedale) and specifically violent crimes with the highest number of gang members. The station is home to the highest number of assigned staff and therefore supplies the highest number of deputies to special details that includes natural disasters, major crimes, special events and major enforcement actions to include those that occur in local cities such as Salinas. This station also trains all the new deputies who are assigned to the patrol.

Coastal Patrol Station: This station serves the designated areas of unincorporated Carmel, Carmel Valley, Pebble Beach, The Highlands, Big Sur, Cachagua, and the Highway 68 corridor from Laureles Grade to Highway 1. This station also serves as the home

of Search and Rescue (SAR) Team. Pursuant to 26614 of the California Government Code, the Sheriff has the authority to search for and rescue missing persons in the County. Each year, the SAR Team and the Dive Team (a sub-group of the SAR Team) respond to numerous calls for service regarding vehicles over a cliff, lost or injured hikers, divers or swimmers in distress, or other miscellaneous associated calls for service. The SAR Team and the Dive Team provide the search and rescue services for these victims.

South County Station: This station patrols the largest geographical area out of all patrol stations. The station's area of responsibility encompasses just over 1,800 square miles of Monterey County's area (55%) and is divided into three patrol beats. The station provides coverage of southern Monterey County from 5th Street, Gonzales south to the San Luis Obispo County line, and west to the ridgeline of the Santa Lucia Mountain Range. U. S. Army and California National Guard have major installations at Fort Hunter Liggett and Camp Roberts. This area also contains a large portion of the Los Padres National Forest.

Prior Year Accomplishments

Accomplishments for this unit are included at the bureau level.

Budget Year Goals

Goals for this unit are included at the bureau level.

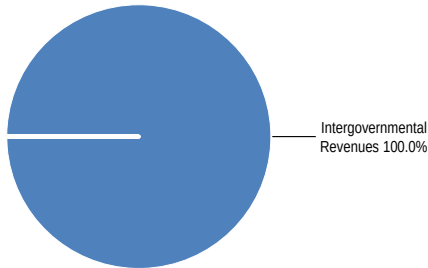
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
12A10	CHIEF DEPUTY SHERIFF	1.00
14H33	CRIMINAL INTELLIGENCE SPECIALIST	1.00
36A22	DEPUTY SHERIFF-OPERATIONS	101.00
36A23	SHERIFFS SERGEANT	15.00
36A82	SHERIFFS COMMANDER	3.00
60S21	CRIME PREVENTION SPECIALIST	2.00
Total		123.00

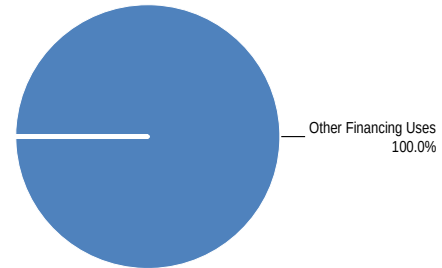
Enforcement Operations and Administration Division

(Unit 8242— Fund 022)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Other Financing Uses	161,263	320,000	110,000	300,000	300,000	(20,000)
Subtotal	\$161,263	\$320,000	\$110,000	\$300,000	\$300,000	(20,000)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Intergovernmental Revenues	145,845	320,000	110,000	300,000	300,000	(20,000)
Subtotal	\$145,845	\$320,000	\$110,000	\$300,000	\$300,000	(20,000)
Total Source of Funds	\$145,845	\$320,000	\$110,000	\$300,000	\$300,000	(20,000)

Unit Description

The Fiscal Year 2011–12 State budget enacted a shift—or “realignment”—of State program responsibilities and revenues to local governments. To support the various realigned criminal justice, mental health, and social services programs, the Legislature passed Assembly Bill 118 (Chapter 40, Statutes of 2011). AB 118 created the new Local Revenue Fund 2011, in which a portion of State sales tax and vehicle license fee revenues are deposited, and provided an accounting structure. For transparency in reporting, the County established Fund 022 to account for all public safety realignment revenues related to the Local Revenue Fund. Operating transfers occur between the General Fund and Fund 022 for realigned programs' payments.

Prior Year Accomplishments

Accomplishments and goals are reported under the department's general fund narratives.

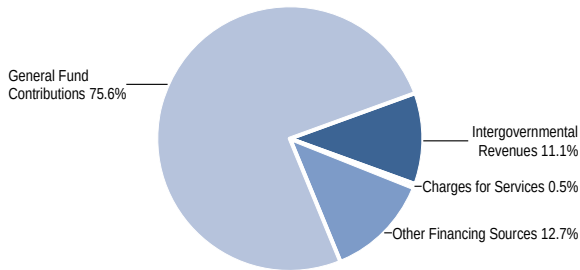
Budget Year Goals

Accomplishments and goals are reported under the department's general fund narratives.

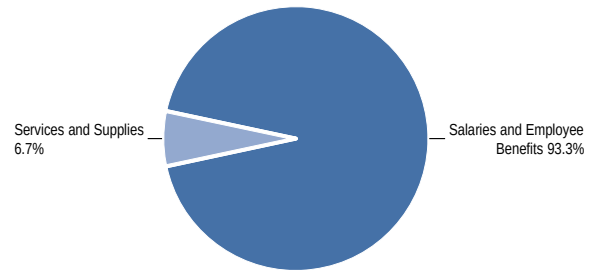
Investigations Division

(Unit 8245— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	3,586,950	3,547,580	3,595,980	3,661,721	3,661,721	114,141
Services and Supplies	170,997	92,208	125,000	262,541	262,541	170,333
Other Financing Uses	4,449	0	0	0	0	0
Subtotal	\$3,762,396	\$3,639,788	\$3,720,980	\$3,924,262	\$3,924,262	284,474

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Intergovernmental Revenues	422,477	441,177	441,177	436,177	436,177	(5,000)
Charges for Services	0	20,000	20,000	20,000	20,000	0
Miscellaneous Revenues	3,870	0	0	0	0	0
Other Financing Sources	352,973	500,000	400,000	500,000	500,000	0
Subtotal	\$779,321	\$961,177	\$861,177	\$956,177	\$956,177	(5,000)
General Fund Contributions	\$2,983,076	\$2,678,611	\$2,859,803	\$2,968,085	\$2,968,085	289,474
Total Source of Funds	\$3,762,396	\$3,639,788	\$3,720,980	\$3,924,262	\$3,924,262	284,474

Unit Description

The unit investigates major, complex and sensitive criminal cases that are reported in the unincorporated area and assists other agencies by providing investigative resources when requested. Sub-units focus on person crimes (e.g. homicide, robbery), property crimes, sexual assault and domestic violence. This unit also includes the Agricultural Crimes Unit and the Sexual Assault Felony Enforcement (SAFE) Team.

Prior Year Accomplishments

Accomplishments for this unit are included at the bureau level.

Budget Year Goals

Goals for this unit are included at the bureau level.

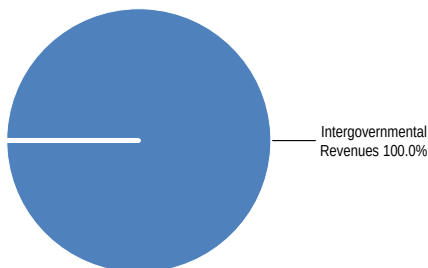
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
14H33	CRIMINAL INTELLIGENCE SPECIALIST	1.00
36A22	DEPUTY SHERIFF-OPERATIONS	16.00
36A24	SHERIFFS INVESTIGATIVE SERGEANT	3.00
36A82	SHERIFFS COMMANDER	1.00
80B22	LEGAL SECRETARY	1.00
80E22	OFFICE ASSISTANT III	1.00
Total		23.00

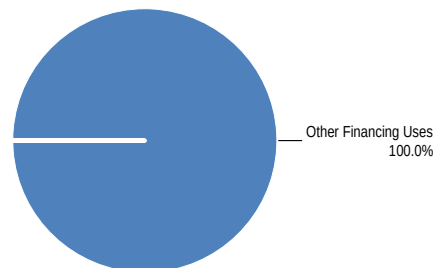
Investigations Division

(Unit 8245— Fund 022)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Other Financing Uses	166,798	500,000	200,000	300,000	300,000	(200,000)
Subtotal	\$166,798	\$500,000	\$200,000	\$300,000	\$300,000	(200,000)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Intergovernmental Revenues	252,284	500,000	300,000	300,000	300,000	(200,000)
Other Financing Sources	4,449	0	0	0	0	0
Subtotal	\$256,733	\$500,000	\$300,000	\$300,000	\$300,000	(200,000)
Total Source of Funds	\$256,733	\$500,000	\$300,000	\$300,000	\$300,000	(200,000)

Unit Description

The Fiscal Year 2011–12 State budget enacted a shift—or “realignment”—of State program responsibilities and revenues to local governments. To support the various realigned criminal justice, mental health, and social services programs, the Legislature passed Assembly Bill 118 (Chapter 40, Statutes of 2011). AB 118 created the new Local Revenue Fund 2011, in which a portion of State sales tax and vehicle license fee revenues are deposited, and provided an accounting structure. For transparency in reporting, the County established Fund 022 to account for all public safety realignment revenues related to the Local Revenue Fund. Operating transfers occur between the General Fund and Fund 022 for realigned programs' payments.

Prior Year Accomplishments

Accomplishments and goals are reported under the department's general fund narratives.

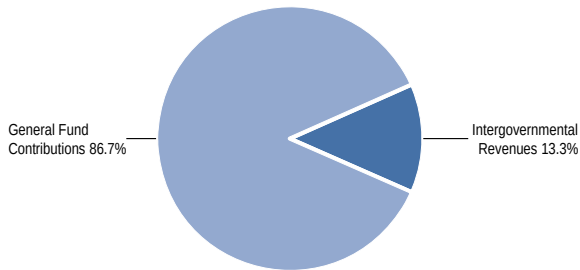
Budget Year Goals

Accomplishments and goals are reported under the department's general fund narratives.

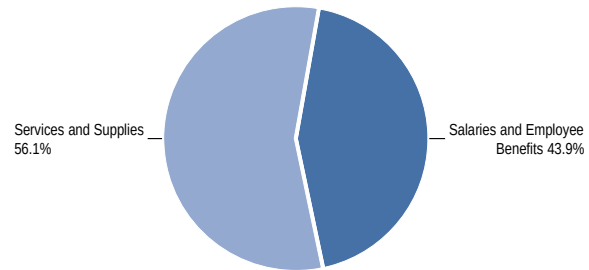
Special Operations Division

(Unit 8250— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	1,442,988	906,157	1,026,615	993,129	993,129	86,972
Services and Supplies	1,283,585	1,529,245	1,560,780	1,582,750	1,267,450	(261,795)
Other Charges	(49,610)	0	0	0	0	0
Capital Assets	179,191	0	0	0	0	0
Subtotal	\$2,856,154	\$2,435,402	\$2,587,395	\$2,575,879	\$2,260,579	(174,823)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Intergovernmental Revenues	426,414	295,000	195,000	299,698	299,698	4,698
Subtotal	\$426,414	\$295,000	\$195,000	\$299,698	\$299,698	4,698
General Fund Contributions	\$2,429,740	\$2,140,402	\$2,392,395	\$2,276,181	\$1,960,881	(179,521)
Total Source of Funds	\$2,856,154	\$2,435,402	\$2,587,395	\$2,575,879	\$2,260,579	(174,823)

Unit Description

Many special events are held each year in Monterey County, drawing large numbers of spectators and visitors to the area. To maintain public order and safety at such events, the Sheriff's Office is involved in the event planning and acts as the on-scene public safety director. In addition, the unit responds to many critical or high risk incidents outside the training, experience and equipment of patrol deputies, including the Special Weapons and Tactical Team (SWAT)/Hostage Negotiators and the Bomb Squad/Weapons of Mass Destruction Team. The unit also manages the Sheriff's Office fleet of vehicles.

Prior Year Accomplishments

Accomplishments for this unit are included at the bureau level.

Budget Year Goals

Goals for this unit are included at the bureau level.

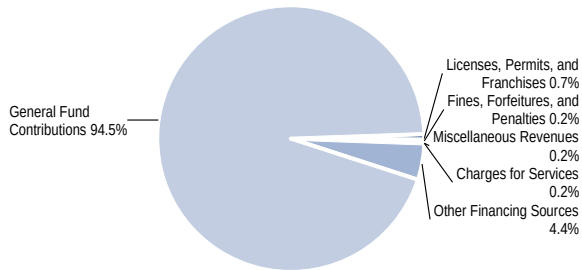
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
34P31	VEHICLE ABATEMENT ENFORCEMENT OFFICER	2.00
36A22	DEPUTY SHERIFF-OPERATIONS	1.00
36A23	SHERIFFS SERGEANT	2.00
36A82	SHERIFFS COMMANDER	1.00
72C25	VEHICLE MAINTENANCE COORDINATOR	1.00
80E22	OFFICE ASSISTANT III	1.00
Total		8.00

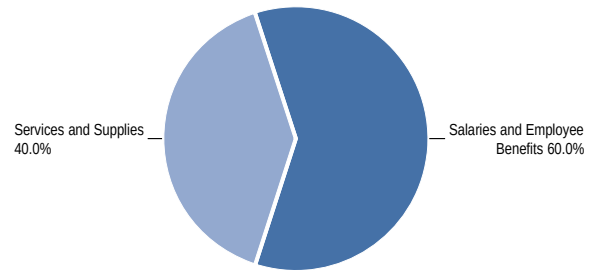
Sheriff's Office Administration Division

(Unit 8273— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	1,148,086	3,849,697	3,797,818	3,952,481	3,952,481	102,784
Services and Supplies	1,003,885	1,920,607	1,933,615	2,640,135	2,640,135	719,528
Subtotal	\$2,151,971	\$5,770,304	\$5,731,433	\$6,592,616	\$6,592,616	822,312

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Licenses, Permits, and Franchises	46,161	35,000	47,000	45,000	45,000	10,000
Fines, Forfeitures, and Penalties	0	10,000	5,000	10,000	10,000	0
Intergovernmental Revenues	5,611,506	0	0	0	0	0
Charges for Services	1,781	60,000	10,000	10,000	10,000	(50,000)
Miscellaneous Revenues	19,923	10,000	5,000	10,000	10,000	0
Other Financing Sources	0	253,190	0	289,826	289,826	36,636
Subtotal	\$5,679,371	\$368,190	\$67,000	\$364,826	\$364,826	(3,364)
General Fund Contributions	(\$3,527,400)	\$5,402,114	\$5,664,433	\$6,227,790	\$6,227,790	825,676
Total Source of Funds	\$2,151,971	\$5,770,304	\$5,731,433	\$6,592,616	\$6,592,616	822,312

Sheriff-Coroner

Unit Description

The Sheriff's Office Administration unit is an executive management team that oversees and directs the entire organization's activities to achieve its mission of protecting the lives and property of citizens in Monterey County and operating the County jail.

Prior Year Accomplishments

Accomplishments for this unit are included at the bureau level.

Budget Year Goals

Goals for this unit are included at the bureau level.

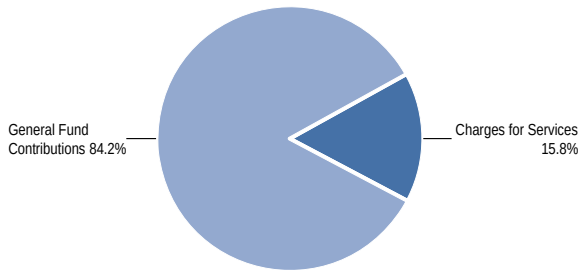
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
10B05	SHERIFF	1.00
12A13	UNDERSHERIFF	1.00
14C30	MANAGEMENT ANALYST II	1.00
14C31	MANAGEMENT ANALYST III	3.00
80A34	SENIOR SECRETARY-CONFIDENTIAL	1.00
Total		7.00

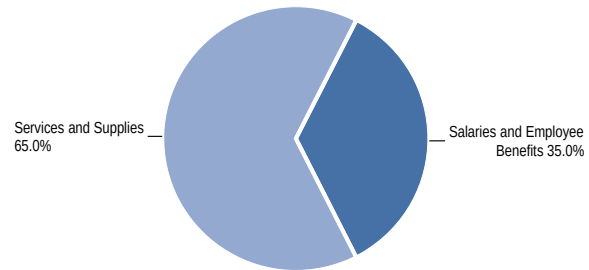
Administration Bureau

(Unit 8400— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	949,775	1,026,012	1,113,975	1,582,125	1,244,465	218,453
Services and Supplies	1,448,325	1,717,031	1,670,371	2,309,384	2,308,988	591,957
Other Charges	(36)	0	0	0	0	0
Capital Assets	10,008	300,000	300,000	0	0	(300,000)
Subtotal	\$2,408,073	\$3,043,043	\$3,084,346	\$3,891,509	\$3,553,453	510,410

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Charges for Services	450,061	734,500	734,500	561,625	561,625	(172,875)
Subtotal	\$450,061	\$734,500	\$734,500	\$561,625	\$561,625	(172,875)
General Fund Contributions	\$1,958,012	\$2,308,543	\$2,349,846	\$3,329,884	\$2,991,828	683,285
Total Source of Funds	\$2,408,073	\$3,043,043	\$3,084,346	\$3,891,509	\$3,553,453	510,410

Unit Description

This unit oversees all units in the Administration Bureau and directly supervises Human Resources, the Workers' Compensation program, Crime Lab/Property Room, and information technology systems support for the entire department.

Prior Year Accomplishments

Accomplishments for this unit are included at the bureau level.

Budget Year Goals

Goals for this unit are included at the bureau level.

Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
12A11	EXECUTIVE DIRECTOR-ADMINISTRATIVE BUREAU	1.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00
	DEPARTMENTAL INFORMATION SYSTEMS	
16F41	MANAGER II	1.00
34E30	SUPERVISING FORENSIC EVIDENCE TECHNICIAN	1.00
	SENIOR DEPARTMENTAL INFORMATION SYSTEMS	
43J09	COORDINATOR	3.00
	SUPERVISING DEPARTMENTAL INFORMATION	
43J15	SYSTEMS COORDINATOR	1.00
80I06	SHERIFFS PROPERTY TECHNICIAN	2.00
Total		10.00

Probation

The Probation Department is an integral part of Monterey County's justice system and is responsible for providing protection to the citizens of Monterey County by preventing and reducing the frequency, severity, and impact of criminal and delinquent behavior among adults and juveniles who come within the jurisdiction of the Probation Department. This is accomplished through prevention activities, preparation of appropriate reports, recommendations to the court, enforcement of court orders, providing victim assistance, and by seeking and developing new methodologies in Probation services.

The Department is responsible to the Superior Court for overall policy and procedural matters, and to the Board of Supervisors for funding and levels of services. Probation manages the operation of all adult and juvenile probation services, including two juvenile institutions, and programs which provide an alternative to detention or are designed to deter juveniles from entering the criminal justice system.

The Department actively addresses these Board-approved Public Safety Strategic Initiatives: Reduce violent crime and homicides, create a safe environment for people to achieve their potential, leading businesses and communities to thrive and grow.

The Department's Supervision and Administration section contains the Administration, Adult, Juvenile and Alternative Programs budget units.

The Administration Division provides the Department's operating divisions with infrastructure and support services: fiscal, including collection of fines and fees and restitution to victims, personnel, safety, facilities, fleet, training and technology.

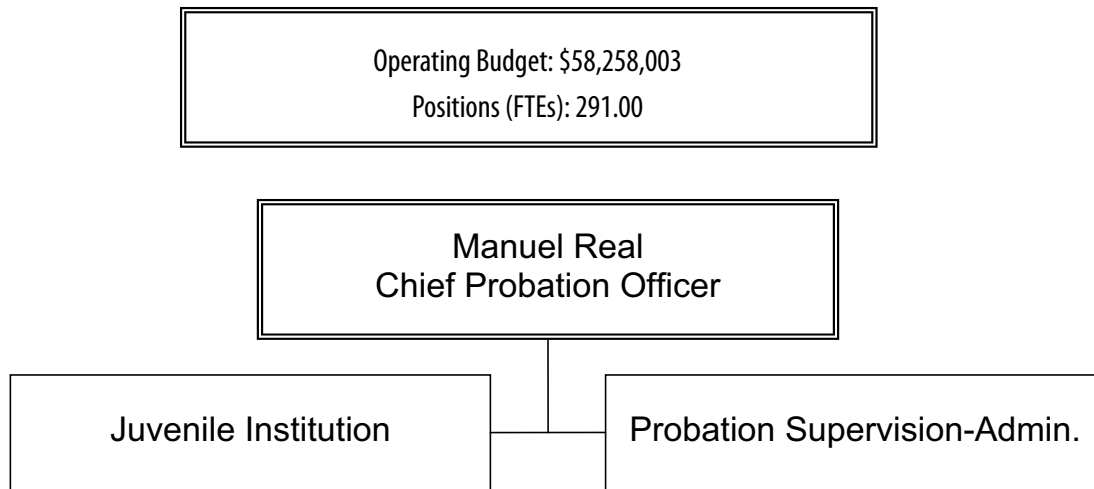
The Adult Division consists of pretrial services, court investigation, case management and field supervision for adult clients. Services include electronic monitoring, Drug Treatment Court, Mental Health Court, Adult Day Reporting Center, Adult Placement Program, and specialized caseloads and services for domestic violence and sex offender supervision.

The Juvenile Division provides a continuum of graduated sanctions and services from prevention and intervention to supervision and out-of-home care. The Division consists of intake, diversions and early intervention services, court investigation, and field supervision. Services include Restorative Justice programs, the campus-based Probation Officer Program, Mental Health Court and assessments, a specialized juvenile sex offender program, and special services, such as Victim Restitution, the Placement Intervention Program, and out-of-home placement.

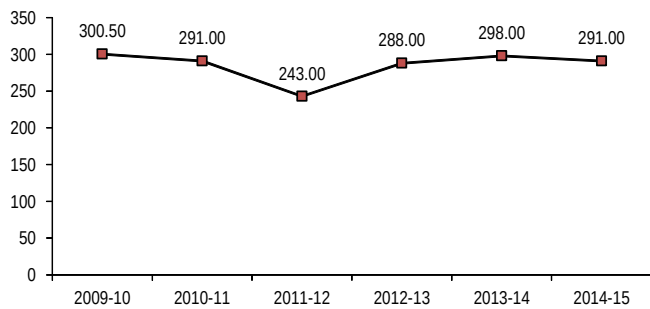
Within the Juvenile Division, Alternative Programs contains juvenile services for at-risk and adjudicated youth, such the Day and Evening Reporting Centers at Rancho Cielo, Community Schools, Community Service Work Program, Juvenile Drug Court, and the Silver Star Resource Center, a gang prevention and early intervention program.

The Juvenile Institutions section contains the two juvenile institutions, Juvenile Hall and Youth Center. The Juvenile Hall houses juveniles under the age of 18, referred by law enforcement agencies, Probation, and Juvenile Court. The primary purpose is to provide temporary, secure detention of juvenile offenders in a healthy custodial environment, which offers educational and rehabilitative services. The Youth Center is a secure residential treatment facility for male juvenile wards, committed by the Juvenile Court, which provides a variety of educational, vocational, support and treatment services to its residents, as well as aftercare supervision, and transitional housing services.

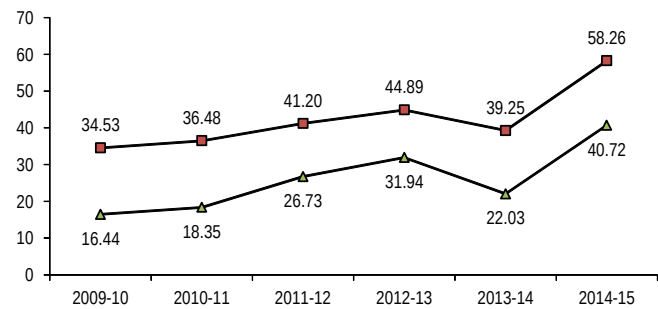




Staffing Trends



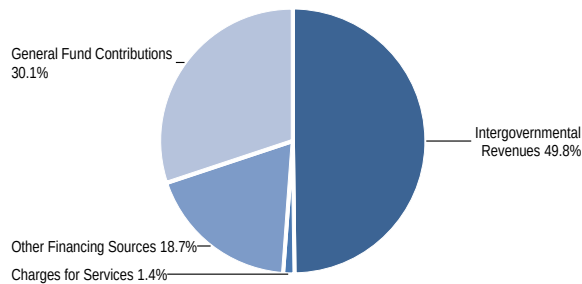
Expenditure/Revenue History (in thousands)



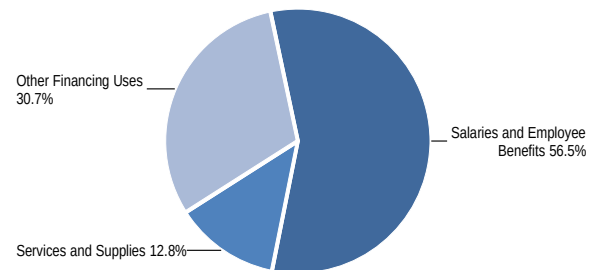
Probationers are assessed and supervised by Probation Officers who monitor compliance with court orders, provide referrals to community based services and utilize supervision strategies with the goal of reducing risk factors and supporting positive behavioral changes.

Key Performance Measures	Actual 2011-12	Actual 2012-13	To Date 2013-14
Percent of Adults Who Successfully Complete Probation	N/A	70%	67%
Percent of Juveniles Who Successfully Complete Probation	N/A	80%	89%

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	30,126,759	31,996,212	31,990,919	33,522,966	33,120,234	1,124,022
Services and Supplies	6,259,061	7,615,492	7,620,785	7,527,057	7,526,397	(89,095)
Other Charges	(477,174)	(362,933)	(362,933)	(388,308)	(388,308)	(25,375)
Capital Assets	103,633	0	0	0	0	0
Other Financing Uses	8,881,648	15,430,411	0	17,999,680	17,999,680	2,569,269
Subtotal	\$44,893,928	\$54,679,182	\$39,248,771	\$58,661,395	\$58,258,003	3,578,821

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	4,186	6,572	6,572	6,572	6,572	0
Intergovernmental Revenues	23,068,635	26,441,268	10,606,148	29,008,520	29,008,520	2,567,252
Charges for Services	1,066,637	1,224,608	1,173,200	798,627	798,627	(425,981)
Miscellaneous Revenues	36,024	4,000	4,000	4,000	4,000	0
Other Financing Sources	7,763,428	10,282,208	10,239,104	10,905,236	10,905,236	623,028
Subtotal	\$31,938,910	\$37,958,656	\$22,029,024	\$40,722,955	\$40,722,955	2,764,299
General Fund Contributions	\$16,071,139	\$16,720,526	\$17,219,747	\$17,938,440	\$17,535,048	814,522
Total Source of Funds	\$48,010,049	\$54,679,182	\$39,248,771	\$58,661,395	\$58,258,003	3,578,821

Summary of Recommendation

The Recommended Budget for the Department totals \$58,258,003, financed by \$40,722,955 in program revenue and \$17,535,048 in General Fund Contributions (GFC). In comparison to the FY 2013-14 Adopted Budget, the Recommended Budget includes an increase in appropriations of \$3,578,831, financed by \$2,764,299 in revenues and \$814,522 in additional GFCs.

Increases in revenues and appropriations are directly related to Public Safety Realignment (AB 109), which realigned responsibility for supervising lower level adult offenders from the State to local jurisdictions. These realigned responsibilities continue to increase Department revenues and expenditures from year to year. The Department is also experiencing countywide cost pressures, such as growth in costs related to employee bargaining agreements and the general liability program. As a result of these pressures, the cost of existing staffing and services next fiscal year would exceed available financing by an estimated \$1,816,138 and, without additional financing, would result in the loss of 17 positions (eight filled and nine vacant). The additional \$814,522 in GFCs supports the retention of the eight filled positions in the juvenile evening reporting center, juvenile hall echo unit, and juvenile probation

victim assistance program. However, resources are not available to retain the remaining nine vacant positions allocated to the Department's juvenile community work program, juvenile hall, and day reporting center.

The Recommended Budget includes a total of 291.0 positions, with a loss of 9.0 positions, currently vacant, from the FY 2013-14 Adopted Budget. One position was added in FY 2013-14 to directly support the State's Public Safety Realignment program in data collection.

The Recommended Budget of \$58,258,003 continues to reflect two fund sources: the Local Realignment Fund 022 budget of \$17,702,611 and General Fund 001 budget of \$40,555,392. Per State legislation, the Fund 022 Recommended Budget is a pass through fund for receipt of State realignment funds and Probation is reimbursed from Fund 022 for State program costs incurred during the year.

Budget Impacts

The Recommended Budget deletes 9.0 vacant positions in response to various cost pressures, including higher salary and benefits costs

under current bargaining agreements and higher County infrastructure costs. This reduction in authorized positions will result in a series of adverse impacts on staffing, service levels and programs which, while not mandated, have been identified as essential services to the community.

A reduction of 2.0 Probation Officer II positions in Juvenile Alternative Programs area will reduce the Department's ability to participate in and support the Silver Star Resource Center (SSRC), thereby diminishing the services provided to youth and parents.

A reduction of 1.0 Probation Officer II in the Juvenile Intake Services unit will overburden the remaining court services officers managing informal probation activities. Re-assigning these duties will create a delay for an officer to contact the minor and parents to ensure juvenile accountability for his/her crime. Juvenile Intake Services is a legislatively mandated function.

A reduction of 1.0 Probation Officer II in the Family Violence unit and another 1.0 Probation Officer II in Juvenile Field Services will limit services to families in need of family violence intervention and to juveniles in need of juvenile intervention and prevention services in the community.

A reduction of 1.0 Senior Juvenile Institution Officer and 1.0 Juvenile Institution Officer II in the Community Service Work Program will affect diversion services for first time offenders and loss of resources available for community beautification projects.

A reduction of 1.0 Senior Juvenile Institution Officer will impact the staff/resident minimum ratios that are mandated by the State.

A reduction of 1.0 Probation Aide in the Rancho Cielo program will drastically reduce transportation for youth and impact their participation in the intervention and prevention program services at Rancho Cielo. Furthermore, this position is a component of the infrastructure and support services contributing to the success of the Rancho Cielo Day Reporting Center program.

The Department experienced various expenditure increases, as well as new costs compared to the FY 2013-14 Adopted Budget. Cost increases include \$1,512,831 for salaries and benefits related to negotiated bargaining agreements, employee step advances, and higher employee health care cost. General liability program costs increased an additional \$95,356. New costs for the FY 2014-15 include \$97,205 for the Enterprise Resource Planning (ERP) System upgrade and \$70,618 for information technology capital infrastructure replacement. In addition, there was a net loss of \$45,684 in revenue due to reduced State program funding. The net result of these costs and revenue loss is a \$1,816,138 increase in baseline budget funding requirements for FY 2014-15.

The Recommended Budget does not include funding for potential increases in various expenditures related to staffing and benefits that have been historically higher than the FY 2013-14 approved budget, such as payments for workers' compensation, unemployment, evening and night differentials, bilingual and educational stipends, and on-call staff supporting the Juvenile Hall and Youth Center.

Prior Year Accomplishments

Continued to collaborate on the new juvenile hall master site planning for a new, more functional juvenile detention facility (ongoing), and participated in community outreach efforts to

identify a suitable location. Obtained the Board of Supervisors' site assurance to the State for construction of the new facility.

Continued to serve as the lead agency for the Juvenile Justice Crime Prevention Act (JJCPA) programs (ongoing).

Participated in the Strategic Partnership grant to sustain community-based programs at the Silver Star Resource Center (ongoing).

Continued enhancements to the Case Management System (CMS) to track, monitor and report data on juvenile and adult populations, and to analyze and evaluate the success of programs and program participation.

Completed tenant improvements on the 2nd floor of the 20 East Alisal building in Salinas to allow for the co-location of collaborative and intervention services for adult offenders.

Continued to serve as lead agency for the Community Corrections Partnership (CCP) and developed the annual Public Safety Realignment plan, budget and related documentation (ongoing).

Administered department-wide evidence-based training for Corrections by a nationally-recognized expert.

Participated in the Monterey Peninsula's Blue Ribbon Committee.

Participated in a Statewide workgroup to create a Corrective Action Plan for Title IV-E Federal reimbursement activities.

Created a Compliance Team in collaboration with local law enforcement agencies, supported by their allocation of State funding, for monitoring and accountability efforts of high-risk adult offenders.

Budget Year Goals

The Probation Department is dedicated to achieving and maintaining the following goals:

Continue to participate in the process of constructing a new, more functional juvenile detention facility.

Improve the quality of life for youth, seniors and families by preventing and reducing the frequency, severity, and impact of criminal and delinquent behavior among adults and juveniles who come within the jurisdiction of the Probation Department (ongoing).

Enhance public safety programs throughout Monterey County through collaboration and cooperation with other departments and agencies and by the development of new and innovative methods to address the issues of public safety (ongoing).

Expand services to the young adult population and address specific needs, e.g. mental health, substance abuse and vocational training (ongoing).

Continue to enhance the collection of probation fees in collaboration with the Treasurer's Revenue Division.

Continue to serve as the lead agency to maintain core functions and expand the Silver Star Resource Center, as a "one stop" program for gang prevention and intervention (ongoing).

Continue to serve as the lead agency for the Juvenile Justice Crime Prevention Act (JJCPA) programs (ongoing).

Continue to serve as the lead agency for the Community Correction Partnership, and for the implementation of the Community Correction Plan focusing on evidence-based probation supervision strategies and programs (ongoing).

Continue to enhance data collection capabilities in the Case Management System (CMS) to track, monitor and report data on its juvenile and adult populations, and to analyze and evaluate the success of programs and program participation. Develop new data requirements for realigned adult and juvenile populations.

Participate in data sharing efforts as required by law, such as the State's Supervised Release File (SRF) and Smart Justice initiatives.

Pending Issues

In December 2013, the United States Health and Human Services Department completed a Federal review and found California Department of Social Services out of compliance regarding the State Cost Allocation Plan for the Federal Title IV-E program. The statewide impact will affect Federal claiming for the reimbursement of pre-placement juvenile case management and services to Probation Departments. For Monterey County Probation, initial estimates project a reduction of Federal Title IV-E revenue by approximately 7.7% or \$300,000 annually in FY 2014-15.

The realignment of public safety responsibilities to counties under AB 109, implemented on October 1, 2011, continues to create major operational changes in the Adult Division's operations. The realignment significantly increases Probation's span of control on "non-non-non" (non-serious, non-violent, non-sex offenses, and without any prior conviction) adult offenders, as well as offenders released to local authority under Post Release Community Supervision (PRCS) status. While Probation Departments continue to plan and adjust for this significant change, funding allocated at the State level was formalized through Senate Bill 1020 approved in July 2012. This affected how State funds are distributed to the local County level.

The operational and financial impact of the State-mandated Static-99R assessment for adult sex offenders continues to be evaluated. Further, the cost of Global Positioning System monitoring for high-risk sex offenders while on probation continues to be absorbed by the Department.

The 2014-15 Juvenile Accountability Block Grant (JABG) continues to be reduced each year, with a 25% reduction projected for next year. New data collection requirements continue to be initiated. This appears to be a trend in data requirements presented by both State and Federal entities.

The Department is incurring additional costs for mandated core training required by Title 15 for part-time and temporary Juvenile Institutions Officers. Increasing mandated Standards and Training for Corrections (STC) costs challenge the Department's ability to cover all training expenses.

Due to the implementation of Proposition 21, juveniles facing adult court proceedings continue to generate additional costs associated with extended detention in Juvenile Hall. Depending on the number of arrests and the court processes, the Department's budget is constrained to absorb these increased costs in FY 2014-15.

The annual Department of Juvenile Justice (DJJ) placement rate was established in July 2012 at \$24,000 per juvenile. This placement cost will continue to impact costs next fiscal year, based on the amount of youth in State custody and their commitment time.

Reductions in funding at the State and local level could impact Probation's ability to fulfill its mandates and provide mission-critical services to the community. The Recommended Budget and its allocated positions constitute a thoughtful and conservative use of available resources to fulfill mandated responsibilities and sustain current operations in a scaled-back manner. Based on economic trends, the flexibility of the Department to fulfill its obligations could be challenged. The Department is committed to do everything possible to contribute to public safety and protection of the community in spite of the fiscal challenges that have accumulated in recent years. Resources included in the Recommended Budget may be barely sufficient to maintain the necessary level of services, particularly in consideration of the increase in its span of control for adult and juvenile offenders. The Department will carefully and responsibly monitor expenses, and, if necessary, request additional appropriations.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted	Fund Code	Org Code
Alternative Programs (PRO001)	4,730,762	3,557,640	3,484,917	3,279,687	3,224,109	(333,531)	001	2550_8162
Alternative Programs (PRO002)	2,135,777	1,193,362	0	1,193,362	1,193,362	0	022	2550_8162
Juvenile Hall (PRO001)	6,804,069	7,566,974	7,842,550	8,251,301	7,995,037	428,063	001	2550_8163
Youth Center (PRO001)	6,303,719	7,629,148	7,426,295	7,740,400	7,740,400	111,252	001	2550_8164
Youth Center (PRO002)	951,025	2,977,936	0	2,977,936	2,977,936	0	022	2550_8164
Adult Probation (PRO001)	9,828,145	11,190,416	11,069,228	12,492,668	12,492,668	1,302,252	001	2550_8165
Adult Probation (PRO002)	5,338,923	10,888,137	0	12,646,558	12,646,558	1,758,421	022	2550_8165
Juvenile Probation (PRO001)	5,052,174	5,621,153	5,517,506	5,759,840	5,668,290	47,137	001	2550_8166
Juvenile Probation (PRO002)	385,924	370,976	0	884,755	884,755	513,779	022	2550_8166
Probation Administration (PRO001)	3,363,411	3,683,440	3,908,275	3,434,888	3,434,888	(248,552)	001	2550_8167

Appropriation Expenditure Detail

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted	Fund Code	Org Code
Subtotal	\$44,893,928	\$54,679,182	\$39,248,771	\$58,661,395	\$58,258,003	3,578,821		

Units

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Alternative Programs	6,866,539	4,751,002	3,484,917	4,473,049	4,417,471	(333,531)
Juvenile Hall	6,804,069	7,566,974	7,842,550	8,251,301	7,995,037	428,063
Youth Center	7,254,743	10,607,084	7,426,295	10,718,336	10,718,336	111,252
Adult Probation	15,167,068	22,078,553	11,069,228	25,139,226	25,139,226	3,060,673
Juvenile Probation	5,438,097	5,992,129	5,517,506	6,644,595	6,553,045	560,916
Probation Administration	3,363,411	3,683,440	3,908,275	3,434,888	3,434,888	(248,552)
Subtotal	\$44,893,928	\$54,679,182	\$39,248,771	\$58,661,395	\$58,258,003	3,578,821

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
11A06	CHIEF PROBATION OFFICER	1.00	1.00	1.00	0.00
12C35	ASSISTANT CHIEF PROBATION OFFICER	1.00	1.00	1.00	0.00
14B21	ASSOCIATE PERSONNEL ANALYST	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	3.00	3.00	3.00	0.00
14C31	MANAGEMENT ANALYST III	2.00	2.00	2.00	0.00
16C87	BUSINESS TECHNOLOGY ANALYST II	0.00	1.00	1.00	0.00
16F40	DEPARTMENTAL INFORMATION SYSTEMS MANAGER I	1.00	1.00	1.00	0.00
20B10	ACCOUNTANT I	2.00	2.00	2.00	0.00
20B11	ACCOUNTANT II	1.00	1.00	1.00	0.00
20B12	ACCOUNTANT III	1.00	1.00	1.00	0.00
20B93	FINANCE MANAGER II	1.00	1.00	1.00	0.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	0.00	0.00	1.00	1.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	2.00	2.00	2.00	0.00
60F02	PROBATION AIDE	15.50	16.50	15.50	-1.00
60F22	PROBATION OFFICER II	76.00	80.00	75.00	-5.00
60F23	PROBATION OFFICER III	24.00	25.00	25.00	0.00
60F84	PROBATION SERVICES MANAGER	13.00	14.00	14.00	0.00
60F85	PROBATION DIVISION MANAGER	4.00	4.00	4.00	0.00
60F87	JUVENILE INSTITUTIONS SUPERVISOR	9.00	9.00	9.00	0.00
60F89	JUVENILE INSTITUTIONS OFFICER II	74.00	74.00	73.00	-1.00
60F90	SENIOR JUVINILE INSTITUTIONS OFFICER	14.00	14.00	12.00	-2.00
60K02	VICTIM ASSISTANCE ADVOCATE	2.00	2.00	2.00	0.00
70K25	SENIOR COOK	4.50	4.50	4.50	0.00
70K80	HEAD COOK	1.00	1.00	1.00	0.00
70K83	FOOD ADMINISTRATOR-PROBATION	1.00	1.00	1.00	0.00
70L01	LAUNDRY WORKER I	1.00	1.00	1.00	0.00
72A23	BUILDING MAINTENANCE WORKER	1.00	1.00	1.00	0.00
80A30	SECRETARIAL ASSISTANT	2.00	2.00	2.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80E21	OFFICE ASSISTANT II	14.00	15.00	15.00	0.00
80E22	OFFICE ASSISTANT III	6.00	6.00	6.00	0.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.00	1.00	1.00	0.00

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
80E82	SUPERVISING OFFICE ASSISTANT II	2.00	2.00	2.00	0.00
80J22	SENIOR ACCOUNT CLERK	1.00	1.00	1.00	0.00
80J30	ACCOUNTING TECHNICIAN	4.00	4.00	4.00	0.00
80W21	WORD PROCESSOR	3.00	3.00	3.00	0.00
Total		290.00	299.00	291.00	-8.00

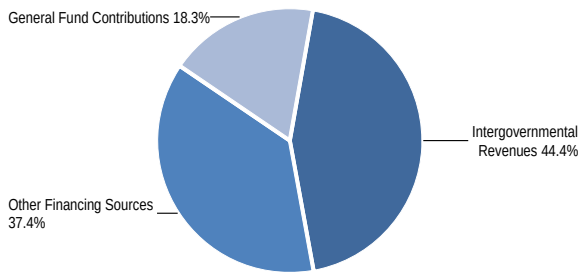
Augmentation

Dept	Request Code	Request Name	Ranking Type	Requested Amount	FTEs	Cumm. Approved	Approved FTEs
2550	AUG1_2550_8162_001	Juvenile Evening Reporting Center	Base Level Maintenance	210,755	2.00	210,755	2.00
2550	AUG2_2550_8163_001	Juvenile Hall Echo Unit Closure	Mandated	529,940	5.00	529,940	5.00
2550	AUG3_2550_8163_001	Juvenile Community SVC Work Program	Base Level Maintenance	168,860	2.00	0	0.00
2550	AUG4_2550_8163_001	Juvenile Hall Supervision	Mandated	87,404	1.00	0	0.00
2550	AUG5_2550_8162_001	Juvenile Day Reporting Center	Base Level Maintenance	55,578	1.00	0	0.00
2550	AUG6_2550_8166_001	Juvenile Probation Victim Resitution	Base Level Maintenance	73,827	1.00	73,827	1.00
2550	AUG7_2550_8166_001	Juvenile Intake Probation Officer	Mandated	91,550	1.00	0	0.00
Grand Total				1,217,914	13.00	814,522	8.00

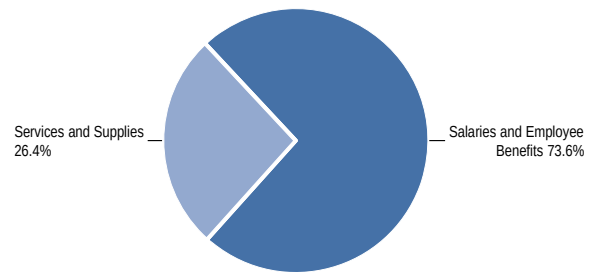
Alternative Programs

(Unit 8162— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	3,850,946	2,698,474	2,678,985	2,455,287	2,399,841	(298,633)
Services and Supplies	917,603	896,953	843,719	862,187	862,055	(34,898)
Other Charges	(37,787)	(37,787)	(37,787)	(37,787)	(37,787)	0
Subtotal	\$4,730,762	\$3,557,640	\$3,484,917	\$3,279,687	\$3,224,109	(333,531)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Intergovernmental Revenues	1,756,863	1,713,686	1,713,686	1,430,148	1,430,148	(283,538)
Other Financing Sources	2,135,777	1,209,193	1,209,193	1,204,828	1,204,828	(4,365)
Subtotal	\$3,892,640	\$2,922,879	\$2,922,879	\$2,634,976	\$2,634,976	(287,903)
General Fund Contributions	\$838,122	\$634,761	\$562,038	\$644,711	\$589,133	(45,628)
Total Source of Funds	\$4,730,762	\$3,557,640	\$3,484,917	\$3,279,687	\$3,224,109	(333,531)

Unit Description

The Alternative Programs unit includes a variety of programs directed at adjudicated at-risk youth. These programs include the Day Reporting Center and Evening Reporting Center at Rancho Cielo, Silver Star Resource Center for gang prevention and early intervention, and Alternative Education collaborations with the Monterey County Office of Education. The object of the unit is to provide services in the continuum of care ranging from prevention and intervention to education and employment counseling services in an effort to reduce the incidence of juvenile delinquency and gang involvement.

Prior Year Accomplishments

Implemented the Ohio Youth Assessment System (OYAS) to assess youths' risk to reoffend and target criminogenic needs in order to reduce that risk.

Continued to serve as the lead agency for the Juvenile Justice Crime Prevention Act (JJCPA). Programs funded by JJCPA produced a statistically significant reduction in the recidivism among participants. Outcome data on all programs funded by JJCPA are

reported to the Board of State and Community Corrections (BSCC).

Continued to manage the Evening Reporting Center (ERC) to provide educational, vocational and life skill services to wards pending violation of probation, who might otherwise be incarcerated in Juvenile Hall.

Continued to serve as the lead agency to maintain the Silver Star Resource Center's core functions, and participated in strategic initiatives to implement and expand gang prevention and early intervention programs.

Budget Year Goals

Continue to serve as the lead agency for the Juvenile Justice Crime Prevention Act and Silver Star Resource Center, as permissible by availability of funding.

Increase the use of validated evidence-based programs and curricula.

Continue to collaborate with South County's "Four Cities for Peace" law enforcement initiative.

Work in partnership with the City of Salinas on its Comprehensive Strategy for Community-wide Violence Reduction plan.

Implement interactive journaling tools with clients in order to further incorporate evidence-based practices into daily operations.

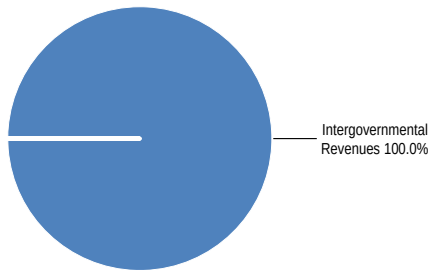
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
20B11	ACCOUNTANT II	1.00
60F02	PROBATION AIDE	7.00
60F22	PROBATION OFFICER II	9.00
60F23	PROBATION OFFICER III	2.00
60F84	PROBATION SERVICES MANAGER	2.00
60F89	JUVENILE INSTITUTIONS OFFICER II	1.00
60F90	SENIOR JUVINILE INSTITUTIONS OFFICER	1.00
80E21	OFFICE ASSISTANT II	2.00
Total		25.00

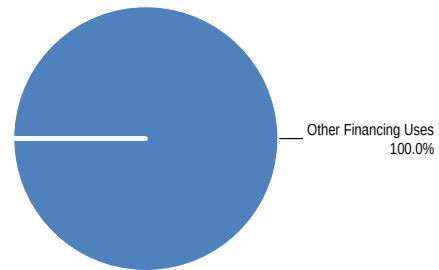
Alternative Programs

(Unit 8162— Fund 022)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Other Financing Uses	2,135,777	1,193,362	0	1,193,362	1,193,362	0
Subtotal	\$2,135,777	\$1,193,362	\$0	\$1,193,362	\$1,193,362	0

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Intergovernmental Revenues	2,018,429	1,193,362	0	1,193,362	1,193,362	0
Subtotal	\$2,018,429	\$1,193,362	\$0	\$1,193,362	\$1,193,362	0
Total Source of Funds	<u>\$2,018,429</u>	<u>\$1,193,362</u>	<u>\$0</u>	<u>\$1,193,362</u>	<u>\$1,193,362</u>	<u>0</u>

Unit Description

The Fiscal Year 2011–12 State budget enacted a shift—or “realignment”—of State program responsibilities and revenues to local governments. To support the various realigned criminal justice, mental health, and social services programs, the Legislature passed Assembly Bill 118 (Chapter 40, Statutes of 2011). AB 118 created the new Local Revenue Fund 2011, in which a portion of State sales tax and vehicle license fee revenues are deposited, and provided an accounting structure. For transparency in reporting, the County established Fund 022 to account for all public safety realignment revenues related to the Local Revenue Fund. Operating transfers occur between the General Fund and Fund 022 for realigned programs' payments.

Prior Year Accomplishments

Accomplishments and goals are reported under the department's general fund narratives.

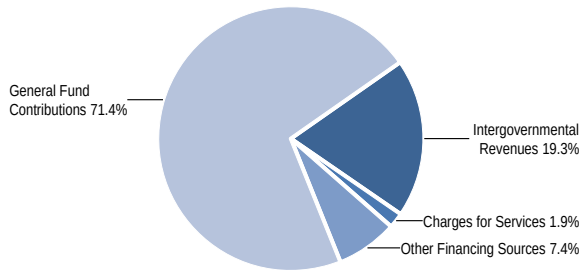
Budget Year Goals

Accomplishments and goals are reported under the department's general fund narratives.

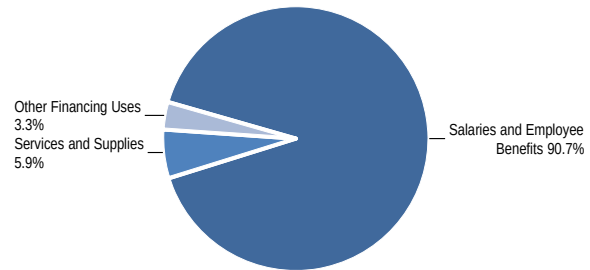
Juvenile Hall

(Unit 8163— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	6,210,690	7,147,480	7,241,947	7,510,495	7,254,627	107,147
Services and Supplies	593,379	419,494	600,603	473,748	473,352	53,858
Other Financing Uses	0	0	0	267,058	267,058	267,058
Subtotal	\$6,804,069	\$7,566,974	\$7,842,550	\$8,251,301	\$7,995,037	428,063

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Intergovernmental Revenues	1,675,031	1,438,010	1,481,114	1,545,272	1,545,272	107,262
Charges for Services	339,963	149,500	149,500	149,500	149,500	0
Miscellaneous Revenues	16,881	0	0	0	0	0
Other Financing Sources	0	595,113	552,009	595,113	595,113	0
Subtotal	\$2,031,874	\$2,182,623	\$2,182,623	\$2,289,885	\$2,289,885	107,262
General Fund Contributions	\$4,772,194	\$5,384,351	\$5,659,927	\$5,961,416	\$5,705,152	320,801
Total Source of Funds	\$6,804,069	\$7,566,974	\$7,842,550	\$8,251,301	\$7,995,037	428,063

Unit Description

The Monterey County Juvenile Hall is a 114 bed facility that provides temporary detention for youths awaiting adjudication or disposition from Juvenile Court. Referrals to Juvenile Hall are received from countywide law enforcement agencies, Probation and the Court. Services are provided to youths to assist with their reintegration into the community and address their educational, physical, behavioral, psychological and emotional needs.

Prior Year Accomplishments

Continued to safely and securely house minors in the 50+ year old Juvenile Hall facility on Natividad Road.

Continued to collaborate with local and State agencies on the new Juvenile Hall project, and participated in community outreach activities.

Sustained the Monterey County Juvenile Offenders Community Health Services (JOCHS) program, targeting juveniles lodged in

Juvenile Hall for the first and second time, and linking youth and their families to support services available in the community.

Supervised 1,146 minors on the Community Service Work Program, which provided 6,876 work hours for the County Parks and Probation Facilities.

Fully trained institutions and other staff on Prison Rape Elimination Act (PREA) policies and practices.

Budget Year Goals

Continue to evaluate current business processes for improved efficiencies and additional features in the new Case Management System.

Continue to manage the detention facility's ongoing maintenance problems, due to age and wear and tear.

Continue to foster a close working relationship with County officials and the Board of State and Community Corrections

(BSCC) to maximize readiness to proceed on replacement of the existing juvenile facility.

Continue the Monterey County Juvenile Offender Community Health Services (JOCHS) project, a collaborative re-entry and transition center designed for youth in Juvenile Hall. The transition center is a "one-stop" program for youth and their families/guardians to receive: family and community reunification, integrated behavioral health care, Medi-Cal determination, academic services, and expedited contact with a Probation Officer.

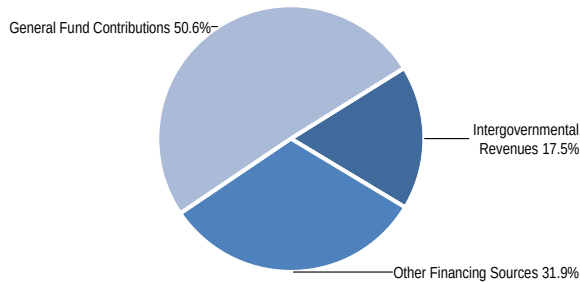
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
60F84	PROBATION SERVICES MANAGER	1.00
60F85	PROBATION DIVISION MANAGER	1.00
60F87	JUVENILE INSTITUTIONS SUPERVISOR	5.00
60F89	JUVENILE INSTITUTIONS OFFICER II	49.00
60F90	SENIOR JUVINILE INSTITUTIONS OFFICER	7.00
80A30	SECRETARIAL ASSISTANT	1.00
Total		64.00

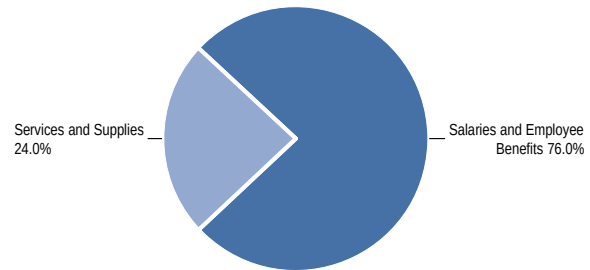
Youth Center

(Unit 8164— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	4,719,115	5,765,313	5,685,042	5,885,731	5,885,731	120,418
Services and Supplies	1,560,875	1,863,835	1,741,253	1,854,669	1,854,669	(9,166)
Capital Assets	23,728	0	0	0	0	0
Subtotal	\$6,303,718	\$7,629,148	\$7,426,295	\$7,740,400	\$7,740,400	111,252

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Intergovernmental Revenues	939,635	1,402,759	1,402,759	1,354,547	1,354,547	(48,212)
Charges for Services	13,096	5,996	5,996	5,996	5,996	0
Miscellaneous Revenues	8,579	0	0	0	0	0
Other Financing Sources	1,038,318	2,467,930	2,467,930	2,467,930	2,467,930	0
Subtotal	\$1,999,628	\$3,876,685	\$3,876,685	\$3,828,473	\$3,828,473	(48,212)
General Fund Contributions	\$4,304,090	\$3,752,463	\$3,549,610	\$3,911,927	\$3,911,927	159,464
Total Source of Funds	\$6,303,719	\$7,629,148	\$7,426,295	\$7,740,400	\$7,740,400	111,252

Unit Description

The Probation Department's Youth Center is a secure residential treatment facility located in East Salinas. The Youth Center is comprised of four dormitories with a total capacity of 60 residents. Probation staff, Behavioral Health therapists and teachers from the Monterey County Office of Education (MCOE) work collaboratively with outside providers in a team approach that works with residents and their parents and/or guardians to understand and address the causation of the residents' delinquent behavior, gang involvement, or drug and alcohol addictions.

The Youth Center's therapeutic environment is designed to help residents increase self-awareness, enhance resilience and personal coping mechanisms, and encourage pro-social attitudes and behaviors.

Prior Year Accomplishments

Provided First Aid and Health Education classes for Youth Center school graduates.

Implemented evidence-based strategies, creating a team of a Probation Officer and a Therapist assigned to each resident while in custody and during Aftercare, to ensure continuity and rapport.

Continued to enhance facility security and functionality with structural and procedural improvements.

Provided Life Safety training for Youth Center staff.

Continued to improve on quality and pricing of food in the Youth Center kitchen, with produce savings of about \$30,000 a year, increased access to free USDA commodities from 30% to 50%, and food rebates for \$3,500 in a year.

Budget Year Goals

Collaborate with California Forensic Medical Group (CFMG) and several non-profit organizations through Rancho Cielo to implement a tattoo removal program for the Youth Center.

Monitor and maintain facility security and enhance functionality with structural improvements.

Implement additional evidence-based after school classes delivered by local providers.

Train additional staff in evidence-based strategies and programs, such as Motivational Interviewing and Aggression Replacement Training (ART).

Develop enhancements to Probation's CMS to collect Youth Center commitment data.

Enhance relationships and collaboration with parents and families while in-custody and after release from the Youth Center.

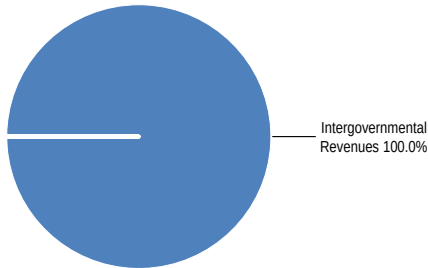
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
60F02	PROBATION AIDE	3.50
60F22	PROBATION OFFICER II	3.00
60F23	PROBATION OFFICER III	2.00
60F84	PROBATION SERVICES MANAGER	1.00
60F85	PROBATION DIVISION MANAGER	1.00
60F87	JUVENILE INSTITUTIONS SUPERVISOR	4.00
60F89	JUVENILE INSTITUTIONS OFFICER II	23.00
60F90	SENIOR JUVINILE INSTITUTIONS OFFICER	4.00
70K25	SENIOR COOK	4.50
70K80	HEAD COOK	1.00
70K83	FOOD ADMINISTRATOR-PROBATION	1.00
70L01	LAUNDRY WORKER I	1.00
72A23	BUILDING MAINTENANCE WORKER	1.00
80A30	SECRETARIAL ASSISTANT	1.00
80E21	OFFICE ASSISTANT II	1.00
Total		52.00

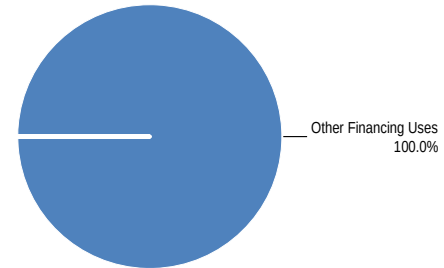
Youth Center

(Unit 8164— Fund 022)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Other Financing Uses	951,025	2,977,936	0	2,977,936	2,977,936	0
Subtotal	\$951,025	\$2,977,936	\$0	\$2,977,936	\$2,977,936	0

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Intergovernmental Revenues	1,338,486	2,977,936	0	2,977,936	2,977,936	0
Subtotal	\$1,338,486	\$2,977,936	\$0	\$2,977,936	\$2,977,936	0
Total Source of Funds	\$1,338,486	\$2,977,936	\$0	\$2,977,936	\$2,977,936	0

Unit Description

The Fiscal Year 2011–12 State budget enacted a shift—or “realignment”—of State program responsibilities and revenues to local governments. To support the various realigned criminal justice, mental health, and social services programs, the Legislature passed Assembly Bill 118 (Chapter 40, Statutes of 2011). AB 118 created the new Local Revenue Fund 2011, in which a portion of State sales tax and vehicle license fee revenues are deposited, and provided an accounting structure. For transparency in reporting, the County established Fund 022 to account for all public safety realignment revenues related to the Local Revenue Fund. Operating transfers occur between the General Fund and Fund 022 for realigned programs' payments.

Prior Year Accomplishments

Accomplishments and goals are reported under the department's general fund narratives.

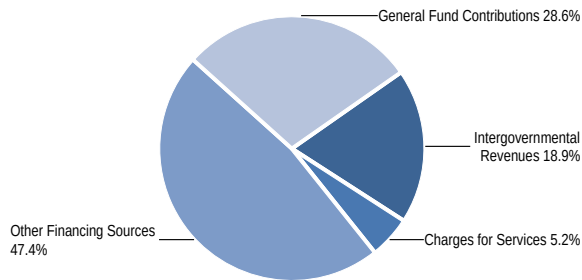
Budget Year Goals

Accomplishments and goals are reported under the department's general fund narratives.

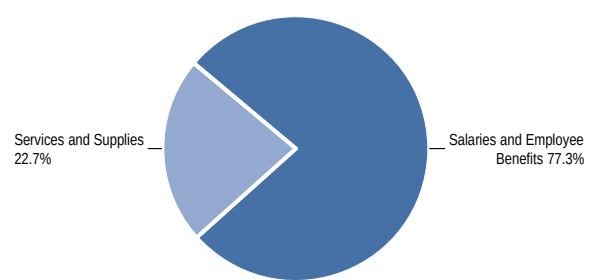
Adult Probation

(Unit 8165— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	7,988,132	8,680,139	8,630,069	9,800,643	9,800,643	1,120,504
Services and Supplies	1,884,639	2,697,463	2,626,345	2,886,025	2,886,025	188,562
Other Charges	(183,298)	(187,186)	(187,186)	(194,000)	(194,000)	(6,814)
Capital Assets	68,672	0	0	0	0	0
Other Financing Uses	70,000	0	0	0	0	0
Subtotal	\$9,828,145	\$11,190,416	\$11,069,228	\$12,492,668	\$12,492,668	1,302,252

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	4,186	6,572	6,572	6,572	6,572	0
Intergovernmental Revenues	2,445,202	1,934,762	1,986,170	2,353,297	2,353,297	418,535
Charges for Services	669,950	802,283	750,875	643,131	643,131	(159,152)
Miscellaneous Revenues	5,899	2,000	2,000	2,000	2,000	0
Other Financing Sources	3,696,057	5,290,193	5,290,193	5,917,586	5,917,586	627,393
Subtotal	\$6,821,295	\$8,035,810	\$8,035,810	\$8,922,586	\$8,922,586	886,776
General Fund Contributions	\$3,006,851	\$3,154,606	\$3,033,418	\$3,570,082	\$3,570,082	415,476
Total Source of Funds	\$9,828,145	\$11,190,416	\$11,069,228	\$12,492,668	\$12,492,668	1,302,252

Unit Description

The Monterey County Adult Probation Division provides all adult services (court investigation, case management, and field supervision) for adult offenders as ordered by the sentencing court. These orders require actions such as probation searches, drug testing, collection of fines, fees and victim restitution, and the referral of adult offenders to various community treatment interventions. Special services include supervision by electronic monitoring, Pretrial Services, Drug Treatment Court, Mental Health Court (Creating New Choices-CNC), the Adult Day Reporting Center (DRC), the Adult Placement Program, general supervision caseloads, and specialized caseloads and services for sex offenders, gang members and domestic violence (Family Violence Unit and Child Advocate Program).

The Adult Division is also responsible for supervision in the community of the realigned populations being released from the Division of Juvenile Justice (DJJ) and the California Department of Corrections and Rehabilitation (CDCR). In addition to the supervision of these populations, this responsibility also entails coordination with DJJ, CDCR, the Monterey County Jail, and the Courts.

Prior Year Accomplishments

Completed the Monterey County Public Safety Realignment Update for FY 2013-14 for the Board of State and Community Corrections (BSCC).

Completed the transition to the new adult felony sentencing report format, which now incorporates evidence-based information.

Continued to expand capacity for data collection and reporting by AB 109 service providers with the selection of Efforts to Outcomes (ETO) by Social Solutions, and with infrastructure design.

Continued to expand capacity for data collection and reporting with the allocation of one Business Technology Analyst II dedicated to support AB 109 operations.

Implemented structural supports to sustain evidence-based practices by creating a Professional Standards and Practices Deputy Probation Officer (DPO) position for training and coaching, and to develop a continuous quality improvement plan.

Created the Compliance Team, composed of two DPO II positions, to supervise offenders assessed at highest risk to recidivate, and coordinate these intense supervision efforts with local law enforcement agencies.

Created a cost-saving partnership with the California Department of Corrections and Rehabilitation (CDCR), to allow parolees access to the Monterey County Day Reporting Center.

Implemented the Re-entry Services Center, as a collaborative strategy for intervention services and programs, and increased access to treatment for adult offenders.

Budget Year Goals

Expand the use of evidence-based practices by providing coaching to all supervision officers in Motivational Interviewing techniques.

Expand the use of evidence-based supervision tools for interactions with offenders, which target criminogenic risk and needs.

Expand housing availability to applicable offenders by increasing capacity to up to 12 men for a period of 180 days.

Complete the implementation of Efforts to Outcome (ETO) data collection system.

Continue to expand capacity for data collection and reporting with the allocation of one Departmental Information Systems Coordinator dedicated to AB 109 data collection and quality assurance.

Address the need for increased Mandatory Supervision with the allocation of one Deputy Probation Officer II position dedicated to this caseload.

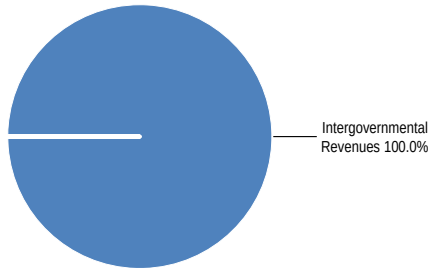
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
14C31	MANAGEMENT ANALYST III	1.00
16C87	BUSINESS TECHNOLOGY ANALYST II	1.00
20B10	ACCOUNTANT I	1.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00
60F02	PROBATION AIDE	2.00
60F22	PROBATION OFFICER II	42.00
60F23	PROBATION OFFICER III	14.00
60F84	PROBATION SERVICES MANAGER	6.00
60F85	PROBATION DIVISION MANAGER	1.00
60K02	VICTIM ASSISTANCE ADVOCATE	2.00
80E21	OFFICE ASSISTANT II	7.00
80E22	OFFICE ASSISTANT III	2.00
80E82	SUPERVISING OFFICE ASSISTANT II	1.00
80W21	WORD PROCESSOR	1.00
Total		82.00

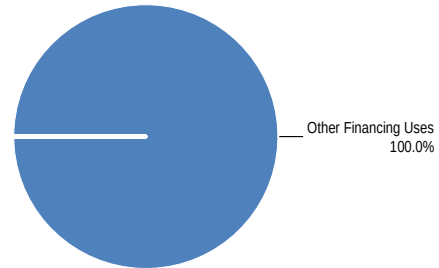
Adult Probation

(Unit 8165— Fund 022)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Other Financing Uses	5,338,923	10,888,137	0	12,646,558	12,646,558	1,758,421
Subtotal	\$5,338,923	\$10,888,137	\$0	\$12,646,558	\$12,646,558	1,758,421

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Intergovernmental Revenues	8,227,200	10,888,137	0	12,646,558	12,646,558	1,758,421
Subtotal	\$8,227,200	\$10,888,137	\$0	\$12,646,558	\$12,646,558	1,758,421
Total Source of Funds	<u>\$8,227,200</u>	<u>\$10,888,137</u>	<u>\$0</u>	<u>\$12,646,558</u>	<u>\$12,646,558</u>	<u>1,758,421</u>

Unit Description

The Fiscal Year 2011–12 State budget enacted a shift—or “realignment”—of State program responsibilities and revenues to local governments. To support the various realigned criminal justice, mental health, and social services programs, the Legislature passed Assembly Bill 118 (Chapter 40, Statutes of 2011). AB 118 created the new Local Revenue Fund 2011, in which a portion of State sales tax and vehicle license fee revenues are deposited, and provided an accounting structure. For transparency in reporting, the County established Fund 022 to account for all public safety realignment revenues related to the Local Revenue Fund. Operating transfers occur between the General Fund and Fund 022 for realigned programs' payments.

Prior Year Accomplishments

Accomplishments and goals are reported under the department's general fund narratives.

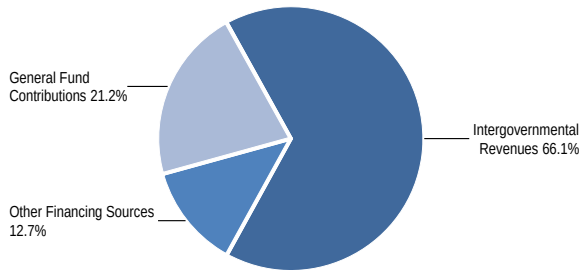
Budget Year Goals

Accomplishments and goals are reported under the department's general fund narratives.

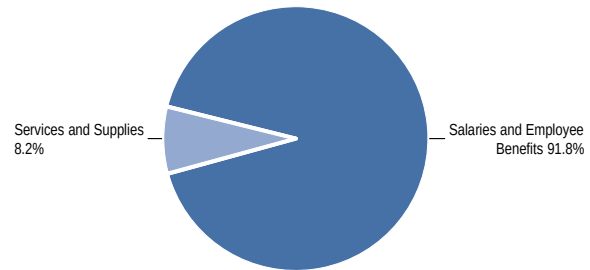
Juvenile Probation

(Unit 8166— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	4,904,098	5,315,339	5,315,339	5,447,724	5,356,306	40,967
Services and Supplies	305,505	453,168	349,521	475,462	475,330	22,162
Other Charges	(157,430)	(147,354)	(147,354)	(163,346)	(163,346)	(15,992)
Subtotal	\$5,052,174	\$5,621,153	\$5,517,506	\$5,759,840	\$5,668,290	47,137

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Intergovernmental Revenues	3,608,204	3,641,741	3,142,520	3,743,355	3,743,355	101,614
Charges for Services	9,808	0	0	0	0	0
Miscellaneous Revenues	0	2,000	2,000	2,000	2,000	0
Other Financing Sources	893,276	719,779	719,779	719,779	719,779	0
Subtotal	\$4,511,288	\$4,363,520	\$3,864,299	\$4,465,134	\$4,465,134	101,614
General Fund Contributions	\$540,886	\$1,257,633	\$1,653,207	\$1,294,706	\$1,203,156	(54,477)
Total Source of Funds	\$5,052,174	\$5,621,153	\$5,517,506	\$5,759,840	\$5,668,290	47,137

Unit Description

The Monterey County Juvenile Probation Division consists of intake, diversion and early intervention services, court investigation, and field supervision. Services include Victim Restitution, Restorative Justice programs, the Campus-based Probation Officer program, a specialized Juvenile Sex Offender program (Juvenile Sex Offender Response Team-JSORT), and juvenile special services, such as the Placement Intervention Program (PIP), mental health assessments and a Mental Health Court (Community Action Linking Adolescents-CALA), juvenile drug court and Out-Of-Home Placement.

Orders of probation require a wide variety of activities, including drug testing, the collection of fees, fines and victim restitution, probation searches, the monitoring of school performance and referrals of minors and families to various community treatment interventions.

Prior Year Accomplishments

Continued to manage the Juvenile Accountability Block Grant (JABG), which partially funds a full time Probation Aide, who assists victims with the Juvenile Court process and establishing the restitution amount as an important tool in rehabilitation of the minor. This program made over 1,700 contacts on behalf of those victimized by juvenile offenders and collected over \$68,000 in projected restitution for victims.

The Juvenile Drug Court Program continued with the support of a Federal grant to Monterey County Children's Behavioral Health. This increased the number of youth served and provided therapeutic evidence-based treatment for every youth participating in Juvenile Drug Court.

Continued to manage increased data collection requirements by the State, and established procedures for quality assurance for the Child Welfare Services Case Management System (CWS/CMS).

Implemented the Ohio Youth Assessment System (OYAS) to assess youths' risk to re-offend and target criminogenic needs in order to reduce that risk.

Budget Year Goals

Continue to provide quality services to the Courts, the minors, their families and the community.

Continue the collaboration with Monterey County Office of Education based on the Children Council's "Graduating Healthy Students Prepared for Success."

Continue to enhance the juvenile component of the Smart Probation Case Management System.

Integrate the OYAS risk assessment into the Smart Probation Case Management System.

Continue to improve and provide timely and accurate quality assurance of data entry into the Child Welfare Services Case Management System.

Implement interactive journaling tools with clients in order to further incorporate evidence-based practices into daily operations.

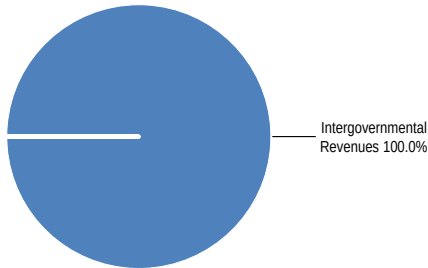
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
14C30	MANAGEMENT ANALYST II	1.00
60F02	PROBATION AIDE	3.00
60F22	PROBATION OFFICER II	21.00
60F23	PROBATION OFFICER III	7.00
60F84	PROBATION SERVICES MANAGER	3.00
60F85	PROBATION DIVISION MANAGER	1.00
80E21	OFFICE ASSISTANT II	5.00
80E22	OFFICE ASSISTANT III	4.00
80E82	SUPERVISING OFFICE ASSISTANT II	1.00
80W21	WORD PROCESSOR	2.00
Total		48.00

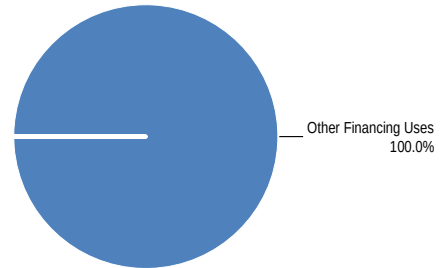
Juvenile Probation

(Unit 8166— Fund 022)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Other Financing Uses	385,924	370,976	0	884,755	884,755	513,779
Subtotal	\$385,924	\$370,976	\$0	\$884,755	\$884,755	513,779

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Intergovernmental Revenues	343,653	370,976	0	884,755	884,755	513,779
Subtotal	\$343,653	\$370,976	\$0	\$884,755	\$884,755	513,779
Total Source of Funds	\$343,653	\$370,976	\$0	\$884,755	\$884,755	513,779

Unit Description

The Fiscal Year 2011–12 State budget enacted a shift—or “realignment”—of State program responsibilities and revenues to local governments. To support the various realigned criminal justice, mental health, and social services programs, the Legislature passed Assembly Bill 118 (Chapter 40, Statutes of 2011). AB 118 created the new Local Revenue Fund 2011, in which a portion of State sales tax and vehicle license fee revenues are deposited, and provided an accounting structure. For transparency in reporting, the County established Fund 022 to account for all public safety realignment revenues related to the Local Revenue Fund. Operating transfers occur between the General Fund and Fund 022 for realigned programs' payments.

Prior Year Accomplishments

Accomplishments and goals are reported under the department's general fund narratives.

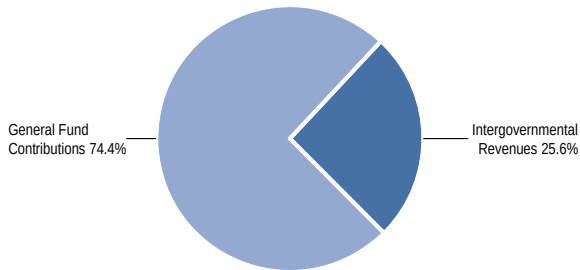
Budget Year Goals

Accomplishments and goals are reported under the department's general fund narratives.

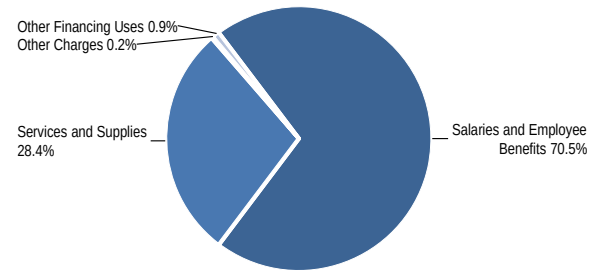
Probation Administration

(Unit 8167— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	2,453,778	2,389,467	2,439,537	2,423,086	2,423,086	33,619
Services and Supplies	997,059	1,284,579	1,459,344	974,966	974,966	(309,613)
Other Charges	(98,659)	9,394	9,394	6,825	6,825	(2,569)
Capital Assets	11,233	0	0	0	0	0
Other Financing Uses	0	0	0	30,011	30,011	30,011
Subtotal	\$3,363,411	\$3,683,440	\$3,908,275	\$3,434,888	\$3,434,888	(248,552)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Intergovernmental Revenues	715,931	879,899	879,899	879,290	879,290	(609)
Charges for Services	33,820	266,829	266,829	0	0	(266,829)
Miscellaneous Revenues	4,664	0	0	0	0	0
Subtotal	\$754,415	\$1,146,728	\$1,146,728	\$879,290	\$879,290	(267,438)
General Fund Contributions	\$2,608,996	\$2,536,712	\$2,761,547	\$2,555,598	\$2,555,598	18,886
Total Source of Funds	\$3,363,411	\$3,683,440	\$3,908,275	\$3,434,888	\$3,434,888	(248,552)

Unit Description

The Administration Division provides a wide range of infrastructure services to the Department, including fiscal management, human resources and employee development, including arming for sworn officers, facilities and fleet management, and information technology.

Prior Year Accomplishments

Maintained compliance with Equal Employment Opportunity goals.

Continued to serve as the lead agency for the Juvenile Justice Crime Prevention and Intervention program and the Monterey County Community Corrections Partnership (AB 109).

Completed all mandated State Training Center training for sworn staff with full compliance to required standards.

Researched and pursued viable grant opportunities for funding of programs.

Continued to implement enhancements to Probation's Case Management System (CMS) for increased functionality.

Completed the remodel of Administration's 2nd Floor operations at 20 East Alisal building in Salinas.

Budget Year Goals

Continue to implement department-wide a framework of evidence-based practices, such as case classification by risk of recidivism. Continue the paradigm shift of probation supervision from primarily a "control and containment" model to a model which adheres to the principles of evidence-based practices, and incrementally implements proven strategies which include

conducting both risk and needs assessments, developing case plans, providing targeted treatment and supervision, and responding appropriately to violations.

Continue to enhance the functionality of the new Case Management System to track, monitor and report data on its juvenile and adult populations, and to analyze, and evaluate the success of programs and program participation; and to address increased data collection and reporting requirements.

Continue involvement with Statewide groups (Chief Probation Officers of California, Probation Business Managers Association and others) to ensure the Department obtains the most current information on revenue for both existing and new funding opportunities.

Continue to enhance the collection of probation fees, fines and victim restitution in collaboration with the Treasurer's Revenue Division.

Continue to research grant opportunities, select and apply for appropriate funding to support and enhance juvenile and adult programs.

Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
11A06	CHIEF PROBATION OFFICER	1.00
12C35	ASSISTANT CHIEF PROBATION OFFICER	1.00
14B21	ASSOCIATE PERSONNEL ANALYST	1.00
14C30	MANAGEMENT ANALYST II	2.00
14C31	MANAGEMENT ANALYST III	1.00
	DEPARTMENTAL INFORMATION SYSTEMS	
16F40	MANAGER I	1.00
20B10	ACCOUNTANT I	1.00
20B12	ACCOUNTANT III	1.00
20B93	FINANCE MANAGER II	1.00
	SENIOR DEPARTMENTAL INFORMATION SYSTEMS	
43J09	COORDINATOR	2.00
60F84	PROBATION SERVICES MANAGER	1.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.00
80J22	SENIOR ACCOUNT CLERK	1.00
80J30	ACCOUNTING TECHNICIAN	4.00
Total		20.00



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Agricultural Commissioner

The Agricultural Commissioner/Sealer of Weights and Measures in each county is required by law to act as the local enforcement agency for specific laws and regulations pertaining to agriculture and business. Legal mandates are found in the California Food and Agricultural Code and the Business and Professions Code for Weights and Measures. The Agricultural Commissioner enforces these State laws, and the regulations adopted pursuant to the laws within the County. The Agricultural Commissioner has the authority to levy administrative civil penalties for violations of certain laws.

Major areas of responsibility and jurisdiction include: pesticide use enforcement, plant quarantine, pest exclusion, pest detection, fruit and vegetable standardization, nursery, seed, and weights and measures enforcement. The exclusion and detection of harmful pests and diseases is accomplished through the inspection of plant material entering the county, and by a countywide pest detection network designed to detect incipient infestations before they can become widely established. The Agricultural Commissioner also performs pest management activities within the County, including the sale of rodenticide bait and the coordination of countywide noxious weed control through the County Weed Management Area.

Staff of the Agricultural Commissioner serve as Accredited Certifying Officials for the U.S. Department of Agriculture and provide phytosanitary certification services that enable export of our agricultural products to other countries. The Agricultural Commissioner publishes an annual Crop Report, which tabulates the gross value of agricultural production in the County. As the Sealer of Weights and Measures, Department staff registers and verifies the accuracy of all commercial weighing and measuring devices used in trade, in order to maintain equity in the marketplace and for the protection of the consumer.



INNOVATION

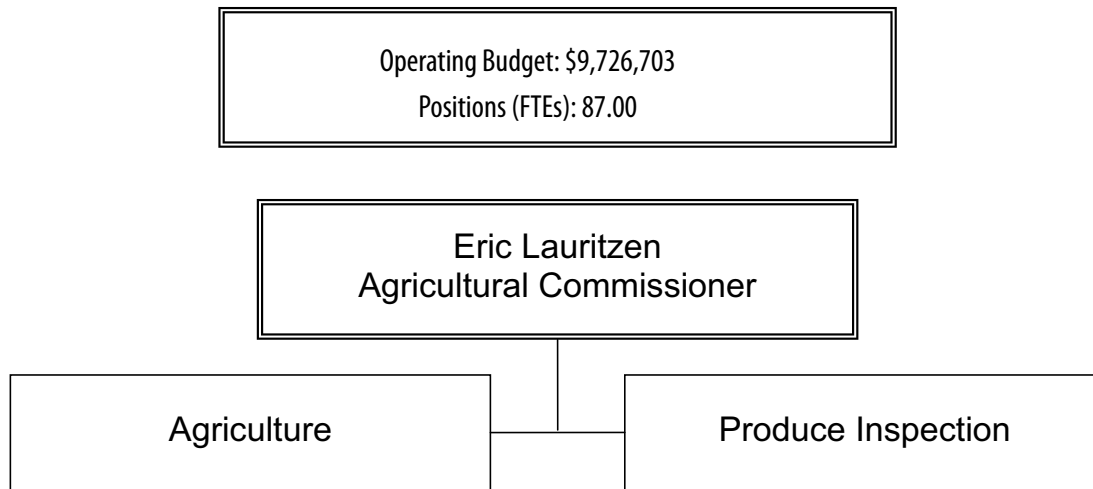
TRANSPARENCY

EFFICIENCY

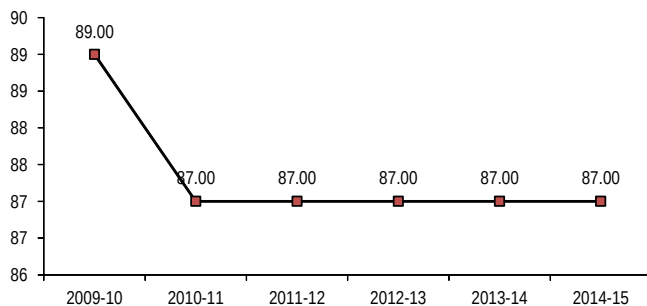
ag.co.monterey.ca.us



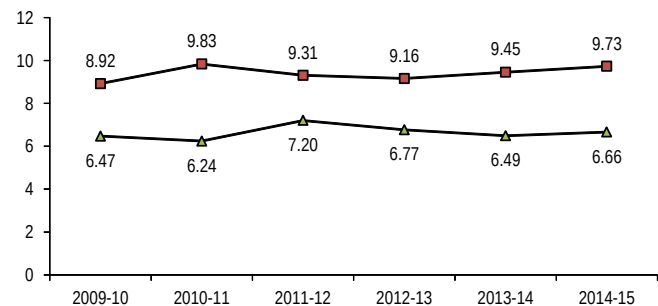
1428 Abbott St., Salinas, CA 93901
831.759.7325



Staffing Trends



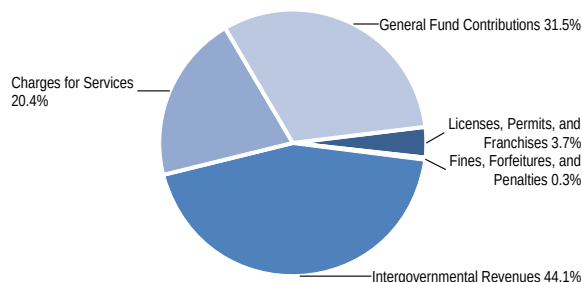
Expenditure/Revenue History (in thousands)



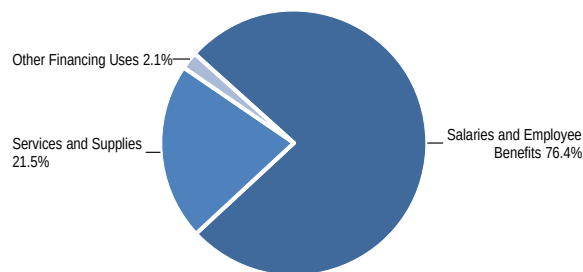
The Key Performance Measures below are tracked by the Department to monitor workload and the effectiveness of department activities including regulatory enforcement, consumer protection and customer service.

Key Performance Measures	Actual 2011-12	Actual 2012-13	To Date 2013-14
Number of Phytosanitary Certificates issued (federal and state) to facilitate the movement and export of agricultural products and nursery stock.	20,711	21,182	13,174
Number of containers of produce inspected for compliance with agricultural produce quality and marketing standards.	26,140,784	22,451,115	15,235,314
Number of pesticide use monitoring inspections completed.	2,033	1,506	736
Percentage of Weights & Measures device inspections completed on schedule.	97%	99%	97%

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	6,344,071	7,546,970	7,546,970	7,550,676	7,550,676	3,706
Services and Supplies	2,076,153	1,851,842	1,851,842	2,122,121	2,122,121	270,279
Other Charges	(146,774)	(154,000)	(154,000)	(154,000)	(154,000)	0
Capital Assets	61,976	0	0	0	0	0
Other Financing Uses	823,952	207,444	207,444	207,906	207,906	462
Subtotal	\$9,159,378	\$9,452,256	\$9,452,256	\$9,726,703	\$9,726,703	274,447

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Licenses, Permits, and Franchises	378,051	330,000	330,000	360,000	360,000	30,000
Fines, Forfeitures, and Penalties	45,200	20,000	20,000	25,000	25,000	5,000
Intergovernmental Revenues	4,773,893	4,239,871	4,239,871	4,292,368	4,292,368	52,497
Charges for Services	1,565,120	1,895,600	1,895,600	1,982,550	1,982,550	86,950
Miscellaneous Revenues	4,925	2,100	2,100	2,100	2,100	0
Subtotal	\$6,767,189	\$6,487,571	\$6,487,571	\$6,662,018	\$6,662,018	174,447
General Fund Contributions	\$2,392,189	\$2,964,685	\$2,964,685	\$3,064,685	\$3,064,685	100,000
Total Source of Funds	\$9,159,378	\$9,452,256	\$9,452,256	\$9,726,703	\$9,726,703	274,447

Summary of Recommendation

The Recommended Budget for the Department totals \$9,726,703 in appropriations, financed by \$6,662,018 in program revenue and \$3,064,685 in General Fund Contribution (GFC).

Budget Impacts

Decreased resources for agricultural programs will impact the Department's service delivery; however, the Department will redirect, through reprioritization, existing resources to increase efficiencies and, to the extent possible, minimize these impacts.

Prior Year Accomplishments

Accomplishments are included under the unit level narratives.

Budget Year Goals

Promote and protect agriculture, the environment, and public welfare, and assure consumer and business confidence in the marketplace through uniform enforcement of laws and regulations.

Pending Issues

The expected reductions in Federal funding may present budgetary challenges in FY 2014-15. The Department continues to support State and Federal activities, especially as related to facilitation of commerce. The Department currently issues approximately 7,000 Phytosanitary Certificates annually for shipments related to Light Brown Apple Moth (LBAM) quarantines and over 20,000 total Phytosanitary Certificates.

The Department will work with the California Department of Food & Agriculture (CDFA) to continue detection efforts for the European Grape Vine Moth and a citrus pest, the Asian Citrus Psyllid. Quarantines for the LBAM are impacting trade with Canada and Mexico and will require dedication of resources to maintain these markets. The status of funding to cover the costs associated with these programs is uncertain. Reduction in funding levels could significantly impact these efforts and may require local resources to protect the County's agricultural from these and other pests.

There is a continuing focus on local use of fumigants, and implementation of significant new use requirements. This will

result in a continuing dedication of staff resources to fumigation issues.

expanded role in the administration of the County's Agricultural Preserve (Williamson Act) program.

Implementation of the new General Plan will require a dedication of staff resources. The department will also be taking on an

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted	Fund Code	Org Code
Agriculture/Weights & Measures (AGR001)	8,448,380	8,405,656	8,405,656	8,624,153	8,624,153	218,497	001	2810_8001
Produce Inspection (AGR001)	710,997	1,046,600	1,046,600	1,102,550	1,102,550	55,950	001	2810_8002
Subtotal	\$9,159,378	\$9,452,256	\$9,452,256	\$9,726,703	\$9,726,703	274,447		

Units

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Agriculture/Weights & Measures	8,448,380	8,405,656	8,405,656	8,624,153	8,624,153	218,497
Produce Inspection	710,997	1,046,600	1,046,600	1,102,550	1,102,550	55,950
Subtotal	\$9,159,378	\$9,452,256	\$9,452,256	\$9,726,703	\$9,726,703	274,447

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
11A02	AGRICULTURAL COMMISSIONER	1.00	1.00	1.00	0.00
12C01	ASSISTANT AGRICULTURAL COMMISSIONER	1.00	1.00	1.00	0.00
14B32	SENIOR PERSONNEL ANALYST	1.00	1.00	1.00	0.00
14C31	MANAGEMENT ANALYST III	1.00	2.00	2.00	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	2.00	2.00	2.00	0.00
16G25	GIS ANALYST III	1.00	1.00	1.00	0.00
20B10	ACCOUNTANT I	0.00	1.00	1.00	0.00
20B95	FINANCE MANAGER I	1.00	1.00	1.00	0.00
30G22	WEIGHTS/MEASURES INSPECTOR III	4.00	4.00	4.00	0.00
30M21	PRODUCE INSPECTOR I	6.00	5.00	5.00	0.00
30M22	PRODUCE INSPECTOR II	6.00	6.00	6.00	0.00
30M25	PRODUCE INSPECTOR III	3.00	3.00	3.00	0.00
30N22	AGRICULTURAL INSPECTOR/BIOLOGIST III	29.00	29.00	29.00	0.00
30N50	AGRICULTURAL PROGRAMS BIOLOGIST	1.00	1.00	1.00	0.00
30N80	DEPUTY AGRICULTURAL COMMISSIONER	7.00	7.00	7.00	0.00
30N81	CHIEF DEPUTY AGRICULTURAL COMMISSIONER	3.00	3.00	3.00	0.00
	SUPERVISING DEPARTMENTAL INFORMATION SYSTEMS				
43J15	COORDINATOR	1.00	1.00	1.00	0.00
43S21	AGRICULTURAL AIDE	8.00	8.00	8.00	0.00
43T23	FARM ADVISOR ASSISTANT III	1.00	1.00	1.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80E22	OFFICE ASSISTANT III	4.00	4.00	4.00	0.00
80G21	DATA ENTRY OPERATOR II	2.00	2.00	2.00	0.00
80J22	SENIOR ACCOUNT CLERK	2.00	1.00	1.00	0.00
80J30	ACCOUNTING TECHNICIAN	1.00	1.00	1.00	0.00
Total		87.00	87.00	87.00	0.00

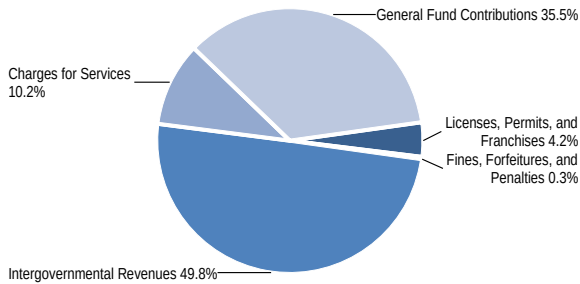
Augmentation

Dept	Request Code	Request Name	Ranking Type	Requested Amount	FTEs	Cumm. Approved	Approved FTEs
2810	AUG1_2810_8001_001	Ag Education	Mandated	100,000	0.00	100,000	0.00
Grand Total				100,000	0.00	100,000	0.00

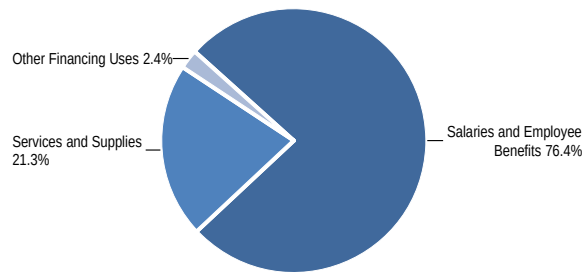
Agriculture/Weights & Measures

(Unit 8001— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	5,856,406	6,706,979	6,706,979	6,703,251	6,703,251	(3,728)
Services and Supplies	1,852,821	1,645,233	1,645,233	1,867,458	1,867,458	222,225
Other Charges	(146,774)	(154,000)	(154,000)	(154,000)	(154,000)	0
Capital Assets	61,976	0	0	0	0	0
Other Financing Uses	823,952	207,444	207,444	207,444	207,444	0
Subtotal	\$8,448,380	\$8,405,656	\$8,405,656	\$8,624,153	\$8,624,153	218,497

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Licenses, Permits, and Franchises	378,051	330,000	330,000	360,000	360,000	30,000
Fines, Forfeitures, and Penalties	45,200	20,000	20,000	25,000	25,000	5,000
Intergovernmental Revenues	4,773,893	4,239,871	4,239,871	4,292,368	4,292,368	52,497
Charges for Services	853,718	849,000	849,000	880,000	880,000	31,000
Miscellaneous Revenues	4,607	2,100	2,100	2,100	2,100	0
Subtotal	\$6,055,469	\$5,440,971	\$5,440,971	\$5,559,468	\$5,559,468	118,497
General Fund Contributions	\$2,392,912	\$2,964,685	\$2,964,685	\$3,064,685	\$3,064,685	100,000
Total Source of Funds	\$8,448,380	\$8,405,656	\$8,405,656	\$8,624,153	\$8,624,153	218,497

Unit Description

THE AGRICULTURAL COMMISSIONER/SEALER OF WEIGHTS AND MEASURES CONDUCTS THE FOLLOWING PROGRAMS: pest detection, phytosanitary certification of commodities for export, pest management (e.g. vertebrate and noxious weed control, host-free periods, lettuce mosaic virus seed testing), pest prevention, pesticide use enforcement, quarantine enforcement, seed inspection, nursery inspection, fruit and vegetable quality standards, egg inspection, apiary inspection, crop statistics and registration and certification of organic producers and handlers. The Weights and Measures Unit is responsible for verifying the accuracy of weighing and measuring devices, transaction verification, quantity control of prepackaged commodities, weighmaster enforcement, and petroleum products enforcement.

Prior Year Accomplishments

PLANT QUARANTINE AND PEST DETECTION (FY 2012-13 data): Issued 22,121 Phytosanitary Certificates facilitating export of County products. Of those 6,333 were issued to Canada and 1,820 to Mexico. Inspected 1,880 high risk incoming plant shipments for pest and disease. Inspected 1,686 incoming shipments for Glassy-Winged Sharp Shooter. Placed and maintained 4,551 pest detection traps. Sampled 981 lots of lettuce seed for Lettuce Mosaic Virus and disseminated biological control agents from nursery sites to pest populations.

PESTICIDE USE ENFORCEMENT (FY 2012-13 data): Performed 1,506 monitoring inspections. Issued 839 restricted material permits. Reviewed 12,334 notices of intent. Completed 16 human effects investigations. Conducted 100 outreach sessions to 3,200 attendees. Levied 34 agricultural civil penalties.

WEIGHTS AND MEASURES ENFORCEMENT (FY 2012-13 data): Performed 7,059 device inspections. Performed Quality Control inspections at 90 locations. Sampled 10 locations for Petroleum Product Quality. Audited 46 Weighmaster locations.

Petroleum Audits performed at 99 gas stations. Responded to 52 consumer complaints.

Budget Year Goals

Implement phytosanitary certification activities facilitating trade with other states and countries especially related to Light Brown Apple Moth.

Monitor issues related to food safety and water quality and collaborate with stakeholders, other departments and agencies as appropriate.

Emphasis on training and retention efforts for all positions to maintain core services levels and succession planning.

Direct pesticide enforcement resources to fumigants, and related issues.

Respond to emerging and ongoing pest exclusion and quarantine activities, particularly those related to the Light Brown Apple Moth, Glassy-Winged Sharp Shooter, European Grapevine Moth, Asian Citrus Psyllid and preventing introduction of other exotic insects, pests and diseases. Work with Parks Department and Water Resources Agency on the detection and exclusion of the Quagga Mussel from the waters of the County.

As resources allow, continue collaboration with other departments and agencies on education and outreach related to resource conservation issues (such as erosion) and water quality in concert with our pesticide use enforcement efforts.

Direct limited, available resources through the Monterey County Weed Management Area to work cooperatively on the control of noxious weeds in the County and coordinate efforts of, and obtain funding for, weed management efforts. Collaborate specifically with Parks and Water Resources on weeds and other pests of mutual interest, as resources allow.

Increase protection of the County's residents, businesses and visitors through fair and equitable enforcement of weights and measures laws, and the adoption of a price verification scanner ordinance.

Support of the Board's Agricultural Advisory Committee; and, collaborate with the Resource Management Agency on land use issues.

Support the implementation of the County's General Plan on matters pertaining to agriculture.

Develop uniform guidelines for the County's Williamson Act program, including revisions to the compatible uses allowed in agricultural preserves.

Support agricultural education efforts, including Monterey County Ag Education (Farm Days) and AgKnowledge (executive agricultural training).

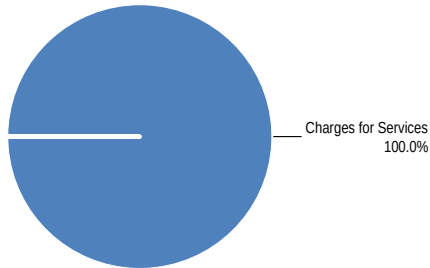
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
11A02	AGRICULTURAL COMMISSIONER	1.00
12C01	ASSISTANT AGRICULTURAL COMMISSIONER	1.00
14B32	SENIOR PERSONNEL ANALYST	1.00
14C31	MANAGEMENT ANALYST III	1.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	2.00
16G25	GIS ANALYST III	1.00
20B10	ACCOUNTANT I	1.00
20B95	FINANCE MANAGER I	1.00
30G22	WEIGHTS/MEASURES INSPECTOR III	4.00
30N22	AGRICULTURAL INSPECTOR/BIOLOGIST III	28.00
30N50	AGRICULTURAL PROGRAMS BIOLOGIST	1.00
30N80	DEPUTY AGRICULTURAL COMMISSIONER	6.00
30N81	CHIEF DEPUTY AGRICULTURAL COMMISSIONER	2.00
43J15	SUPERVISING DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00
43S21	AGRICULTURAL AIDE	8.00
43T23	FARM ADVISOR ASSISTANT III	1.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00
80E22	OFFICE ASSISTANT III	3.00
80G21	DATA ENTRY OPERATOR II	2.00
80J22	SENIOR ACCOUNT CLERK	1.00
80J30	ACCOUNTING TECHNICIAN	1.00
Total		68.00

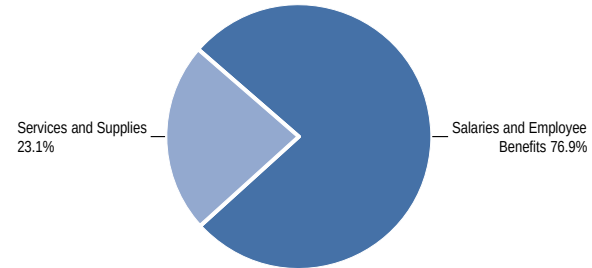
Produce Inspection

(Unit 8002— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	487,665	839,991	839,991	847,425	847,425	7,434
Services and Supplies	223,332	206,609	206,609	254,663	254,663	48,054
Other Financing Uses	0	0	0	462	462	462
Subtotal	\$710,997	\$1,046,600	\$1,046,600	\$1,102,550	\$1,102,550	55,950

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Charges for Services	711,402	1,046,600	1,046,600	1,102,550	1,102,550	55,950
Miscellaneous Revenues	318	0	0	0	0	0
Subtotal	\$711,720	\$1,046,600	\$1,046,600	\$1,102,550	\$1,102,550	55,950
General Fund Contributions	(\$723)	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$710,997	\$1,046,600	\$1,046,600	\$1,102,550	\$1,102,550	55,950

Unit Description

The Produce Inspection Division conducts the industry-funded Head Lettuce Inspection Program which, pursuant to County Ordinance, requires that all head lettuce be inspected for minimum State quality standards.

Prior Year Accomplishments

Inspected all head lettuce produced in the County.

Budget Year Goals

Continue existing service level of Head Lettuce Inspection Program and other fruit and vegetable standardization activities.

Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
14C31	MANAGEMENT ANALYST III	1.00
30M21	PRODUCE INSPECTOR I	5.00
30M22	PRODUCE INSPECTOR II	6.00
30M25	PRODUCE INSPECTOR III	3.00
30N22	AGRICULTURAL INSPECTOR/BIOLOGIST III	1.00
30N80	DEPUTY AGRICULTURAL COMMISSIONER	1.00
30N81	CHIEF DEPUTY AGRICULTURAL COMMISSIONER	1.00
80E22	OFFICE ASSISTANT III	1.00
Total		19.00

Resource Management Agency

The Resource Management Agency (RMA) was formed to optimize the County's delivery of land use related services. RMA has 23 distinct functional units that are responsible for a wide range of important County functions, including public infrastructure, land use policy and regulations, building regulations, development review, capital projects and County facilities. RMA is organized into the following operational areas:

Resource Management Agency Administration - provides administrative oversight and coordination of the Agency's divisions.

Building Services - issues building permits as well as provides inspection and code enforcement services.

Environmental Services - a new organizational unit that consolidates responsibility for grading/drainage permits and inspection services, and facilitates implementation of the National Pollutant Discharge Elimination System (NPDES) permit program, and Areas of Special Biological Significance (ASBS) storm water permit regulations.

Planning Services - oversees land use policy, regulations and project review.

Public Works - administers the County Sanitation Districts and County Service Areas; monitors closed landfills; operates, maintains, and provides project management of capital projects for buildings, roads and bridges.

Facilities Management - responsible for operations and maintenance of County owned facilities, grounds, real property management, other land acquired in Fort Ord, and utilities for shared facilities.

Architectural Services staff and operating costs are now reported within the Roads and Bridges Unit 8195. The former Architectural Services Unit 8173 is deactivated effective July 1, 2014.

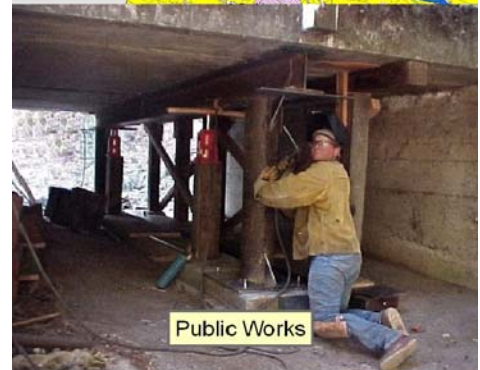
Effective in FY 2014-15, the Fleet Organization (Fleet Administration, Shuttle Operations, and Vehicle Replacement Program) will be moved into the County Administrative Office (CAO).

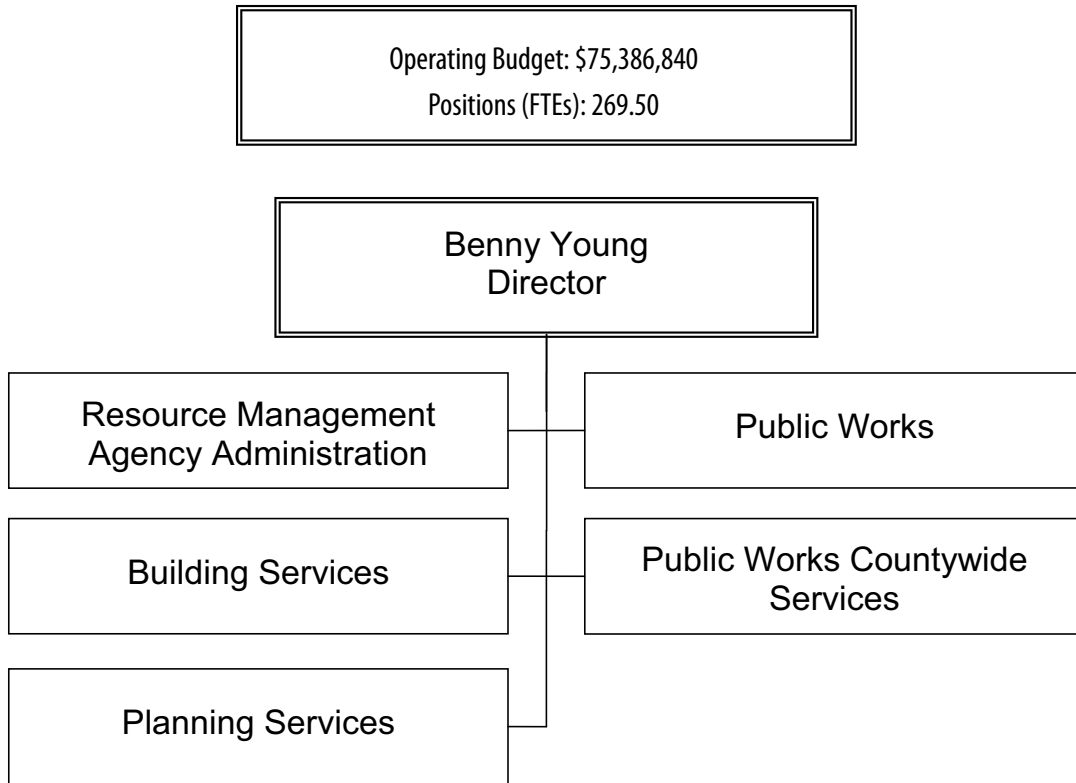
RMA uses performance measures to guide budgeting and organizational recommendations that implement the Board of Supervisors' Strategic Initiatives and Key Objectives, including: Develop a sustainable, physical infrastructure; Promote best environmental practices for County facilities and operations; Provide adequate County facilities and infrastructure; Protect water quality and provide for adequate water supply; and Collaborate to strengthen economic development. RMA performance measures assess the Agency's primary programs and services as follows:

Internal Measures: RMA has developed 91 measures to provide details that help identify and track where issues may occur so that they can be addressed. These measures are also included in the quarterly RMA meeting.

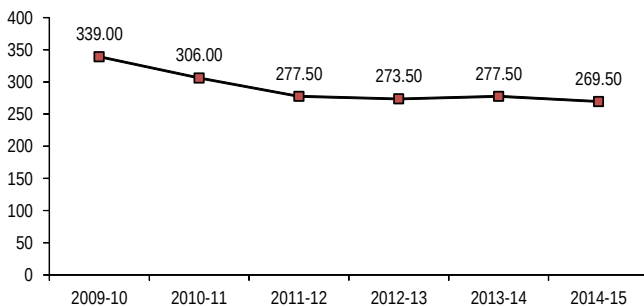
External Measures: RMA has developed 114 measures to "tell our story" to the public and the Board of Supervisors about how the Agency is performing in terms of efficiency and effectiveness. These measures are reported in semi-annual and annual reports, and are included as part of a quarterly meeting that involves presentation of data by all functional units to RMA management.

Key Measures: RMA has developed six key measures reflective of our primary programs and services. These measures were created to assist in improving productivity and streamlining processes to achieve enhanced public service. Utilizing these metrics provides RMA management with data and trend tracking that informs organizational improvements and efficiencies and assists in developing budgets.

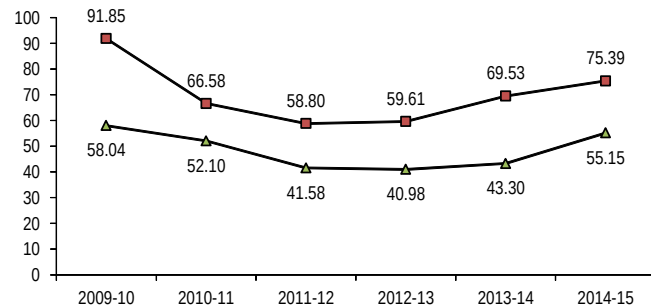




Staffing Trends



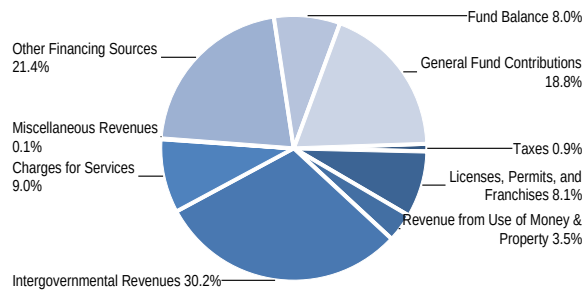
Expenditure/Revenue History (in thousands)



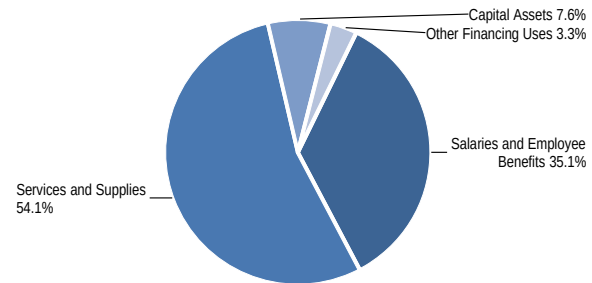
These measures were created to improve productivity and streamline processes to enhance public service. Utilizing these metrics provides RMA management with data and trend tracking that informs organizational improvements and efficiencies and assists in developing budgets.

Key Performance Measures	Actual 2011-12	Actual 2012-13	To Date 2013-14
Percent of all land use permit applications decided meeting target timelines. Target =75%	73%	75%	84%
Percentage of ordinances or programs current with established timelines for adopted policies and regulations. Target=100%	58%	41%	24%
Percent of County 1,234 miles of roads at Pavement Condition Index rating of 60 or above. Target =50%	17%	17%	17%
Percent of fully funded priority CIP projects on schedule and on budget Target =100%	N/A	75%	85%
Percent of building permits requiring plan check issued within 90 days Target =90%	81%	80%	85%
Percent of building permits issued over the counter. Target =50%	65%	63%	65%

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	23,812,896	28,021,543	26,198,634	27,617,678	27,277,922	(743,621)
Services and Supplies	26,600,202	45,473,204	31,878,818	46,205,148	42,063,768	(3,409,436)
Other Charges	(13,540,031)	(11,671,338)	(11,035,559)	(2,399,862)	(2,399,862)	9,271,476
Capital Assets	15,118,915	12,179,180	20,295,219	5,904,569	5,904,569	(6,274,611)
Other Financing Uses	7,619,802	2,420,986	2,189,870	2,540,443	2,540,443	119,457
Subtotal	\$59,611,784	\$76,423,575	\$69,526,982	\$79,867,976	\$75,386,840	(1,036,735)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Taxes	688,742	658,443	704,587	704,077	704,077	45,634
Licenses, Permits, and Franchises	4,821,395	4,788,020	5,413,960	6,075,444	6,075,444	1,287,424
Fines, Forfeitures, and Penalties	10,509	9,554	5,331	6,203	6,203	(3,351)
Revenue from Use of Money & Property	308,683	317,698	319,590	2,616,038	2,616,038	2,298,340
Intergovernmental Revenues	22,355,392	19,840,537	21,226,702	22,785,037	22,785,037	2,944,500
Charges for Services	5,702,465	5,266,098	5,319,205	6,751,794	6,751,794	1,485,696
Miscellaneous Revenues	334,159	322,960	1,169,095	81,294	81,294	(241,666)
Other Financing Sources	6,791,939	11,610,737	9,140,793	16,128,994	16,128,994	4,518,257
Subtotal	\$41,013,283	\$42,814,047	\$43,299,263	\$55,148,881	\$55,148,881	12,334,834
Fund Balance	7,864,066	20,451,812	12,654,803	6,347,082	6,049,082	(14,402,730)
General Fund Contributions	\$10,764,928	\$13,157,716	\$13,572,916	\$17,704,014	\$14,188,877	1,031,161
Total Source of Funds	\$59,642,278	\$76,423,575	\$69,526,982	\$79,199,977	\$75,386,840	(1,036,735)

Summary of Recommendation

The FY 2014-15 Recommended Budget for the Resource Management Agency (RMA) totals \$75,386,840 in appropriations financed by \$55,148,881 in program revenue, \$14,188,877 in General Fund Contributions (GFC) and \$6,049,082 in other fund balances.

The preliminary budget direction to County departments included an assumption that GFC funding would remain flat, not to exceed totals approved for FY 2013-14. Lacking other available funding sources, RMA's FY 2014-15 baseline budget request included reduction of four existing positions in Planning, holding several critical positions vacant, a 50% reduction to Security Guard services at the Government Center, and a 50% reduction in Janitorial Services for all shared-use facilities.

The Agency's total FY 2014-15 GFC reflects an increase of \$1,031,161 over prior year. This total includes a General Fund augmentation of \$343,190 to restore funding for three of the four positions in RMA-Planning, and \$194,971 to provide for new estimated cost increases for utility charges for shared-use facilities and the County Jail. Additionally, \$493,000 for expenditures related to storm water monitoring and environmental services administered by staff in the RMA-Public Works Roads & Bridges Fund 002, Unit 8195 was budgeted as a reimbursement out of the County Administrative Office (CAO) Other Financing Uses Unit 8038 in FY 2013-14. The FY 2014-15 Recommended Budget establishes a new RMA Environmental Services Unit 8444 that includes the funding previously budgeted in the CAO's departmental budget.

The FY 2014-15 Recommended Budget includes organizational changes to more clearly reflect activities and funding for road and

bridge maintenance, development services, litter, construction and traffic. These changes include consolidation of all capital projects staff under a single organizational structure for both vertical and horizontal construction.

Effective in FY 2014-15 three positions are recommended to assist in management and oversight improvements in the Real Property unit, supported through funding from Building Lease Allocation charges assessed to all departments beginning in FY 2013-14. Funding is allocated to establish a new management system for real property, including ongoing documentation of occupied space and square footage per department and division within County shared facilities. Documentation improvements and departmental occupancy details will also facilitate accurate annual allocation distributions for property insurance and the Building Lease Allowance.

Specific details regarding individual functional area budgets for the Agency are provided within division level narratives.

Budget Impacts

The Agency continues to experience significant increases in non-discretionary costs, including: negotiated pay and earned annual step increases, flexible benefit costs, general liability insurance, property insurance, new annual charges for Information Technology Department (ITD) Capital Improvements and Enterprise Resource Project (ERP) Upgrades, and Building Lease Allocation charges passed on to departments beginning in FY 2013-14.

To cover increased costs within the limits of the CAO's preliminary baseline GFC level, the Agency had to make substantial reductions in existing levels of service. To restore service levels, augmentation requests for "base level maintenance" included the following:

The County's General Liability Insurance charges distributed to departments by Risk Management (Risk) continue to increase for the RMA. Due to recently revised methodology by Risk that designates RMA-Planning as the responsible party for costs related to land use litigation, charges to the RMA in FY 2014-15 reflect an additional 88% increase over FY 2013-14. The net increase in General Liability costs to RMA for FY 2014-15 is \$1.1 million. Of this total, 72% or \$788,309 impacts the Agency's General Fund Units. As a non-discretionary expense outside of the control of RMA, this cost represents a significant reduction to the Agency's capacity to maintain service levels.

Increased General Liability costs place particular hardship on RMA-Planning's ability to meet service demands. RMA-Planning requested \$467,004 to restore three filled positions and one vacant position unfunded in the baseline budget request due to the General Liability cost increase. The CAO's Recommended Budget includes \$343,190 in additional funding to restore the three filled positions. The vacant position approved by the Board of Supervisors as an "Allocation to be Determined" in FY 2013-14 to fulfill mandated County Historian requirements in RMA-Planning remains unfunded in FY 2014-15.

An augmentation of \$210,000 for the Facilities Administration unit was requested to maintain Janitorial and Security services at FY 2013-14 levels. Due to new General Liability Insurance charges in that unit, the baseline budget request included a 50% cut in Security Guard services at the Government Center and a 50% reduction in Janitorial services for all shared-use facilities.

Requested funding is not included in the FY 2014-15 Recommended Budget.

The General Liability Insurance increases continue to negatively impact the Road Fund (Fund 002). FY 2014-15 charges, totaling \$982,887, have almost doubled over the past two budget years. Increased charges for General Liability reduce available funding that would otherwise be used for maintaining County owned roads and bridges. An augmentation request of \$358,000 for increased costs could not be granted in the Recommended Budget.

Augmentation requests to fund new and/or expanded mandates total \$2.24 million. Critical funding requests include \$480,000 to cover increased costs for Storm Water permitting, monitoring, testing, and reporting, and increased road sweeping requirements, \$215,000 for new responsibilities related to land management and maintenance of former Fort Ord properties, \$14,000 for State imposed increases to landfill permit fees for 12 closed landfill sites, \$484,985 to complete the General Plan technical support contract approved by the Board through June 30, 2015, \$745,000 for Long Range Planning work including the Housing Element, Airport Comprehensive Plan, Carmel Lagoon protection, Carmel River Causeway commitments, and the Salinas Valley Water Basin Study, and \$180,000 to fund long range planning consultant expertise for the Local Coastal Program Update. No budget augmentation requests for costs related to these mandates are funded in the FY 2014-15 Recommended Budget.

Workload and types of services are expected to grow due to increased regulations and more permit demands as the economy strengthens. It is anticipated that increased demand will compound the already existing heavy workload on staff, potentially impacting timelines and increasing the demand for plan check and inspections in the upcoming year.

Data on County roads and bridge project requirements reflect the need to focus efforts on obtaining revenue for maintenance funding. Limited funding reduces the ability of existing staff to keep up with preventative maintenance needs. As requests for service increase (corrective maintenance), the ability of staff to be responsive and meet targets will decrease.

Prior Year Accomplishments

Prior year accomplishments are presented at the division level.

Budget Year Goals

Budget year goals are presented at the division level.

Pending Issues

Responsibilities for Successor Agency and the Oversight Board for Redevelopment dissolution falls within the Economic Development Department, but RMA has been tasked to assume the management oversight for land use and property management activities. Early in FY 2014-15 RMA will be reviewing changes in staffing needs to appropriately manage the East Garrison development and general Fort Ord matters, as well as implementation of the Long Range Property Management Plan.

More than \$4 million in energy efficiency measures was identified during the energy audits performed as part of Department of Energy's Energy and Efficiencies Community Block Grant (EECBG), offset by \$1 million in grant funding. The Agency will be

working to identify potential funding to pursue the additional energy efficiency opportunities as part of the County's Municipal Climate Action Plan (MCAP) to achieve mandated greenhouse gas reductions by 15% from 2005 levels by 2020.

Policy Considerations

Environmental Services - Storm Water Run-off and Treatment Requirements: \$480,000.

Mandate requirements and potential impacts if not funded:

The RMA is responsible for additional and expanding State mandates for implementation of requirements through the National Pollutants Discharge Elimination System (NPDES) related to the Federal "Clean Water Act." RMA-Environmental Services developed a County program in response to the Central Coast Regional Water Quality Control Board's September 2012 adoption of Storm Water Treatment requirements for new development and redevelopment projects with greater than 2,500 square feet of impervious surface. Additional FY 2014-15 funding was requested to provide \$160,000 for the Monterey Regional Storm Water Management Program (MRSWMP) fees, and \$120,000 for costs of required water sampling and laboratory analysis.

State law requires removal of mud and debris from obstructing the safety devices in the travel lane and physical obstructions within roadways. As part of its scope of services, RMA-Public Works provides road maintenance, including cleaning, for all County roads. The County's NPDES Permit from the State Water Quality Control Board regulates storm water discharges from storm drain systems. The County's Phase II Small Municipal Separate Storm Sewer System (MS4) General Permit mandates the sweeping of all County roads within its Permitted Area two times per year, and the inspection and cleaning of all storm drain systems. On July 1, 2013, new General Permit requirements became effective that increased the County's Permitted Area from 20 to 75 square miles. The total length of County-maintained roads increased from 225 to 324 miles. A FY 2014-15 budget augmentation of \$200,000 was requested for street sweeping operations in compliance with expanded requirements.

During FY 2012-13 Monterey County received a notice of violation (NOV) for not fully meeting its Permit requirements. Funding will ensure compliance with the Federal NPDES "Clean Water Act" and mitigate potential fines and sanctions against the County. Funding would also allow the County to perform occasional cleaning of bike lanes on Blanco Road between Davis Road (Salinas) and Reservation Road (Marina), to avoid unsafe conditions that may be created by mud and debris.

Failure to appropriately respond to the new storm water regulations will place the County in non-compliance of its Permit. The California State Water Resources Control Board (SWRCB) is authorized to levy fines for non-compliance at a rate of up to \$10,000 per day per occurrence. As an example of fines that have previously been assessed, the City of Grover Beach in San Luis Obispo County was assessed a \$35,000 penalty by the Central Coast Regional Water Quality Control Board as an Administrative

Civil Liability Complaint. The City's maximum liability for non-compliance of its Municipal Permit was \$20.3 million. Additionally, non-compliance issues pose a more significant threat through the potential for third-party lawsuits, as authorized under the Clean Water Act. In such an incident, the City of Malibu settled a \$104 million suit with two environmental groups for a total of \$6.6 million in legal fees and mitigation projects. This lawsuit was filed in 2008 to encourage the City to better implement pollution controls for storm water runoff and discharges near public beaches and the adjacent Area of Special Biological Significance (ASBS).

County Service Area 75 (CSA 75): \$200,000.

CSA 75 provides sanitary sewer services. The CSA has experienced operational issues and system failures requiring emergency response over the past three years. Related expenditures continue to exceed revenue receipts, and have fully exhausted the CSA's fund balance. The County's Urban Community Development Block Grant has provided some fiscal relief for necessary repairs in FY 2013-14, but it is anticipated that the CSA will continue to experience operational issues until such time that funding for a full plant replacement is available. The requested funding will assist with maintaining CSA operations and maintenance requirements through FY 2014-15.

Facilities Administration General Liability Insurance Charge: \$210,000.

FY 2014-15 General Liability Insurance charges include \$210,000 to the Facilities Administration Unit based on litigation issues and decisions outside the control of the RMA. To cover this expense, the Recommended Budget includes a 50% cut in Security Guard services at the Government Center and a 50% reduction in Janitorial services for all shared-use facilities. The Agency requests special consideration of the Board to restore these critical services to FY 2013-14 levels.

Request for Policy Guidance:

Due to changes in methodology for distribution of General Liability charges, the General Liability "Recoverable" charges allocated to RMA-Planning are increasing by 115%, from \$404,976 in FY 2013-14 to \$869,532 in FY 2014-15. This cost reflects an increase of 437% in just the past two budget years. Lacking cost recovery through service fees or increased contribution from the General Fund, these levels of cost escalation seriously threaten the Agency's ability to provide services. The forecast for General Liability "Recoverable" expenditures projects an additional countywide increase of 16.6% in FY 2015-16, followed by anticipated growth of 5% in FY 2016-17.

The Agency seeks policy guidance for the following:

- 1) The decision by Risk Management to delegate RMA-Planning as the primary area of responsibility for all "land use" litigation;
- 2) In an effort to maintain existing service levels in future budget years, the Agency also requests policy guidance relative to methods for cost recovery through service fees and/or GFC offset.

Appropriation Expenditure Detail

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted	Fund Code	Org Code
Building Services (RMA011)	4,350,306	4,983,852	4,739,473	4,941,306	4,941,306	(42,546)	001	3000_8170
Code Enforcement (RMA011)	99,585	100,000	200,000	956,196	854,713	754,713	001	3000_8171
Planning (RMA001)	4,930,935	5,586,579	5,698,872	8,268,978	6,020,179	433,600	001	3000_8172
Architectural Services (RMA003)	(4,334)	0	233	0	0	0	001	3000_8173
Capital Projects (RMA014)	7,416,636	2,344,640	3,801,582	5,930,336	5,930,336	3,585,696	402	3000_8174
Capital Projects (RMA015)	2,045,948	16,444,547	8,529,132	8,785,176	8,785,176	(7,659,371)	404	3000_8174
County Disposal Sites (RMA039)	126,879	144,380	175,380	270,662	161,662	17,282	001	3000_8175
Admin Facilities (RMA006)	3,312,674	3,338,888	3,305,432	3,930,489	3,605,489	266,601	001	3000_8176
Courier (RMA005)	(10,314)	1,422	(40,191)	1,422	1,422	0	001	3000_8177
Mail (RMA005)	(394)	642	6,074	642	642	0	001	3000_8178
Grounds (RMA006)	610,639	701,207	772,765	762,970	762,970	61,763	001	3000_8181
Utilities (RMA098)	2,065,360	2,092,226	2,426,592	2,361,030	2,361,030	268,804	001	3000_8182
Real Property (RMA006)	189,987	208,337	220,335	991,037	991,037	782,700	001	3000_8183
Facilities Maintenance Projects (RMA004)	2,587,978	3,089,458	4,427,557	2,923,481	2,923,481	(165,977)	401	3000_8184
Fleet Administration (RMA007)	317,988	319,803	318,051	0	0	(319,803)	001	3000_8185
Shuttle (RMA007)	110,139	188,352	193,190	0	0	(188,352)	001	3000_8188
Vehicle Replacement Program (RMA008)	(634,609)	53,362	863,362	0	0	(53,362)	001	3000_8190
Litter & Environmental Control (RMA002)	540,541	540,541	540,541	800,584	600,584	60,043	001	3000_8194
Construction Projects (RMA012)	26,546,877	32,360,722	29,313,302	18,950,289	18,852,289	(13,508,433)	002	3000_8195
Development Services (RMA010)	552,423	608,446	608,446	1,225,893	1,189,893	581,447	001	3000_8196
County Sanitation District (RMA040)	877,337	796,450	877,552	904,900	904,900	108,450	151	3000_8197
County Sanitation District (RMA041)	240,255	300,367	296,670	300,567	300,567	200	152	3000_8197
County Sanitation District (RMA043)	0	74	0	63	63	(11)	154	3000_8197
County Sanitation District (RMA045)	223,716	294,200	239,690	443,309	443,309	149,109	156	3000_8197
County Sanitation District (RMA046)	1,652,815	90,517	80,142	80,142	80,142	(10,375)	157	3000_8197
County Sanitation District (RMA091)	38,000	38,000	38,000	37,950	37,950	(50)	306	3000_8197
County Sanitation District (RMA092)	32,650	32,700	32,700	32,700	32,700	0	309	3000_8197
County Sanitation District (RMA093)	34,300	35,150	35,150	34,900	34,900	(250)	310	3000_8197
County Service Areas (RMA047)	27,536	73,800	69,519	28,505	28,505	(45,295)	051	3000_8198
County Service Areas (RMA048)	14,892	124,325	52,812	39,678	39,678	(84,647)	052	3000_8198
County Service Areas (RMA049)	1,822	700	0	617	617	(83)	053	3000_8198
County Service Areas (RMA052)	145,597	162,142	149,590	150,457	150,457	(11,685)	056	3000_8198
County Service Areas (RMA053)	8,926	71,200	120,392	11,621	11,621	(59,579)	057	3000_8198
County Service Areas (RMA054)	51	605	122	621	621	16	058	3000_8198
County Service Areas (RMA055)	3,208	6,558	3,435	6,434	6,434	(124)	059	3000_8198
County Service Areas (RMA056)	1,635	16,768	2,640	14,593	14,593	(2,175)	060	3000_8198
County Service Areas (RMA057)	304	5,795	320	5,736	5,736	(59)	061	3000_8198
County Service Areas (RMA058)	26,966	112,000	182,111	31,828	31,828	(80,172)	062	3000_8198
County Service Areas (RMA059)	1,533	3,729	1,352	4,110	4,110	381	063	3000_8198
County Service Areas (RMA060)	222	1,403	220	1,452	1,452	49	064	3000_8198
County Service Areas (RMA061)	137	1,423	16,343	1,456	1,456	33	065	3000_8198
County Service Areas (RMA062)	4,349	8,288	4,329	8,477	8,477	189	066	3000_8198
County Service Areas (RMA063)	2,503	22,503	6,884	2,597	2,597	(19,906)	067	3000_8198
County Service Areas (RMA064)	499	1,695	847	1,830	1,830	135	068	3000_8198
County Service Areas (RMA065)	5,950	9,033	4,623	9,826	9,826	793	069	3000_8198

Appropriation Expenditure Detail

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted	Fund Code	Org Code
County Service Areas (RMA066)	20	899	25	978	978	79	070	3000_8198
County Service Areas (RMA067)	50	2,161	40	2,125	2,125	(36)	071	3000_8198
County Service Areas (RMA068)	11,601	17,884	11,958	18,151	18,151	267	072	3000_8198
County Service Areas (RMA069)	4,601	5,847	14,290	6,021	6,021	174	073	3000_8198
County Service Areas (RMA070)	15,406	27,171	36,862	28,911	28,911	1,740	074	3000_8198
County Service Areas (RMA071)	30,413	45,105	28,300	20,130	20,130	(24,975)	075	3000_8198
County Service Areas (RMA072)	5,161	20,450	6,878	21,745	21,745	1,295	076	3000_8198
County Service Areas (RMA073)	21,498	121,748	364,544	124,510	124,510	2,762	077	3000_8198
County Service Areas (RMA074)	5,024	15,385	3,713	16,175	16,175	790	078	3000_8198
County Service Areas (RMA075)	325	5,263	320	5,517	5,517	254	079	3000_8198
County Service Areas (RMA076)	276	7,180	2,629	8,490	8,490	1,310	080	3000_8198
County Service Areas (RMA077)	199	1,240	220	1,391	1,391	151	081	3000_8198
County Service Areas (RMA078)	623	6,488	520	7,782	7,782	1,294	082	3000_8198
County Service Areas (RMA079)	210	9,727	220	9,840	9,840	113	083	3000_8198
County Service Areas (RMA080)	38	1,338	110	1,575	1,575	237	084	3000_8198
County Service Areas (RMA081)	644	3,109	1,424	3,557	3,557	448	085	3000_8198
County Service Areas (RMA082)	117	10,302	220	11,171	11,171	869	086	3000_8198
County Service Areas (RMA083)	10,709	32,134	31,760	17,502	17,502	(14,632)	087	3000_8198
County Service Areas (RMA084)	4,671	91,032	79,820	99,687	99,687	8,655	088	3000_8198
County Service Areas (RMA085)	40	3,936	110	2,353	2,353	(1,583)	089	3000_8198
County Service Areas (RMA086)	0	6	0	1	1	(5)	090	3000_8198
County Service Areas (RMA087)	6,340	25,500	25,500	4,964	4,964	(20,536)	091	3000_8198
County Service Areas (RMA088)	546,570	74,651	73,772	266,152	66,152	(8,499)	093	3000_8198
County Service Areas (RMA090)	15,437	15,969	15,969	15,459	15,459	(510)	312	3000_8198
RMA Admin (RMA013)	431,364	562,221	512,207	1,049,804	834,949	272,728	001	3000_8222
Roads & Bridges- Maintenance (RMA012)	0	0	0	13,100,625	12,432,626	12,432,626	002	3000_8443
Environmental Services (RMA099)	0	0	0	1,768,500	1,488,500	1,488,500	001	3000_8444
Subtotal	\$59,611,784	\$76,423,575	\$69,526,982	\$79,867,976	\$75,386,840	(1,036,735)		

Units

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Building Services	4,350,306	4,983,852	4,739,473	4,941,306	4,941,306	(42,546)
Code Enforcement	99,585	100,000	200,000	956,196	854,713	754,713
Planning	4,930,935	5,586,579	5,698,872	8,268,978	6,020,179	433,600
Architectural Services	(4,334)	0	233	0	0	0
Capital Projects	9,462,584	18,789,187	12,330,714	14,715,512	14,715,512	(4,073,675)
County Disposal Sites	126,879	144,380	175,380	270,662	161,662	17,282
Admin Facilities	3,312,674	3,338,888	3,305,432	3,930,489	3,605,489	266,601
Courier	(10,314)	1,422	(40,191)	1,422	1,422	0
Mail	(394)	642	6,074	642	642	0
Grounds	610,639	701,207	772,765	762,970	762,970	61,763
Utilities	2,065,360	2,092,226	2,426,592	2,361,030	2,361,030	268,804
Real Property	189,987	208,337	220,335	991,037	991,037	782,700
Facilities Maintenance Projects	2,587,978	3,089,458	4,427,557	2,923,481	2,923,481	(165,977)
Fleet Administration	317,988	319,803	318,051	0	0	(319,803)
Shuttle	110,139	188,352	193,190	0	0	(188,352)

Units

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Vehicle Replacement Program	(634,609)	53,362	863,362	0	0	(53,362)
Litter & Environmental Control	540,541	540,541	540,541	800,584	600,584	60,043
Construction Projects	26,546,877	32,360,722	29,313,302	18,950,289	18,852,289	(13,508,433)
Development Services	552,423	608,446	608,446	1,225,893	1,189,893	581,447
County Sanitation District	3,099,073	1,587,458	1,599,904	1,834,531	1,834,531	247,073
County Service Areas	926,103	1,166,492	1,314,743	1,014,025	814,025	(352,467)
RMA Admin	431,364	562,221	512,207	1,049,804	834,949	272,728
Roads & Bridges- Maintenance	0	0	0	13,100,625	12,432,626	12,432,626
Environmental Services	0	0	0	1,768,500	1,488,500	1,488,500
Subtotal	\$59,611,784	\$76,423,575	\$69,526,982	\$79,867,976	\$75,386,840	(1,036,735)

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
11A19	PUBLIC WORKS DIRECTOR	1.00	1.00	1.00	0.00
11A27	RESOURCE MANAGEMENT AGENCY DIRECTOR	1.00	1.00	1.00	0.00
11A28	CHIEF BUILDING OFFICIAL	1.00	1.00	1.00	0.00
11A29	DIRECTOR OF PLANNING	1.00	1.00	1.00	0.00
12C40	DEPUTY DIRECTOR RESOURCE MANAGEMENT AGENCY	1.00	1.00	1.00	0.00
12C41	ASSISTANT PUBLIC WORKS DIRECTOR	1.00	1.00	1.00	0.00
14A61	ASSISTANT ARCHITECTURAL SERVICES MANAGER	1.00	1.00	1.00	0.00
14B21	ASSOCIATE PERSONNEL ANALYST	2.00	2.00	2.00	0.00
14B28	SUPERVISING PERSONNEL ANALYST	1.00	0.00	0.00	0.00
14B32	SENIOR PERSONNEL ANALYST	0.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	6.00	6.00	5.00	-1.00
14C31	MANAGEMENT ANALYST III	3.00	3.00	4.00	1.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	1.00	0.00
14C74	REAL PROPERTY SPECIALIST	1.00	1.00	1.00	0.00
14G02	MANAGEMENT ANALYST I	1.00	1.00	3.00	2.00
14K51	RMA SERVICES MANAGER	4.00	4.00	5.00	1.00
14K63	ARCHITECTURAL SERVICES MANAGER	1.00	1.00	1.00	0.00
14M11	ASSISTANT DIRECTOR OF REDEVELOPMENT & HOUSING	1.00	1.00	1.00	0.00
14N21	GENERAL SERVICES MANAGER II	1.00	1.00	0.00	-1.00
14N22	GENERAL SERVICES MANAGER III	1.00	1.00	1.00	0.00
16C87	BUSINESS TECHNOLOGY ANALYST II	1.00	1.00	1.00	0.00
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	1.00	1.00	1.00	0.00
16G24	GIS ANALYST II	1.00	1.00	1.00	0.00
20B11	ACCOUNTANT II	2.00	2.00	2.00	0.00
20B12	ACCOUNTANT III	0.00	0.00	1.00	1.00
20B93	FINANCE MANAGER II	1.00	1.00	1.00	0.00
20B94	FINANCE MANAGER III	1.00	1.00	1.00	0.00
20B95	FINANCE MANAGER I	0.00	0.00	1.00	1.00
30D21	BUILDING INSPECTOR II	3.00	3.00	3.00	0.00
30D22	SENIOR BUILDING INSPECTOR	1.00	1.00	2.00	1.00
30D24	BUILDING INSPECTOR SUPERVISOR	2.00	2.00	1.00	-1.00
30D30	DEPUTY BUILDING OFFICIAL	1.00	1.00	1.00	0.00
30P01	GRADING INSPECTOR	4.00	4.00	1.00	-3.00
34P26	CODE COMPLIANCE INSPECTOR II	0.00	1.00	2.00	1.00

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
34P27	SENIOR CODE ENFORCEMENT OFFICER	0.00	0.00	1.00	1.00
34X21	GUARD	3.00	3.00	3.00	0.00
41A10	ASSISTANT ENGINEER	9.00	10.00	9.00	-1.00
41A20	CIVIL ENGINEER	5.00	5.00	6.00	1.00
41A22	SENIOR CIVIL ENGINEER	4.00	4.00	4.00	0.00
41A85	TRAFFIC ENGINEER	1.00	1.00	1.00	0.00
41A87	CHIEF OF SURVEYS	1.00	1.00	1.00	0.00
41B21	BUILDING PLANS EXAMINER	2.00	2.00	3.00	1.00
41B22	SENIOR BUILDING PLANS EXAMINER	1.00	1.00	1.00	0.00
41C02	WATER RESOURCES HYDROLOGIST	0.00	0.00	1.00	1.00
41C17	SENIOR WATER RESOURCES HYDROLOGIST	0.00	0.00	1.00	1.00
41F11	ASSOCIATE PLANNER	11.00	11.00	11.00	0.00
41F22	SENIOR PLANNER	5.00	5.00	4.00	-1.00
43A22	ENGINEERING AIDE III	3.00	3.00	3.00	0.00
43A23	ENGINEERING TECHNICIAN	9.00	9.00	9.00	0.00
43B03	WATER RESOURCES TECHNICIAN	0.00	0.00	3.00	3.00
43C01	LAND USE TECHNICIAN	8.00	8.00	0.00	-8.00
43C10	PERMIT TECHNICIAN I	0.00	0.00	1.00	1.00
43C11	PERMIT TECHNICIAN II	0.00	0.00	6.00	6.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	0.00	0.00	1.00	1.00
70C20	SENIOR GROUNDSKEEPER	1.00	1.00	1.00	0.00
70C21	GROUNDSKEEPER	4.00	4.00	4.00	0.00
70C80	GROUNDS SUPERVISOR	1.00	1.00	1.00	0.00
70F21	COURIER	4.00	3.00	3.00	0.00
70F23	STOREKEEPER	1.00	1.00	0.00	-1.00
70F80	SENIOR STOREKEEPER	1.00	1.00	0.00	-1.00
70M01	SHUTTLE DRIVER	1.00	1.00	0.00	-1.00
72A23	BUILDING MAINTENANCE WORKER	11.00	11.00	11.00	0.00
72A29	SENIOR BUILDING MAINTENANCE WORKER	3.00	3.00	2.00	-1.00
72A81	BUILDING MAINTENANCE SUPERVISOR	2.00	2.00	2.00	0.00
72A88	FACILITIES PROJECTS MANAGER	1.00	1.00	1.00	0.00
72C20	MECHANIC I	0.00	1.00	0.00	-1.00
72C23	MECHANIC II	10.00	10.00	0.00	-10.00
72C26	MECHANIC III	1.00	1.00	0.00	-1.00
72C82	SUPERVISING MECHANIC	1.00	1.00	0.00	-1.00
74D12	ROAD MAINTENANCE WORKER	27.00	27.00	27.00	0.00
74D13	SENIOR ROAD MAINTENANCE WORKER	8.00	8.00	8.00	0.00
74D81	ASSISTANT ROAD SUPERINTENDENT	4.00	4.00	4.00	0.00
74D83	ROAD SUPERINTENDENT	4.00	4.00	4.00	0.00
74D84	ROAD MAINTENANCE SUPERINTENDENT	1.00	1.00	1.00	0.00
74D85	MAINTENANCE MANAGER	1.00	1.00	1.00	0.00
74E11	BRIDGE MAINTENANCE WORKER	5.00	5.00	5.00	0.00
74E31	SENIOR BRIDGE MAINTENANCE WORKER	1.00	1.00	1.00	0.00
74E80	ASSISTANT BRIDGE SUPERINTENDENT	1.00	1.00	1.00	0.00
74E81	BRIDGE SUPERINTENDENT	1.00	1.00	1.00	0.00
74G21	TREE TRIMMER	2.00	2.00	2.00	0.00
74G22	SENIOR TREE TRIMMER	1.00	1.00	1.00	0.00
74H24	SANITATION WORKER	2.00	2.00	2.00	0.00

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
74H27	SUPERVISING SANITATION WORKER	1.00	1.00	1.00	0.00
74H41	SANITATION TREATMNT PLANT OPERATOR	2.00	2.00	2.00	0.00
74I11	TRAFFIC MAINTENANCE WORKER	4.00	4.00	4.00	0.00
74I15	SENIOR TRAFFIC MAINTENANCE WORKER	1.00	1.00	1.00	0.00
74I25	TRAFFIC MAINTENANCE SUPERINTENDENT	1.00	1.00	1.00	0.00
74K50	SAFETY COORDINATOR/INVESTIGATOR	1.00	1.00	1.00	0.00
80A31	SECRETARY	7.00	7.00	6.00	-1.00
80A32	SENIOR SECRETARY	6.00	6.00	6.00	0.00
80A33	ADMINISTRATIVE SECRETARY	2.00	2.00	2.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80E21	OFFICE ASSISTANT II	12.00	12.00	14.00	2.00
80E22	OFFICE ASSISTANT III	2.00	2.00	1.00	-1.00
80E80	PRINCIPAL OFFICE ASSISTANT	2.00	3.00	3.00	0.00
80E81	SUPERVISING OFFICE ASSISTANT I	1.00	1.00	1.00	0.00
80E90	MAINTENANCE YARD CLERK	4.00	4.00	4.00	0.00
80E91	MAINTENANCE INVENTORY & YARD CLERK	1.00	1.00	1.00	0.00
80G21	DATA ENTRY OPERATOR II	1.00	1.00	0.00	-1.00
80J21	ACCOUNT CLERK	3.00	3.00	1.00	-2.00
80J22	SENIOR ACCOUNT CLERK	5.00	5.00	3.00	-2.00
80J30	ACCOUNTING TECHNICIAN	3.00	3.00	3.00	0.00
80O22	MAILROOM CLERK	2.50	2.50	1.50	-1.00
80O23	SENIOR MAILROOM CLERK	0.00	1.00	1.00	0.00
XXXXX	ALLOCATION TO BE DETERMINED	1.00	2.00	8.00	6.00
Total		273.50	278.50	269.50	-9.00

Augmentation

Dept	Request Code	Request Name	Ranking Type	Requested Amount	FTEs	Cumm. Approved	Approved FTEs
3000	AUG10_3000_8172_001	General Plan Implementation	Mandated	1,460,000	0.00	0	0.00
3000	AUG11_3000_8172_001	Local Coastal Program - Long Range Planning	Mandated	180,000	0.00	0	0.00
3000	AUG12_3000_8198_093	Chualar Consolidated Operations and Maintenance Funding	Base Level Maintenance	200,000	0.00	0	0.00
3000	AUG1_3000_8444_001	Water Quality Sampling	Mandated	120,000	0.00	0	0.00
3000	AUG13_3000_8175_001	San Ardo Project - Sink hole repair	Mandated	77,000	0.00	0	0.00
3000	AUG14_3000_8195_002	Records Management System for RMA Public Works	Not Mandated-New Program/Svc	66,000	0.00	0	0.00
3000	AUG15_3000_8176_001	Security Gate - Laurel Yard	Not Mandated-New Program/Svc	50,000	0.00	0	0.00
3000	AUG16_3000_8176_001	Facilities Lift Truck Purchase	Base Level Maintenance	65,000	0.00	0	0.00
3000	AUG17_3000_8443_002	Safety Projects along County Roads	Base Level Maintenance	60,000	0.00	0	0.00
3000	AUG18_3000_8195_002	Solar Powered Driver Feedback Signage	Not Mandated-New Program/Svc	32,000	0.00	0	0.00
3000	AUG19_3000_8171_001	Code Enforcement Officer II	Not Mandated-New Program/Svc	101,483	1.00	0	0.00
3000	AUG20_3000_8443_002	Eucalyptus Trees pruned along Boronda in Carmel Valley	Not Mandated-New Program/Svc	250,000	0.00	0	0.00
3000	AUG21_3000_8196_001	County Land Map Records Database	Mandated	36,000	0.00	0	0.00
3000	AUG22_3000_8182_001	Utilities	Base Level Maintenance	194,971	0.00	194,971	0.00
3000	AUG2_3000_8444_001	Monterey Regional Storm Water Management Program	Mandated	160,000	0.00	0	0.00

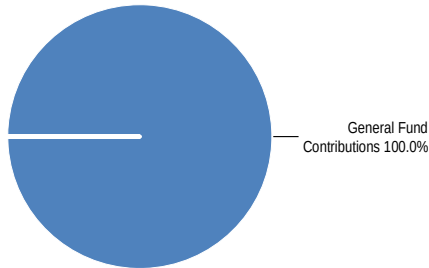
Augmentation

Dept	Request Code	Request Name	Ranking Type	Requested Amount	FTEs	Cumm. Approved	Approved FTEs
3000	AUG3_3000_8194_001	National Pollutant Discharge Elimination System	Mandated	200,000	0.00	0	0.00
3000	AUG4_3000_8222_001	Fort Ord Management	Mandated	214,855	1.00	0	0.00
3000	AUG5_3000_8175_001	Landfill Permit Fee Increase	Mandated	32,000	0.00	0	0.00
3000	AUG6.1_3000_8172_001	Reinstating OA II due to GL Increase	Base Level Maintenance	73,031	1.00	73,031	1.00
3000	AUG6.2_3000_8172_001	Reinstating Alloc TBD for Historian unfunded due to GL Inc	Base Level Maintenance	123,814	1.00	0	0.00
3000	AUG6_3000_8172_001	Reinstating Sr Planner unfunded due to GL Inc	Base Level Maintenance	121,672	1.00	121,672	1.00
3000	AUG6.3_3000_8172_001	Reinstatement of Funds for Alloc TBD Supv Plnr due to GL	Base Level Maintenance	148,487	1.00	148,487	1.00
3000	AUG7_3000_8172_001	General Liability Increased Costs for Facilities	Base Level Maintenance	210,000	0.00	0	0.00
3000	AUG8_3000_8443_002	General Liability Increased Costs for Road Fund Maintenance	Base Level Maintenance	357,999	0.00	0	0.00
3000	AUG9_3000_8172_001	General Plan Implementation - EMC Group	Mandated	484,985	0.00	0	0.00
Grand Total				5,019,297	6.00	538,161	3.00

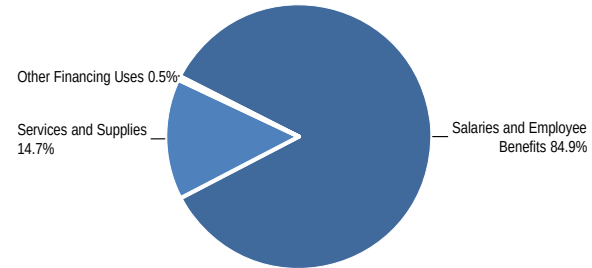
RMA Administration

(Unit 8222 - Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	3,141,993	3,760,965	3,580,212	4,233,954	4,119,231	358,266
Services and Supplies	420,865	666,130	796,869	812,345	712,213	46,083
Other Charges	(3,131,494)	(3,887,926)	(3,887,926)	(4,019,638)	(4,019,638)	(131,712)
Other Financing Uses	0	23,052	23,052	23,143	23,143	91
Subtotal	\$431,364	\$562,221	\$512,207	\$1,049,804	\$834,949	272,728

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Intergovernmental Revenues	0	0	70,000	0	0	0
Charges for Services	9,384	0	0	0	0	0
Miscellaneous Revenues	1,210	0	0	0	0	0
Subtotal	\$10,594	\$0	\$70,000	\$0	\$0	0
General Fund Contributions	\$420,770	\$562,221	\$442,207	\$1,049,804	\$834,949	272,728
Total Source of Funds	\$431,364	\$562,221	\$512,207	\$1,049,804	\$834,949	272,728

Unit Description

This unit provides the executive direction, oversight, coordination and centralized administrative and financial staff support of the operational areas within the Resource Management Agency (RMA).

Summary of Recommendation

The FY 2014-15 Recommended Budget for RMA Administration Unit 8222 includes \$4,119,231 in Salaries and Benefits and \$712,213 in Services and Supplies, offset by \$4,019,638 from Intra/Inter Fund Transfers for internal services. Remaining expenditures are covered by a General Fund Contribution (GFC) of \$834,949.

Significant changes from prior year include costs related to Board-approved employee-group salaries and benefits changes in FY 2013-14 and FY 2014-15, earned step increases, and increased costs for service fees and non-discretionary charges in Services and Supplies. Additional growth in this budget reflects the transfer of the Electronic Document Management System (EDMS) function,

including a Land Use Technician and one Office Assistant II, from Building Services to RMA Administration under the Information Services Unit. The increase in services and supplies is partially attributable to increases in charges from other County organizations, such as Risk Management (General Liability, Property Insurance), Service Departments (ITD, ERP, Courier and Mail), and reimbursing the staff costs for the project management of the San Lucas Water Project.

Prior Year Accomplishments

INTERAGENCY PROJECTS: Interagency coordination and implementation of the Storm Water Management program including establishment of the Environmental Services division and adoption of land use fees. Successful completion of special handling projects including complicated development applications, complex property negotiations, and significant capital project issues.

Projects that required the involvement of the RMA include: management and inter-agency coordination of actions relative to

the Carmel River/Lagoon; oversight of Fort Ord matters, including property management (enforcement, biological monitoring), trail planning (FORHA), the Reassessment Plan, Urban Design Guidelines, the Successor Agency Long Range Property Management Plan; participation in the Association of Monterey Bay Area Governments (AMBAG) interagency process including the Energy program and Regional Housing Needs Assessment (RHNA); collaboration with jurisdictions to implement renewable energy initiatives/projects (e.g.; solar, small wind energy); staff support for Successor Agency duties and former RDA projects, including a Long Range Property Management Plan; participate with implementation of economic development initiatives; coordination of staff support for various Board committees (Alternative Energy and Environment, Fort Ord, Capital Improvement, Budget, Legislative); staff support for the Airport Land Use Commission; collaboration with the City of Salinas for revitalization of the Government Center and Downtown area; assist in management of the Long Range Planning work program including implementation of 2010 General Plan policies and update to the Local Coastal Program; interagency coordination; and assist with processing of significant project applications (Ferrini Ranch, Paraiso Springs, Rancho Canada Village).

During FY 2013-14 the RMA reclassified a Management Analyst III position to a Permit Coordinator to assist with special projects.

RMA INTER-DEPARTMENTAL FISCAL INITIATIVES: Reviewed current process for assessing and collecting customer fees. Efforts were ongoing to: improve interagency coordination for estimating, budgeting and collecting fees for services such as Fleet, Community Services Areas/Districts and Capital projects; examine opportunities for efficiencies within the RMA including centralized services (support staff, grant management); and documenting processes and procedures between RMA-Finance and RMA-Public Works. Pursued grant sources and coordinated financial efforts at the Carmel Lagoon. Completed projects using Energy Efficiency Community Block Grant funding and explored the next phase of energy saving projects and other green initiatives.

EMPLOYEE DEVELOPMENT: Employees in RMA completed the annual ITD Security Awareness Training and all RMA Government Center staff completed the Monterey County Building and Emergency Evacuation Training. In addition, many employees in RMA completed Learning and Organizational Development staff development classes to include: Excelling at Customer Service, Performance Management and Progressive Discipline, and 7 Habits for Highly Effective Managers; and Public Works - Facilities Division employees completed RMA initiated County Policy Refresher Training.

STAFFING: The Administrative Staffing unit focused on filling vacancies throughout the organization with an emphasis on outreach to resources that promote diversity and conducting effective selection processes in order to hire the best qualified employees. The unit also conducted and participated in complex classification and organizational studies and updated job specifications to meet staffing initiatives. Conducted exit interviews from exiting RMA employees to gather critical feedback and information relevant to employee satisfaction, for organizational improvement. Staff administered Bilingual Test Certification to Spanish speakers and monitored program for appropriate levels of staff to provide translation services for the RMA.

EMPLOYEE RELATIONS: The Employee Relations unit continued to monitor progress in completing employee performance appraisals, and provided ongoing assistance to supervisors/managers in the development and monitoring of employee Performance Improvement Plans. Staff continued to assist RMA managers in the area of performance management, and work in conjunction with supervisors and managers in the preparation of disciplinary actions, response to Union grievances and participation in grievance or disciplinary arbitrations.

PERSONNEL AND BENEFITS: The Personnel Transaction and Benefits group continued to receive high customer satisfaction and recognition with regards to personnel transaction timeliness and error free work. Effective and timely employee support and communication for family and medical leave of absences and benefit procedures or changes during the open enrollment period and throughout the year continued to be provided.

PAYROLL TRANSACTIONS: The Payroll group continues to uphold its standards for high customer satisfaction with regards to on-time and accurate payroll transactions for RMA and Economic Development Department (EDD). Employee support and communication for pay related items continue to be provided in an effective and timely manner throughout the year. In January 2014, the Payroll Unit began its implementation of the CAMWORKS project, an interface program between the HRM Advantage system and the WinCAMS financial reporting software designed to eliminate the duplicity of data entry for labor and facilitate more accurate and up to date financial reporting. The group also provided training support and materials for new and existing employees for the HRM Advantage and Employee Self Service (ESS) systems.

EMPLOYEE HEALTH AND SAFETY: By documenting and investigating workplace incidents, all RMA Workers' Compensation claims were processed and maintained through the collaborative effort of the third party administrator, Intercare Holdings Insurance Services, Risk Management, and RMA. Work-related injuries were tracked and monitored to ensure that accidents were reported and recorded appropriately on Cal-OSHA 300 logs. Department of Transportation (DOT) and Department of Motor Vehicles (DMV) programs were coordinated in conjunction with Risk Management to ensure satisfactory driving records for all applicable personnel. To provide for more thorough and accurate training records, RMA trainings and tailgate safety meetings were documented through the Learning and Development Network (LDN). All liability claims were investigated with recommended action forwarded to County Counsel for claim review.

CONTRACTS ADMINISTRATION: Successfully processed new and tracked current Professional Services Agreements (PSA), Standard Agreements (SA) and Agreements (including Reimbursement Agreements (RA), Funding Agreements (FA) and Service Agreements) in the RMA Contracts Administration Database for the entire RMA (RMA, Public Works including Architectural Services, Facilities and Fleet Divisions, Planning, and Building) by processing necessary amendments to avoid lapsing of the term and/or over-expending the approved not to exceed amount. The unit took on the responsibility for fully formatting Board Reports for RMA Agreements processed by the County's Contracts/Purchasing Division under Request for Qualifications (RFQ) or Request for Proposals (RFP) for further processing and presentation/approval by the Board of Supervisors; ensured

adherence to the County's Contracts/Purchasing contract guidelines and procedures.

INFORMATION SERVICES: The RMA Information Services unit successfully completed Geographic Information System (GIS)/ Mapping projects, including completion of the Del Monte Forest Land Use Plan, creation of a new Planning and Building GIS Viewer and Parcel Report, completed draft of the Toro Area Plan zoning update, provided aerial image/maps for Carmel Valley underground utility project, provided map exhibits showing jurisdictions for Inter-Garrison Rd, Fort Ord, mapped all of the County's Community Service Areas (CSAs), mapped all Alcohol Beverage Control (ABC) licenses in Carmel and Monterey for permit application, researched and mapped all Planning Library Reports.

The RMA Administration and Finance division, working with the Auditor's Office, implemented the WinCAMS- Advantage Accounts Payable interface. Staff implemented a computer replacement program for the RMA, replacing one-third of the Agency's personal computers each year through a leasing agent. The unit implemented scripts to improve the functionality and streamline processes in its Permitting System, Accela, including preventative functions for issues such as scheduling of Final Building Inspection and Temp Occupancy if there are outstanding Hold Finals on a permit, and script to automatically expire Expired Building Permit Applications. Also implemented related reports to send notification letters to applicants, script that allows outside agencies to add Pending Inspections automatically from workflow; created reports for Condition Compliance tracking including Condition Verification form and Condition status report; implemented Modeling functionality in Accela to allow for rapid initialization of East Garrison Building permit applications. The unit upgraded Accela Master Scripts to allow for implementation of new scripting functions. In preparation of the FY 2014-15 budgets, met with each RMA and EDD division (excluding OET) to review pending year IT needs and cost estimates. Facilitated RMA data warehouse creation and the data migration. The unit implemented a new Encroachment permit type and a new Storm water permit type to accept and track in Accela.

FINANCE: RMA Finance successfully closed the prior year end within the Auditor-Controller's timeline and without exceeding the General Fund Contribution. The timecard Interface processing from WinCAMS to Advantage was slightly delayed, but transition is expected to be completed and fully implemented in the first quarter of FY 2014-15. RMA-Administration continues to work closely with Contracts/Purchasing and Auditor-Controller's staff when processing agreements, payables and receivables. RMA continues to make timely payment of vendor invoices a priority, performs monthly Capital Projects contract reconciliations to ensure project managers are working within the Board approved agreements and contract amounts, reconciles encumbrance documents against appropriated amounts for Professional Services Agreements with vendors; assisted External Auditors on several audits including the Single Audit, Annual Road Report, Cal Trans Indirect Rate Cost Proposal for FY 2013-14, and the Funds audit of the Transportation Agency for Monterey County Transportation Development Act (TAMC TDA), with no material findings cited; worked with Public Works and the Auditor-Controller's Office to implement the Job Order Contracting (JOC) processes and procedures; assisted the County Administrative Office with the transfer of the Fleet, Shuttle and Vehicle Replacement Program units under their control; continued to assist the Economic Development Department's (EDD's) Finance Manager, assumed

management of the Recognized Obligation Payment Schedule (ROPS) working with the California Department of Finance; supported the EDD staff on the Pajaro Neighborhood Park Construction Project and the East Garrison Master Planned Community project and other administrative review activities; provided administrative support to the Successor Agency of the Redevelopment Agency of the County of Monterey.

Budget Year Goals

INTERAGENCY PROJECTS: Manage special handling projects including difficult development applications, complex property negotiations, and significant capital project issues. Projects that continue to require the involvement of the RMA include: Carmel River/Lagoon; Regional Housing Needs Assessment (RHNA); Renewable energy initiatives/projects; Board committees (Alternative Energy and Environment, Fort Ord, Capital Improvement, Budget, Legislative); Airport Land Use Commission; City of Salinas Government Center and Downtown area; Long Range Planning work program; Significant projects including: Jail Housing Addition, new Juvenile Hall, East-West Wing, Ferrini Ranch, Paraiso Springs, Rancho Canada Village. RMA participates (with County Parks) on multiple groups developing regional trail and open space planning documents.

RMA was directed to evaluate the land use fee structures (affecting all land use agencies) and permit process coordination. The Permit Coordinator will serve in an Ombudsman role when issues arise and act as a liaison to Economic Development. RMA is creating a Program Manager position to assist with implementation of a Long Range Property Management Plan as well as developing a trail plan in Fort Ord (FORHA) and habitat management that include Fort Ord as well as other undeveloped County lands (Real Property, County Parks).

RMA INTERDEPARTMENTAL FISCAL INITIATIVES: Continue to improve interagency coordination regarding estimating, budgeting and collecting fees for services such as Development Applications, Appeals, Community Services Areas/Districts, Capital projects, etc. Coordinate traffic impacts fees with TAMC and the regional fee update. Examine opportunities for collection of fees for unfunded mandates and General Plan policies (development impacts, Capital Improvement and Financing Plan, etc.). Enhance agency efforts to identify, seek and obtain public and private grants. Complete work funded under a Coastal Implementation Assistance Program (CIAP) grant.

EMPLOYEE DEVELOPMENT: Complete the biannual Equal Opportunity Office (EOO) Harassment Prevention Training and RMA County Policy Refresher Training by Public Works - Administration, Traffic and Engineering; RMA Finance, IT and Administration, and Planning Services employees. Complete Annual ITD Security Awareness Training by all RMA staff.

STAFFING: Continue to work with the RMA units in the timely delivery of recruitment and selection processes including updating the class specifications with continued emphasis on outreach to resources that promote diversity in hiring the best qualified candidates. Conduct classification studies to support organizational changes and needs. Continue to gather data and make recommendations for improvement as turnover trends and systemic problems are identified. Evaluate RMA organization and operations to realize greater efficiency with more centralized functions of service (internal and external). Improving the permit process includes consolidating the public counter and handling

more services over-the-counter. This will require adding plan checkers to reduce outside plan check services. Assist with management of the Successor Agency and Fort Ord.

EMPLOYEE RELATIONS: Continue to provide assistance to supervisors and managers in performance management issues and the completion of performance appraisals. Develop and provide training on performance management and advising on courses of corrective actions. Develop policies and best practices and educate staff to achieve consistency and conformance across the RMA. Continue assistance to employees and managers in addressing ADA related matters. Increase efforts to educate employees about the resources available to them for career advancement opportunities within the RMA and other County departments.

PERSONNEL AND BENEFITS: The Personnel Transaction and Benefits group shall continue the high standard of timely and error-free processing of personnel transactions. Continue effective and timely employee support and communication for protected leave rights and benefit procedures or changes during the open enrollment period and throughout the year.

PAYROLL TRANSACTIONS: Maintain high standard of efficiency and accuracy with regards to payroll transaction processing for RMA and EDD. Complete the implementation of the CAMWORKS interface project for all units within the RMA. Continue to develop and provide training for new and existing employees for the Employee Self Service System and WinCAMS system as it relates to payroll. Update and educate employees on County pay related information through communications such as email, staff meetings and the RMA Newsletter. Further develop and streamline time management procedures that conform to the automated systems. Develop and deliver additional training for employees, supervisors and managers for timecard responsibilities, including timecard review and completion.

EMPLOYEE HEALTH AND SAFETY: The RMA is committed to protecting the safety and health of each employee. To assure success, the RMA will continue to use the Injury and Illness Prevention Program as the foundation for the development, implementation and updating of safety and health programs and plans. The program encompasses the following items: Identifying roles and responsibilities, providing workplace safety practices, conducting safety and health inspections to find and eliminate unsafe working conditions or health hazards, investigating workplace accidents promptly and thoroughly to find the cause and to make corrections to prevent future losses, continue to provide relevant safety and health training to all employees.

CONTRACTS ADMINISTRATION: Continue to efficiently alter existing RMA Contracts Administration Database to effectively monitor all of the RMA Professional Services Agreements (PSA) and other Agreements, including the expiration date and approved not to exceed amount. Continue to support and coordinate with RMA Project Managers and RMA Finance Staff to appropriately

monitor PSAs and other Agreement terms and funding. Update and educate RMA Staff on the process of initiating or amending an Agreement through communications such as email, staff meetings and/or the RMA Newsletter. Continue staff cross-training and expand knowledge by attending and obtaining certification of County's Contracts Academy.

INFORMATION SERVICES: Goals and priorities for FY 2014-15 include the completion of the WinCAMS and Advantage payroll interface, increased utilization of the WinCAMS application for Facilities Management, upgrade Traffic Counter hardware and software, implement the interface between the permitting system, Accela, and the County's electronic document management system (EDMS), transfer of the EDMS/Scanning section of the Building Services Division into the RMA Information Services section. Upgrade the permit counter ticketing system (Qmatic). Continue the personal computer (PC) and Microsoft Office upgrade for the remaining one-third of RMA computers, as part of a three-year PC replacement cycle plan. Work with both RMA and EDD (excluding OET) on identifying IT needs for the current budget year as well as upcoming budget years. Implement a computer refresh program within EDD. Continue to update and improve the RMA websites; completion of the system infrastructure setup for the newly created Environmental Services division of the RMA. Finalize new GIS Zoning Layer. Explore asset management programs that interface with existing database programs (Accela or WinCAMS).

FINANCE: Close fiscal year for RMA General Fund units within the Board approved General Fund Contribution. Continue to provide administrative support to the Successor Agency of the Redevelopment Agency of the County of Monterey and the Economic Development Department with support on the ROPS and East Garrison project. Complete the timecard Interface processing from WinCAMS to Advantage. Continue to adhere to all County, State, and Federal financial rules and regulations. Act as the liaison between the County and external Auditors by providing requested information in a timely and accurate manner. Continue to pass audits with no material findings. Continue to participate in the Agency's many areas of process improvement including the RMA Grants Group, Performance Measures and the Operational Plan. Cross-train general accounting staff in the areas of accounts payable, accounts receivable and Advantage to WinCAMS Interface processes and reconciliations and the JOC processes and procedures. Provide department specific Excel training for accounting staff. Continue to perform monthly Capital Projects contract reconciliations to ensure project managers are working within the Board approved agreements and contract amounts. Increase staff skills and knowledge by encouraging staff to take classes provided by the County.

Continue to provide administrative support to EDD to include: accounting, finance, contracts management, payroll, personnel transactions, Workers' Compensation, safety, and information systems.

Appropriation Expenditure Detail

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted	Fund Code	Org Code
RMA Admin (RMA013)	431,364	562,221	512,207	1,049,804	834,949	272,728	001	3000_8222
Subtotal	\$431,364	\$562,221	\$512,207	\$1,049,804	\$834,949	272,728		

Recommended 2014-15 Positions

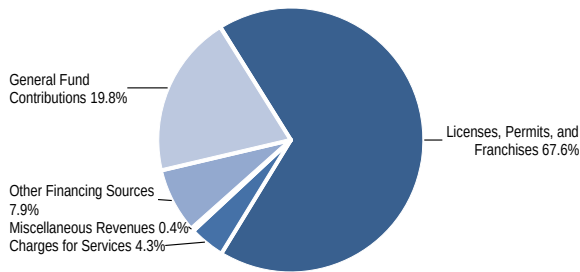
Classification Code	Classification Label	Recommended Budget 2014-2015
11A27	RESOURCE MANAGEMENT AGENCY DIRECTOR	1.00
	DEPUTY DIRECTOR RESOURCE MANAGEMENT AGENCY	
12C40		1.00
14B21	ASSOCIATE PERSONNEL ANALYST	2.00
14B32	SENIOR PERSONNEL ANALYST	1.00
14C30	MANAGEMENT ANALYST II	2.00
14G02	MANAGEMENT ANALYST I	1.00
14K51	RMA SERVICES MANAGER	1.00
	ASSISTANT DIRECTOR OF REDEVELOPMENT & HOUSING	
14M11		1.00
16C87	BUSINESS TECHNOLOGY ANALYST II	1.00
	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	
16F41		1.00
16G24	GIS ANALYST II	1.00
20B11	ACCOUNTANT II	2.00
20B12	ACCOUNTANT III	1.00

Recommended 2014-15 Positions

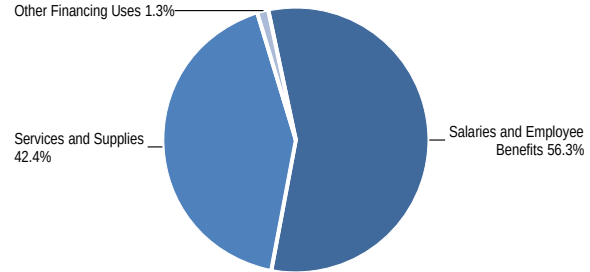
Classification Code	Classification Label	Recommended Budget 2014-2015
20B93	FINANCE MANAGER II	1.00
20B94	FINANCE MANAGER III	1.00
20B95	FINANCE MANAGER I	1.00
	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	
43J05		1.00
74K50	SAFETY COORDINATOR/INVESTIGATOR	1.00
80A32	SENIOR SECRETARY	1.00
80A33	ADMINISTRATIVE SECRETARY	1.00
80E21	OFFICE ASSISTANT II	1.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.00
80J21	ACCOUNT CLERK	1.00
80J22	SENIOR ACCOUNT CLERK	3.00
80J30	ACCOUNTING TECHNICIAN	3.00
XXXXX	ALLOCATION TO BE DETERMINED	1.00
Total		33.00

Building Services

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	2,563,137	3,216,511	2,883,127	3,364,222	3,262,871	46,360
Services and Supplies	1,600,243	1,789,649	1,934,069	2,455,291	2,455,159	665,510
Other Charges	257,796	0	0	0	0	0
Capital Assets	28,715	0	44,585	0	0	0
Other Financing Uses	0	77,692	77,692	77,989	77,989	297
Subtotal	\$4,449,891	\$5,083,852	\$4,939,473	\$5,897,502	\$5,796,019	712,167

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Licenses, Permits, and Franchises	3,279,170	3,073,869	3,368,718	3,919,019	3,919,019	845,150
Charges for Services	217,353	217,044	164,398	250,049	250,049	33,005
Miscellaneous Revenues	18,811	14,471	22,150	21,343	21,343	6,872
Other Financing Sources	0	100,000	200,000	458,727	458,727	358,727
Subtotal	\$3,515,335	\$3,405,384	\$3,755,266	\$4,649,138	\$4,649,138	1,243,754
General Fund Contributions	\$934,556	\$1,678,468	\$1,184,207	\$1,248,364	\$1,146,881	(531,587)
Total Source of Funds	\$4,449,891	\$5,083,852	\$4,939,473	\$5,897,502	\$5,796,019	712,167

Unit Description

Resource Management Agency's Building Services (RMA-Building Services) issues building construction permits, reviews and approves proposed construction drawings and performs inspections of ongoing construction to assure compliance with County and State laws related to building safety standards on private property.

Building Services operates four programs and coordinates the review and approval of building permit applications with other related County agencies and thirteen fire protection districts.

Building Services Permit Center receives permit applications, provides copies of public records, gives informational assistance and issues building permits.

Building Inspection staff visits construction sites of permitted construction work to inspect and approve for compliance with various building codes.

The Code Enforcement Unit responds to and investigates complaints of violations regarding the County's building, zoning, housing and grading ordinances.

Summary of Recommendation

The Building Services FY 2014-15 Recommended Budget is \$5,796,019, with a General Fund Contribution (GFC) of \$1,146,881.

Salaries and Benefits expenditures reflect a minimal increase of \$46,360, primarily due to offsetting changes for staffing based on recommendations resulting from a staffing study, approved by the Board in FY 2013-14. Related changes include: one Grading Inspector reclassified to a Management Analyst I, moved to Environmental Services Unit 8444, one Land Use Technician reclassified to an Office Assistant II, and one Office Assistant II reallocated to Department Information Systems Coordinator and moved to RMA-Admin Unit 8222. In addition, as a result of increased permit activity two new positions were added: one Building Plans Examiner and one Allocation To Be Determined (tbd).

Services and Supplies reflect an increase of \$665,510 due to increased building inspections performed by outside consultants (\$358,727), costs related to re-establishing code enforcement hearings with Administrative Law Judge, and increased charges for non-discretionary expenditures including General Liability Insurance, Information Technology infrastructure replacement,

and ERP upgrades, and increases in charges from service departments. The Recommended Budget also includes estimated revenues of \$4,649,138, an increase of \$1,243,754 from prior year.

The Recommended Budget also includes estimated revenues of \$4,649,138, an increase of \$1,243,754 from prior year.

Appropriation Expenditure Detail

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted	Fund Code	Org Code
Building Services (RMA011)	4,350,306	4,983,852	4,739,473	4,941,306	4,941,306	(42,546)	001	3000_8170
Code Enforcement (RMA011)	99,585	100,000	200,000	956,196	854,713	754,713	001	3000_8171
Subtotal	\$4,449,891	\$5,083,852	\$4,939,473	\$5,897,502	\$5,796,019	712,167		

Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
11A28	CHIEF BUILDING OFFICIAL	1.00
14C31	MANAGEMENT ANALYST III	1.00
14G02	MANAGEMENT ANALYST I	1.00
30D21	BUILDING INSPECTOR II	3.00
30D22	SENIOR BUILDING INSPECTOR	2.00
30D24	BUILDING INSPECTOR SUPERVISOR	1.00
30D30	DEPUTY BUILDING OFFICIAL	1.00
30P01	GRADING INSPECTOR	1.00
41B21	BUILDING PLANS EXAMINER	3.00
41B22	SENIOR BUILDING PLANS EXAMINER	1.00

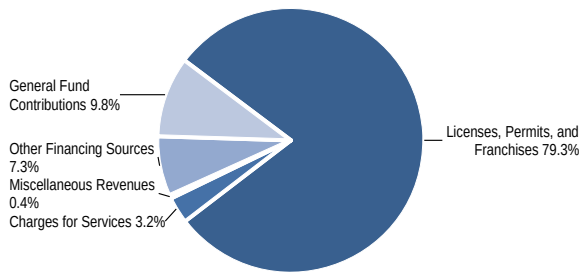
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
43C10	PERMIT TECHNICIAN I	1.00
80A33	ADMINISTRATIVE SECRETARY	1.00
80E21	OFFICE ASSISTANT II	4.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.00
80E81	SUPERVISING OFFICE ASSISTANT I	1.00
XXXXX	ALLOCATION TO BE DETERMINED	2.00
14K51	RMA SERVICES MANAGER	1.00
34P26	CODE COMPLIANCE INSPECTOR II	2.00
34P27	SENIOR CODE ENFORCEMENT OFFICER	1.00
80E21	OFFICE ASSISTANT II	1.00
Total		30.00

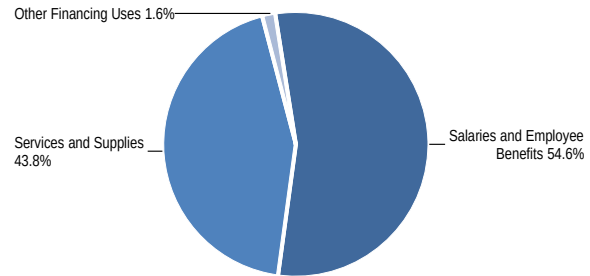
Building Services

(Unit 8170— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	2,473,572	3,216,511	2,883,127	2,700,016	2,700,016	(516,495)
Services and Supplies	1,590,223	1,689,649	1,734,069	2,163,301	2,163,301	473,652
Other Charges	257,796	0	0	0	0	0
Capital Assets	28,715	0	44,585	0	0	0
Other Financing Uses	0	77,692	77,692	77,989	77,989	297
Subtotal	\$4,350,306	\$4,983,852	\$4,739,473	\$4,941,306	\$4,941,306	(42,546)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Licenses, Permits, and Franchises	3,279,391	3,073,869	3,368,718	3,919,019	3,919,019	845,150
Charges for Services	141,757	217,044	164,398	158,547	158,547	(58,497)
Miscellaneous Revenues	18,811	14,471	22,150	21,343	21,343	6,872
Other Financing Sources	0	0	0	358,727	358,727	358,727
Subtotal	\$3,439,960	\$3,305,384	\$3,555,266	\$4,457,636	\$4,457,636	1,152,252
General Fund Contributions	\$910,346	\$1,678,468	\$1,184,207	\$483,670	\$483,670	(1,194,798)
Total Source of Funds	\$4,350,306	\$4,983,852	\$4,739,473	\$4,941,306	\$4,941,306	(42,546)

Unit Description

The Building Services Unit issues building construction and grading permits, reviews and approves proposed construction drawings and performs inspections of ongoing construction to assure compliance with County and State laws related to building safety standards on private property.

A change from the prior fiscal year includes moving five positions supporting Code Enforcement activities from Building Services Unit 8170 to Code Enforcement Unit 8171 to more appropriately identify Code Enforcement related resources.

Prior Year Accomplishments

There were a number of improvements made toward streamlining departmental performance in FY 2013-14. Efficiency of work production processes has been implemented and staff has been reassigned to create a more efficient workflow.

Permit submittal backlog was eliminated last year and customers are continuing to receive an average two week turnaround time for response to their first plan review submittal. Building Services assigned a Plans Examiner to the front counter which has increased the number of permits issued over the counter and increases assistance to the public regarding plan review questions. This also expedites the entire process by addressing any questions or concerns prior to submittal. This will also decrease the amount of time in-house plan reviewers have to spend on simple projects and can focus on the larger projects that were being sent to outside consultants thereby reducing utilization of outside plan review consultants.

New policies and procedures have been implemented and/or continued to improve customer service including provisions for continued enhancements to Temporary Occupancy Certifications (TOC), over the counter (OTC) plan review, expediting of simple permit plan reviews, permitting and inspection of temporary structures at seasonal special events, streamlining of minor and

simple over the counter permits and online scheduling of inspection requests for internet users.

Building Services has identified key performance measures and has monitored these measures throughout the year. These measures are utilized to further refine processes and procedures. As a result Plan Review and the inspection section were able to meet most of their targeted goals. FY 2014-15 Goal: Add an additional Performance Measure to be able to track building services plan review and processing as a separate measure from overall time to issue a permit.

FY 2013-14 Goal: Increase the number of plan reviews performed by County staff resulting in a decreased volume of plan reviews sent to outside consultants.

Status: During FY 2013-14 Building Services reassigned staff and revised staff schedules to allow for more uninterrupted time to perform plan review tasks. This has resulted in an increase in the percentage of plan review projects performed in-house from approximately 40% in FY 2012-13 to 70% in FY 2013-14.

FY 2013-14 Goal: Review and revise all Building Services policies and procedures, including compiling an updated Building Services policies and procedures manual to be posted on RMA's website along with interactive forms to enable the public to conduct permitting transactions online.

Status: During FY 2013-14 staff developed a policy process for online permitting and is waiting for approval from the County Treasurer to allow for online payments such as the use of PayPal.

FY 2013-14 Goal: Implement Questys and Accela Automation interface for improved public access to Building Services records through Accela Citizen Access.

Status: Staff is coordinating with software vendors to develop an interface to allow for public access.

FY 2013-14 Goal: Implement a joint City of Salinas/County of Monterey Building Standards Board of Appeals.

Status: This goal was not feasible and staff is pursuing re-establishing the Building Standard Board of Appeal through the adoption of the new building codes.

Budget Year Goals

FY 2014-15 Goal: Increase the percentage of in-house plan reviews to 90%. We are planning to augment the plan review staff to provide sufficient staffing by the end of calendar year 2014 to meet this goal.

FY 2014-15 Goal: Review and revise all Building Services policies and procedures, including compiling an updated Building Services policies and procedures manual to be posted on RMA's website along with interactive forms to enable the public to conduct permitting transactions online. Finalize online payment process to implement online access for the public. By implementing this functionality it will ensure consistent processes and procedures for more efficient customer service. It is anticipated that this will reduce wait times at the front counter as access for online processes becomes available.

FY 2014-15 Goal: Implement Questys and Accela Automation interface for improved public access to Building Services records through Accela Citizen Access. Staff continues to develop interface and anticipates public access to records sometime in FY 2014-15. Allowing this access will expedite customer service and will allow staff to be more efficient in searching for documents in one central location rather than looking in several different databases.

FY 2014-15 Goal: Set up and staff the Building Board of Appeals and the Disabled Access Board of appeals to provide an avenue of appeal for building code decisions made by the Building Department.

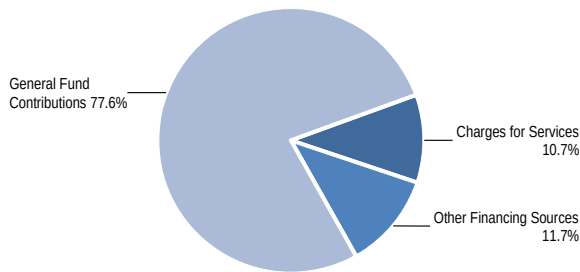
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
11A28	CHIEF BUILDING OFFICIAL	1.00
14C31	MANAGEMENT ANALYST III	1.00
14G02	MANAGEMENT ANALYST I	1.00
30D21	BUILDING INSPECTOR II	3.00
30D22	SENIOR BUILDING INSPECTOR	2.00
30D24	BUILDING INSPECTOR SUPERVISOR	1.00
30D30	DEPUTY BUILDING OFFICIAL	1.00
30P01	GRADING INSPECTOR	1.00
41B21	BUILDING PLANS EXAMINER	3.00
41B22	SENIOR BUILDING PLANS EXAMINER	1.00
43C10	PERMIT TECHNICIAN I	1.00
80A33	ADMINISTRATIVE SECRETARY	1.00
80E21	OFFICE ASSISTANT II	4.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.00
80E81	SUPERVISING OFFICE ASSISTANT I	1.00
XXXXX	ALLOCATION TO BE DETERMINED	2.00
Total		25.00

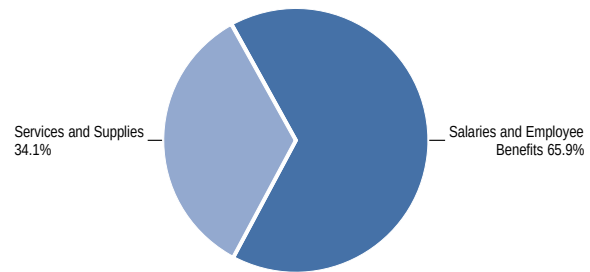
Code Enforcement

(Unit 8171— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	89,564	0	0	664,206	562,855	562,855
Services and Supplies	10,021	100,000	200,000	291,990	291,858	191,858
Subtotal	\$99,585	\$100,000	\$200,000	\$956,196	\$854,713	754,713

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Licenses, Permits, and Franchises	(221)	0	0	0	0	0
Charges for Services	75,596	0	0	91,502	91,502	91,502
Other Financing Sources	0	100,000	200,000	100,000	100,000	0
Subtotal	\$75,375	\$100,000	\$200,000	\$191,502	\$191,502	91,502
General Fund Contributions	\$24,210	\$0	\$0	\$764,694	\$663,211	663,211
Total Source of Funds	\$99,585	\$100,000	\$200,000	\$956,196	\$854,713	754,713

Unit Description

The FY 2014-15 Recommended Budget includes the transfer of five positions from the Building Services Unit 8170 to the Code Enforcement Unit 8171 to more appropriately identify resources related to Code Enforcement activities.

Funding in this unit includes an annual allocation of \$100,000 from Fund 401 to offset costs for the County's Nuisance Abatement Program, established in FY 2012-13. This funding provides assistance as needed to meet code compliance requirements for specific properties or structures identified by Code Enforcement officials as substandard housing, dangerous buildings, zoning violations, work done without permits and other violations of County Codes. The efforts of the Code Enforcement Unit compliment the County mission and values for protecting the life safety of the public through quality service with honesty, integrity, respect, courtesy, and by providing top quality customer service through enforcement actions.

Prior Year Accomplishments

In FY 2013-14 the Building Services Code Enforcement Unit received a total of 288 complaints, and as of this writing has closed 284.

The Code Enforcement unit continues to revise code enforcement processes and documentation in collaboration with other departments to coordinate efforts.

The unit is currently developing revisions to the County's administrative regulations and is preparing processes and cases for hearings with the Administrative Law Judge (ALJ). As of March 2014 there are a total of 1,228 active code enforcement cases.

FY 2013-14 Goal: Increase public awareness of hazards of substandard housing and dangerous buildings.

Status: Staff held public outreach events during Building Safety Month by setting up a display at the Home Depot in Salinas.

FY 2013-14 Goal: Utilize nuisance abatement funds to abate several high priority code enforcement cases.

Status: Several properties were identified to be abated either by demolition or boarding and securing. These properties are located in the following areas within the County: Castroville, Lockwood, Las Lomas and Boronda. The nuisance abatement funds were utilized to hire licensed contractors to perform the work necessary to abate the nuisance.

FY 2013-14 Goal: Use available remedies to address issues of blight, housing code violations and dangerous buildings.

Status: The Code Enforcement team successfully abated several nuisance properties utilizing the previously established Nuisance Abatement Fund and has had success in closing cases through the use of Administrative Citations and assessment of Administrative Fines as provided in the County's Code.

FY 2013-14 Goal: 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.

Status: Due to attrition and increased workloads, staff was not able to meet this goal. This goal will carry over into FY 2014-15.

Budget Year Goals

Staff will be preparing a cost recovery process to replenish the costs associated with the implementation of the abatement program through the public hearing process. Recovery will include tax liens placed against the abated properties to recover the County's cost and or through increased permit fees. While it is the desire for this program to operate as cost neutral for the County, this program requires continual funding by the County's Facilities Maintenance

Project Fund 401 in order to ensure the public is not exposed to hazardous or unsafe conditions.

Effective in FY 2014-15, Code Enforcement is funded within a separate budget unit to more appropriately track costs and revenues directly related to code enforcement activity.

FY 2014-15 Goal: Use available remedies to address issues of blight, housing code violations and dangerous buildings. Continue to seek ways to streamline and improve cost recovery of code enforcement operations.

FY 2014-15 Goal: Revise Chapter 1.22 of the County Code to revise the ALJ hearing process to create better options to conduct Administrative Hearings and bring long standing unresolved cases to resolution.

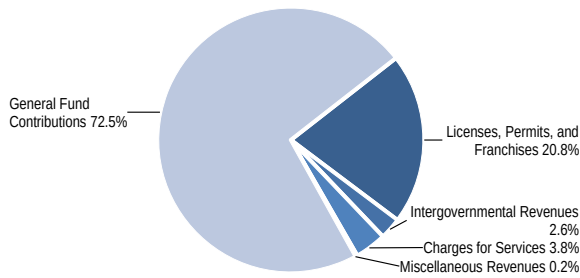
FY 2014-15 Goal: Seek grants and other cost recovery options to enhance the resources available to the Code Enforcement Division in order to strengthen the level of enforcement and reduce substandard and dangerous conditions.

Recommended 2014-15 Positions

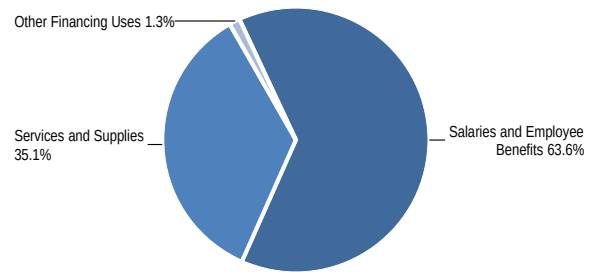
Classification Code	Classification Label	Recommended Budget 2014-2015
14K51	RMA SERVICES MANAGER	1.00
34P26	CODE COMPLIANCE INSPECTOR II	2.00
34P27	SENIOR CODE ENFORCEMENT OFFICER	1.00
80E21	OFFICE ASSISTANT II	1.00
Total		5.00

Planning

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	3,570,510	3,825,057	3,649,446	3,951,812	3,828,130	3,073
Services and Supplies	1,321,762	1,683,899	1,992,062	4,239,237	2,114,120	430,221
Other Charges	38,663	0	(20,259)	0	0	0
Other Financing Uses	0	77,623	77,623	77,929	77,929	306
Subtotal	\$4,930,935	\$5,586,579	\$5,698,872	\$8,268,978	\$6,020,179	433,600

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Licenses, Permits, and Franchises	1,258,153	1,269,837	1,328,873	1,252,992	1,252,992	(16,845)
Intergovernmental Revenues	0	150,000	150,000	158,493	158,493	8,493
Charges for Services	178,110	156,606	189,491	229,559	229,559	72,953
Miscellaneous Revenues	1,139	69	20,441	14,000	14,000	13,931
Subtotal	\$1,437,402	\$1,576,512	\$1,688,805	\$1,655,044	\$1,655,044	78,532
General Fund Contributions	\$3,493,534	\$4,010,067	\$4,010,067	\$6,613,934	\$4,365,135	355,068
Total Source of Funds	\$4,930,935	\$5,586,579	\$5,698,872	\$8,268,978	\$6,020,179	433,600

Unit Description

Resource Management Agency - Planning (RMA-Planning) is comprised of two divisions: Long Range Planning and Current Planning. RMA-Planning is primarily responsible for regulating development activity in the unincorporated areas of Monterey County, preparing and implementing land use policy and regulations, providing information to the public, and reviewing development projects to ensure compliance with the County's land use regulations governing planning, building construction and design, subdivisions, and grading and erosion control. This includes coordinating inter-agency review of land development.

RMA-Planning has the responsibility of preparing and reviewing environmental documents for development within Monterey County, processing discretionary land use permits, conducting code enforcement of land use regulations, managing records, and maintaining long-range planning documents including the General Plan, Local Coastal Program, and implementing ordinances.

RMA-Planning provides staff support to the Planning Commission, Zoning Administrator, Subdivision Committee, Interagency

Review, Airport Land Use Commission, Land Use Advisory Committees, and coordinates responses from County land use departments on land use programs and proposals by other jurisdictions.

Summary of Recommendation

The FY 2014-15 Recommended Budget for RMA-Planning is \$6,020,179, offset by \$1,655,044 in revenues and total General Fund Contributions (GFC) of \$4,365,135.

Due to significant increases in General Liability charges, the baseline budget request for Planning required elimination of four positions (three filled and one vacant). The Recommended Budget includes an increase of \$343,190 in GFC to restore the three filled positions. In FY 2013-14 the Board approved reallocation of an existing vacant position to add a Historian function within RMA-Planning. This position remains unfunded in the FY 2014-15 Recommended Budget.

Services and supplies expenditures reflect an increase of \$430,221 due to increased General Liability Insurance charges.

The Recommended Budget includes estimated revenues of \$1,655,044, increasing over prior year by \$78,532. Though Salaries and Benefits costs have increased due to approved bargaining agreements, RMA-Planning has held off on requesting Board consideration for offsetting increases in fees and service charges. RMA-Planning continues to work with industry representatives to review the current fee structure in conjunction with preparing fee recommendations for Board consideration, to offset salary and benefits related service delivery costs.

Prior Year Accomplishments

Current Planning Team was reorganized to improve efficiency and timeliness of permit processing. As part of the reorganization, a new Condition Compliance Team was created to focus on post-hearing condition compliance and long term monitoring of mitigation measures.

The Pre-Application Meeting process was reformatted into a Development Review Committee (DRC) process. The DRC provides a mechanism to identify and resolve issues earlier in the process for more complex land use permit applications.

Design Approval and Tree Removal Permit (simple permits) timeliness processing has improved over the last six years. For example, design approvals timelines in FY 2009-10 was 43%, compared to 74% through the mid-year of FY 2013-14. Tree removal timelines in FY 2009-10 was 55%, compared to 98% through the mid-year of FY 2013-14.

Timeliness for processing permits improved for six straight years (for all permits) from 40% in FY 2007-08 to 84% at mid-year FY 2013-14. We also saw year over year improvements in eight of ten categories from FY 2012-13 to FY 2013-14 (mid-year).

Training for staff at all levels increased. After several years of a very lean training budget, RMA-Planning staff were able to catch up and attend training seminars through the American Planning Association, Association of Environmental Professionals, Elkhorn Slough Foundation, Land Use Navigators, and Law Seminars International.

The Long Range Planning Work Program includes 93 tasks that are related to General Plan Implementation. Staff has been tracking the percentage of tasks that have established timelines along with how we have been meeting those goals by fiscal year. In FY 2011-12, 58% of those tasks were met within established timeline; in FY 2012-13, 41%; and through February of FY 2013-14, 24%. The Work Program also incorporated 25 tasks from the Fort Ord Reuse Plan.

A comprehensive analysis of land use fees was completed. The analysis included setting expectations for the staff hours for each category of projects, rebuilding the hourly rate, and determining where subsidies should be recommended.

RMA-Planning continued to work with industry representatives to find efficiencies in the permit process, with internal changes reflected in our increased performance measurement results.

Revisions to the "Condition of Approval and Mitigation Monitoring and Reporting Program" are expected to be reviewed by the Board of Supervisors in FY 2013-14. In the interim, the land use agencies have been uploading documentation in the electronic database (Accela) in addition to providing hard copies for the project file. The status of condition compliance is available to the public through a web portal in Accela.

A Record Retention Policy and Schedule is expected to be reviewed by the Board of Supervisors by October 2014. Scanning of historic documents and files on microfiche by an outside consultant has begun.

Staff are developing and reviewing information material and providing the information at the front counter and on the Agency's website. An internal committee has been working to make the website more user-friendly. Both of these efforts should be implemented by the end of FY 2013-14.

Budget Year Goals

Remain on schedule with General Plan Implementation work program (assumes continuation of funding for contractor in FY 2014-15), while increasing the public outreach component, utilizing existing staffing levels. Update Title 21 to reflect new requirements related to the General Plan, changes in State law, and to provide streamlined processes.

Evaluate the review process for increased efficiencies. Eliminate backlog of old, inactive files by adopting an ordinance and updating records utilizing the electronic database.

Develop a system for scanning and tracking historic permit files that can easily implement the records retention schedule once adopted. Adopt a Record Retention Policy and Schedule and initiate scanning of historic files and documents.

Work with the public and Board of Supervisors to establish a fully electronic condition compliance tracking system utilizing the Accela system. Institute an electronic submittal process for permit applications through the web-based Accela Automation system.

Improve public information and outreach through updated brochures and website information. Provide permit-specific applications and checklists to facilitate direct submittal of discretionary applications.

Review and update the Land Use Permit fee structure.

Appropriation Expenditure Detail

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted	Fund Code	Org Code
Planning (RMA001)	4,930,935	5,586,579	5,698,872	8,268,978	6,020,179	433,600	001	3000_8172
Subtotal	\$4,930,935	\$5,586,579	\$5,698,872	\$8,268,978	\$6,020,179	433,600		

Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
11A29	DIRECTOR OF PLANNING	1.00

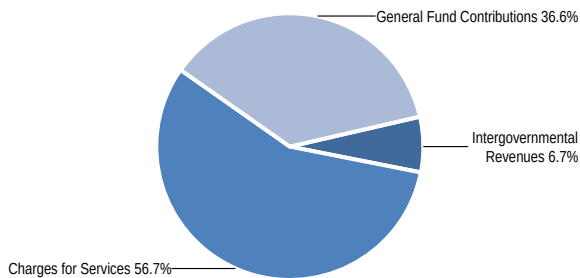
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
14K51	RMA SERVICES MANAGER	3.00
41F11	ASSOCIATE PLANNER	11.00
41F22	SENIOR PLANNER	4.00
43C11	PERMIT TECHNICIAN II	6.00
80A32	SENIOR SECRETARY	1.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00
80E21	OFFICE ASSISTANT II	7.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.00
XXXXX	ALLOCATION TO BE DETERMINED	2.00
Total		37.00

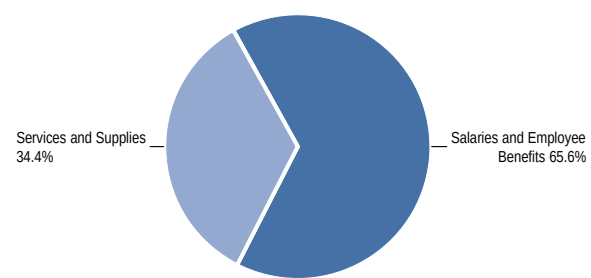
Environmental Services

(Unit 8444 - Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	0	0	0	976,247	976,247	976,247
Services and Supplies	0	0	0	792,253	512,253	512,253
Subtotal	\$0	\$0	\$0	\$1,768,500	\$1,488,500	1,488,500

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Intergovernmental Revenues	0	0	0	100,000	100,000	100,000
Charges for Services	0	0	0	843,289	843,289	843,289
Subtotal	\$0	\$0	\$0	\$943,289	\$943,289	943,289
General Fund Contributions	\$0	\$0	\$0	\$825,211	\$545,211	545,211
Total Source of Funds	\$0	\$0	\$0	\$1,768,500	\$1,488,500	1,488,500

Unit Description

Environmental Services is a new organizational unit in FY 2014-15 and consolidates responsibility for grading/drainage permits and inspection services, implementation of the County's National Pollutant Discharge Elimination System (NPDES) permit program and Areas of Special Biological Significance (ASBS), and the Lower Carmel River Floodplain Restoration and Environmental Enhancement Projects.

RMA-Environmental Services group is responsible for implementing the Phase II NPDES Municipal General Permit requirements, including the following program elements:

Areas of Special Biological Significance (ASBS) Program

Program Management Element, Legal Authority

Education and Outreach Program

Public Involvement and Participation Program

Illicit Discharge Detection and Elimination Program

Construction Site Storm Water Runoff Control Program

Pollution Prevention and Good Housekeeping for Municipal Operations Program

Post-Construction Storm Water Management Program

Water Quality Monitoring Program

Program Effectiveness Assessment and Improvement

Total Maximum Daily Loads (TMDL) Compliance Program

Annual Reporting Requirements

Summary of Recommendation

The FY 2014-15 Recommended Budget for RMA Environmental Services Unit 8444 totals \$1,488,500, including \$976,247 in Salaries and Benefits. Staffing includes one Senior Water Resources Hydrologist, one Water Resources Hydrologist, one Management Analyst I, two Civil Engineers, and three Water Resources Technician positions.

Services and Supplies total \$512,253, and provide for NPDES and ASBS permit fees, charges from service departments, Risk Management allocations, computer hardware, software, and other

minor expenses and operating costs. Funding sources include GFC of \$545,211 and \$943,289 in estimated revenues from permits and inspection services, and \$100,000 from State Aid for the San Lucas Water Project grant that is being managed by Environmental Services. The GFC includes \$493,000 budgeted in FY 2013-14 in the County Administrative Office - Other Financing Uses Unit as a reimbursement for related services previously provided out of the RMA-Public Works Road Fund 002.

Prior Year Accomplishments

Participated in the Monterey Regional Storm Water Management Program (MRSWMP) Group with six Monterey Peninsula cities to implement select program elements including public education and outreach, public involvement and participation, and water quality monitoring requirements. Extended the Memorandum of Agreement allowing the Regional Group to provide public education and public participation opportunities to continue on behalf of participating members through FY 2013-14.

Staff continued coordination of Phase II NPDES Storm Water Permit requirements between Monterey County departments and with the Water Resources Agency and six Monterey Peninsula cities that collectively administer elements of the Permit.

Implementation of the State's new Municipal NPDES Permit requirements. Participated in discussions and negotiations with Regional Water Board staff and worked in collaboration with the Monterey Peninsula cities throughout the year to formalize minimum requirements that the County will be implementing throughout the remainder of the current five-year Permit term. The new Permit established higher standards for most Permit-related activities that were being performed, including storm water monitoring, public education, and documenting storm water-related municipal operations.

Training was presented and new operational procedures were developed for the Regional Water Board's new Post Construction Requirements (PCRs). The PCRs require all development projects that create or replace greater than 2,500 square feet of impervious surface are to implement measures to improve the quality of runoff leaving the project site and replenish groundwater by retaining it on site.

The Central Coast ASBS Regional Dischargers' Monitoring Program monitored storms throughout the rainy season and prepared an analysis of the data collected for submittal to the State.

Budget Year Goals

Create a new operational unit within the RMA to implement and manage the County's Permit-related requirements and to provide a resource to other County departments on storm water issues. A new budget unit was created with a new fee schedule, independent of Public Works beginning FY 2014-15. New internal procedures have been developed and implemented for the review and inspection of development projects with storm water, grading, and erosion control components.

Provide grant administration and project management assistance for several projects located on the lower Carmel River, including: (1) the Lower Carmel River Floodplain Restoration and Environmental Enhancement Project, (2) the Carmel Lagoon Ecosystem Protection Barrier and Scenic Road Protection

Structure Projects, and (3) County Service Area 50 - Lower Carmel River Flood Control Project.

Participate in the development review process to ensure compliance with the Construction Site Storm Water Runoff Control Program and Post-Construction Storm Water Management Program elements. Review discretionary permits, ministerial permits, and environmental documents to ensure compliance with grading, erosion control, and storm water management regulations. Grading and erosion control plan reviews will be conducted in-house to decrease consulting services for outside plan review that were previously contracted through RMA - Building Services.

Conduct construction site inspections to ensure code compliance. It is estimated that staff will complete approximately 1,400 construction site inspections in FY 2014-15.

Ensure compliance with all NPDES program elements. Complete all Phase II NPDES Municipal General Permit Year-2 requirements, including:

- Develop a Draft Compliance Plan for Areas of Special Biological Significance (ASBS).

- Prepare an updated Storm Water Management Ordinance for adoption.

- Develop and implement a comprehensive storm water public education and outreach program.

- Ensure adequate training of all staff implementing the construction site storm water runoff control program.

- Develop a biennial employee training program for appropriate employees involved in implementing the pollution prevention and good housekeeping practices.

- Involve the public in the development and implementation of activities related to the program.

- Create and maintain an up-to-date and accurate outfall map.

- Maintain an inventory of all industrial/commercial facilities/sources within Monterey County's jurisdiction that could discharge pollutants in storm water to the Municipal Separate Storm Sewer System (MS4).

- Sample any outfalls that are flowing or ponding more than 72 hours after the last rain event.

- Develop written procedures for conducting investigations into the source of all non-storm water discharges suspected to be illicit discharges.

- Develop and implement procedures for inspecting public and private construction projects and conducting enforcement if necessary.

- Develop and maintain an inventory of County-owned or operated facilities that are a threat to water quality.

- Develop and submit a map of the area within the permit boundary identifying the inventoried Permittee-owned or operated facilities.

Develop and implement procedures to assess and prioritize MS4 storm drain system maintenance.

Implement a landscape design and maintenance program to reduce the amount of water, pesticides, herbicides, and fertilizers used during Permittee operations and activities.

Implement the post-construction storm water management requirements through the permitting process.

Implement an Operations and Maintenance (O&M) Verification Program for post-construction storm water management measures.

Complete and submit the Program Effectiveness Assessment and Improvement Plan.

Prepare for monitoring requirements for the ASBS program, postponed by the State Water Board due to insufficient rainfall in prior FY 2012-13.

Appropriation Expenditure Detail

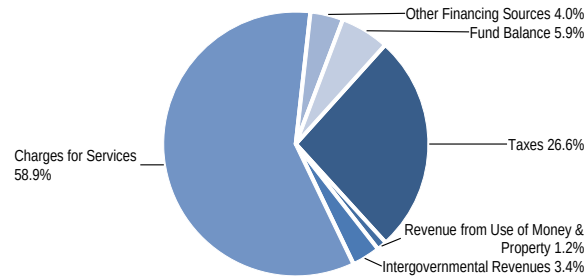
	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted	Fund Code	Org Code
Environmental Services (RMA099)	0	0	0	1,768,500	1,488,500	1,488,500	001	3000_8444
Subtotal	\$0	\$0	\$0	\$1,768,500	\$1,488,500	1,488,500		

Recommended 2014-15 Positions

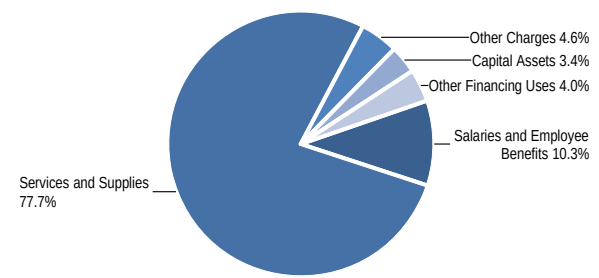
Classification Code	Classification Label	Recommended Budget 2014-2015
14G02	MANAGEMENT ANALYST I	1.00
41A20	CIVIL ENGINEER	2.00
41C02	WATER RESOURCES HYDROLOGIST	1.00
41C17	SENIOR WATER RESOURCES HYDROLOGIST	1.00
43B03	WATER RESOURCES TECHNICIAN	3.00
	Total	8.00

Public Works/Countywide Services

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	0	0	0	273,766	273,766	273,766
Services and Supplies	2,345,520	2,464,496	2,585,258	2,256,931	2,056,931	(407,565)
Other Charges	121,080	123,604	123,539	122,669	122,669	(935)
Capital Assets	31,819	60,000	100,000	90,000	90,000	30,000
Other Financing Uses	1,526,757	105,850	105,850	105,190	105,190	(660)
Subtotal	\$4,025,176	\$2,753,950	\$2,914,647	\$2,848,556	\$2,648,556	(105,394)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Taxes	688,742	658,443	704,587	704,077	704,077	45,634
Revenue from Use of Money & Property	32,362	34,384	31,664	32,094	32,094	(2,290)
Intergovernmental Revenues	3,011,626	27,020	89,798	90,572	90,572	63,552
Charges for Services	1,233,798	1,382,851	1,233,821	1,559,334	1,559,334	176,483
Miscellaneous Revenues	0	619	774	0	0	(619)
Other Financing Sources	544,872	105,850	105,850	105,550	105,550	(300)
Subtotal	\$5,511,400	\$2,209,167	\$2,166,494	\$2,491,627	\$2,491,627	282,460
Fund Balance	(1,486,225)	544,783	748,153	356,929	156,929	(387,854)
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$4,025,175	\$2,753,950	\$2,914,647	\$2,848,556	\$2,648,556	(105,394)

Unit Description

The Resource Management Agency-Public Works (RMA-PW) Countywide Service unit is responsible for the administration of the maintenance and operations of the County Sanitation Districts and County Service Areas.

County Service Areas (CSAs): CSAs provide a variety of urban services to defined unincorporated areas within the County. These services include Parks and Recreation, Street Lighting, Street and Sidewalk Maintenance, Storm Drain Maintenance, Surface Water Disposal, Sewage Collection and Disposal, and Levee Maintenance and Repair. The Board of Supervisors acts as the governing body on behalf of the CSAs, and RMA-PW administers the maintenance and operation of the CSAs. There are currently 38 active and two inactive CSAs, CSA 010 Laguna Seca and CSA 069 Ralph Lane.

CSA 045 Oak Hills includes two units. CSA 075, Chualar is the only CSA with responsibility for wastewater collection and treatment.

County Sanitation Districts (CSDs): RMA-PW currently administers three active CSDs (Pajaro, Moss Landing, and Boronda), and two inactive CSDs (Carmel Valley Sanitation District-Zone 2, and Village Greens) for which the Board of Supervisors acts as the governing body. The CSDs provide sanitation (wastewater collection) services to the active districts. Boronda County Sanitation District (BCSD) also provides potable water service to the San Jerardo Community via the San Jerardo Water System. Operating costs for the CSDs are funded by service charges and property tax allocations. Bond loan repayments for the Pajaro County Sanitation District (PCSD), Moss Landing County Sanitation District (MLCSD), and BCSD are funded with user fees. The San Jerardo Water System was primarily funded with a variety of Federal, State, and local grants, as well as County funds.

The Boronda, Pajaro, and Moss Landing CSD's also have separate funds to track active sewer revenue bonds associated with each District, Funds 306, 309 and 310 respectively. Each year as part of the Recommended Budget for these three CSD's the annual revenue bond payment is budgeted as an Operating Transfer Out. The Revenue Bond budgets reflect the corresponding amounts as an Operating Transfer In. The actual Bond payment is processed by the Auditor-Controller's staff.

The Chualar CSA has a separate fund, Fund 312, used to track the active Water District Loan. Unlike the CSD Sewer Revenue Bonds, the payment of this Water Loan is set up as an assessment so there is no transfer of funds between Appropriations. This payment is also processed by the Auditor-Controller staff.

Summary of Recommendation

The County Service Areas FY 2014-15 Recommended Budget is \$814,025 with estimated revenues of \$814,025.

The County Sanitation Districts FY 2014-15 Recommended Budget is \$1,834,531 with estimated revenues of \$1,677,602. The balance of \$156,929 will be funded out of available fund balance.

Prior Year Accomplishments

Specific prior year accomplishments are provided at the unit level.

Budget Year Goals

Specific budget year goals are presented at the unit level.

Appropriation Expenditure Detail

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted	Fund Code	Org Code
County Sanitation District (RMA040)	877,337	796,450	877,552	904,900	904,900	108,450	151	3000_8197
County Sanitation District (RMA041)	240,255	300,367	296,670	300,567	300,567	200	152	3000_8197
County Sanitation District (RMA043)	0	74	0	63	63	(11)	154	3000_8197
County Sanitation District (RMA045)	223,716	294,200	239,690	443,309	443,309	149,109	156	3000_8197
County Sanitation District (RMA046)	1,652,815	90,517	80,142	80,142	80,142	(10,375)	157	3000_8197
County Sanitation District (RMA091)	38,000	38,000	38,000	37,950	37,950	(50)	306	3000_8197
County Sanitation District (RMA092)	32,650	32,700	32,700	32,700	32,700	0	309	3000_8197
County Sanitation District (RMA093)	34,300	35,150	35,150	34,900	34,900	(250)	310	3000_8197
County Service Areas (RMA047)	27,536	73,800	69,519	28,505	28,505	(45,295)	051	3000_8198
County Service Areas (RMA048)	14,892	124,325	52,812	39,678	39,678	(84,647)	052	3000_8198
County Service Areas (RMA049)	1,822	700	0	617	617	(83)	053	3000_8198
County Service Areas (RMA052)	145,597	162,142	149,590	150,457	150,457	(11,685)	056	3000_8198
County Service Areas (RMA053)	8,926	71,200	120,392	11,621	11,621	(59,579)	057	3000_8198
County Service Areas (RMA054)	51	605	122	621	621	16	058	3000_8198
County Service Areas (RMA055)	3,208	6,558	3,435	6,434	6,434	(124)	059	3000_8198
County Service Areas (RMA056)	1,635	16,768	2,640	14,593	14,593	(2,175)	060	3000_8198
County Service Areas (RMA057)	304	5,795	320	5,736	5,736	(59)	061	3000_8198
County Service Areas (RMA058)	26,966	112,000	182,111	31,828	31,828	(80,172)	062	3000_8198
County Service Areas (RMA059)	1,533	3,729	1,352	4,110	4,110	381	063	3000_8198
County Service Areas (RMA060)	222	1,403	220	1,452	1,452	49	064	3000_8198
County Service Areas (RMA061)	137	1,423	16,343	1,456	1,456	33	065	3000_8198
County Service Areas (RMA062)	4,349	8,288	4,329	8,477	8,477	189	066	3000_8198
County Service Areas (RMA063)	2,503	22,503	6,884	2,597	2,597	(19,906)	067	3000_8198
County Service Areas (RMA064)	499	1,695	847	1,830	1,830	135	068	3000_8198
County Service Areas (RMA065)	5,950	9,033	4,623	9,826	9,826	793	069	3000_8198
County Service Areas (RMA066)	20	899	25	978	978	79	070	3000_8198
County Service Areas (RMA067)	50	2,161	40	2,125	2,125	(36)	071	3000_8198
County Service Areas (RMA068)	11,601	17,884	11,958	18,151	18,151	267	072	3000_8198
County Service Areas (RMA069)	4,601	5,847	14,290	6,021	6,021	174	073	3000_8198
County Service Areas (RMA070)	15,406	27,171	36,862	28,911	28,911	1,740	074	3000_8198
County Service Areas (RMA071)	30,413	45,105	28,300	20,130	20,130	(24,975)	075	3000_8198
County Service Areas (RMA072)	5,161	20,450	6,878	21,745	21,745	1,295	076	3000_8198
County Service Areas (RMA073)	21,498	121,748	364,544	124,510	124,510	2,762	077	3000_8198
County Service Areas (RMA074)	5,024	15,385	3,713	16,175	16,175	790	078	3000_8198

Appropriation Expenditure Detail

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted	Fund Code	Org Code
County Service Areas (RMA075)	325	5,263	320	5,517	5,517	254	079	3000_8198
County Service Areas (RMA076)	276	7,180	2,629	8,490	8,490	1,310	080	3000_8198
County Service Areas (RMA077)	199	1,240	220	1,391	1,391	151	081	3000_8198
County Service Areas (RMA078)	623	6,488	520	7,782	7,782	1,294	082	3000_8198
County Service Areas (RMA079)	210	9,727	220	9,840	9,840	113	083	3000_8198
County Service Areas (RMA080)	38	1,338	110	1,575	1,575	237	084	3000_8198
County Service Areas (RMA081)	644	3,109	1,424	3,557	3,557	448	085	3000_8198
County Service Areas (RMA082)	117	10,302	220	11,171	11,171	869	086	3000_8198
County Service Areas (RMA083)	10,709	32,134	31,760	17,502	17,502	(14,632)	087	3000_8198
County Service Areas (RMA084)	4,671	91,032	79,820	99,687	99,687	8,655	088	3000_8198
County Service Areas (RMA085)	40	3,936	110	2,353	2,353	(1,583)	089	3000_8198
County Service Areas (RMA086)	0	6	0	1	1	(5)	090	3000_8198
County Service Areas (RMA087)	6,340	25,500	25,500	4,964	4,964	(20,536)	091	3000_8198
County Service Areas (RMA088)	546,570	74,651	73,772	266,152	66,152	(8,499)	093	3000_8198
County Service Areas (RMA090)	15,437	15,969	15,969	15,459	15,459	(510)	312	3000_8198
Subtotal	\$4,025,176	\$2,753,950	\$2,914,647	\$2,848,556	\$2,648,556	(105,394)		

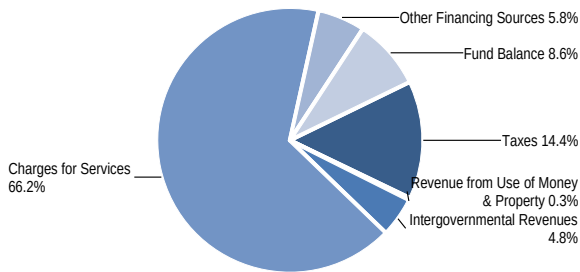
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
14C30	MANAGEMENT ANALYST II	1.00
41A20	CIVIL ENGINEER	1.00
	Total	2.00

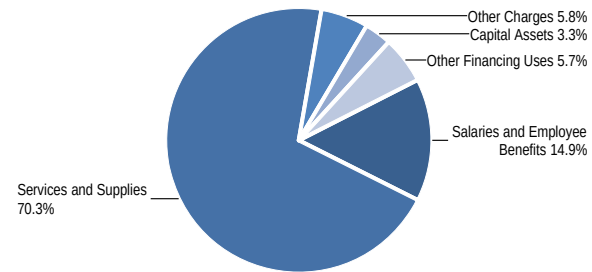
County Sanitation District

(Unit 8197— All Funds)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	0	0	0	273,766	273,766	273,766
Services and Supplies	1,436,457	1,315,623	1,328,144	1,289,965	1,289,965	(25,658)
Other Charges	104,040	105,985	105,910	105,610	105,610	(375)
Capital Assets	31,819	60,000	60,000	60,000	60,000	0
Other Financing Uses	1,526,757	105,850	105,850	105,190	105,190	(660)
Subtotal	\$3,099,073	\$1,587,458	\$1,599,904	\$1,834,531	\$1,834,531	247,073

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Taxes	263,464	262,070	263,465	263,465	263,465	1,395
Revenue from Use of Money & Property	5,772	7,052	5,245	5,152	5,152	(1,900)
Intergovernmental Revenues	3,009,193	24,633	87,365	88,139	88,139	63,506
Charges for Services	889,533	1,026,624	889,533	1,215,296	1,215,296	188,672
Miscellaneous Revenues	0	619	774	0	0	(619)
Other Financing Sources	144,950	105,850	105,850	105,550	105,550	(300)
Subtotal	\$4,312,913	\$1,426,848	\$1,352,232	\$1,677,602	\$1,677,602	250,754
Fund Balance	(1,213,840)	160,610	247,672	156,929	156,929	(3,681)
Total Source of Funds	\$3,099,073	\$1,587,458	\$1,599,904	\$1,834,531	\$1,834,531	247,073

Unit Description

RMA-PW currently administers three active CSDs (Pajaro, Moss Landing, and Boronda), and two inactive CSDs (Carmel Valley Sanitation District-Zone 2, and Village Greens) for which the Board of Supervisors acts as the governing body.

The CSDs provide sanitation (wastewater collection) services to the active districts. Boronda CSD (BCSD) includes the San Jerardo Water System (Zone 2).

Operating costs for the CSDs are funded by service charges and property tax allocations. Bond loan repayments for the Pajaro CSD (PCSD), Moss Landing CSD (MLCSD), and BCSD are funded with user fees.

Prior Year Accomplishments

Continued to provide equitable services and operating fund balances, as well as remain in compliance with the State Water Resources Control Board's Waste Discharge Requirements.

Consolidation of the Pajaro CSD facilities into the Pajaro Sunny Mesa CSD has been delayed due to lack of support from the Pajaro Sunny Mesa CSD Board.

Funding is still being sought to undertake the study of the BCSD collection system to facilitate consideration by the City of Salinas of absorbing the BCSD into their sanitary system.

In cooperation with the Castroville Community Services District (CCSD), facilitated actions through the Local Agency Formation Commission (LAFCO) to consolidate the Moss Landing CSD with

the CCSD to increase efficiencies and improve services to the community in the interest of public health and safety.

Budget Year Goals

Finalize actions for the consolidation of the MLCSD into the Castroville CSD.

Continue discussions with the Pajaro Sunny Mesa CSD to consolidate the PCSD facilities into their system.

Seek funding of \$100,000 needed to conduct the study of the BCSD collection system. Continue to work with the City of Salinas to consider absorbing the BCSD into their sanitary system.

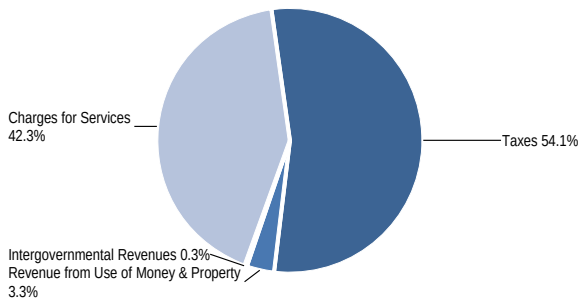
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
14C30	MANAGEMENT ANALYST II	1.00
41A20	CIVIL ENGINEER	1.00
Total		2.00

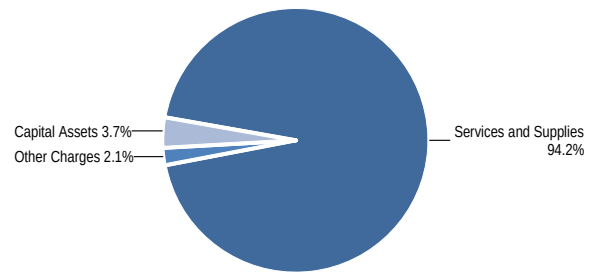
County Service Areas

(Unit 8198— All Funds)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Services and Supplies	909,063	1,148,873	1,257,114	966,966	766,966	(381,907)
Other Charges	17,040	17,619	17,629	17,059	17,059	(560)
Capital Assets	0	0	40,000	30,000	30,000	30,000
Subtotal	\$926,103	\$1,166,492	\$1,314,743	\$1,014,025	\$814,025	(352,467)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Taxes	425,277	396,373	441,122	440,612	440,612	44,239
Revenue from Use of Money & Property	26,590	27,332	26,419	26,942	26,942	(390)
Intergovernmental Revenues	2,433	2,387	2,433	2,433	2,433	46
Charges for Services	344,265	356,227	344,288	344,038	344,038	(12,189)
Other Financing Sources	399,922	0	0	0	0	0
Subtotal	\$1,198,488	\$782,319	\$814,262	\$814,025	\$814,025	31,706
Fund Balance	(272,385)	384,173	500,481	200,000	0	(384,173)
Total Source of Funds	\$926,103	\$1,166,492	\$1,314,743	\$1,014,025	\$814,025	(352,467)

Unit Description

The County has 40 individual County Service Areas (CSA) of which all but two are active. The CSAs provide a variety of urban services to unincorporated areas of the County. These services include Parks and Recreation, Street Lighting, Street and Sidewalk Maintenance, Storm Drain Maintenance, Surface Water Disposal, Sewage Collection and Disposal, and Levee Maintenance and Repair. The Board of Supervisors acts as the governing body on behalf of the CSAs, and RMA-PW administers the maintenance and operation of the CSAs.

Prior Year Accomplishments

A financial plan to address the negative fund balance, deferred maintenance, capital improvements and annual operations and maintenance costs for CSA 75, Chualar sanitary sewer services, has not been completed. Staff continues efforts to seek grant funds and other resources currently unavailable to complete this task. To date, staff has met with and requested assistance from the Rural Community Assistance Corporation for needed income surveys,

Proposition 218 assistance, and grants. These efforts remain the top priority for staff until it is completed.

The process of conducting Peer Reviews of the remaining CSAs has begun. These Peer Reviews will establish the existing scope and service levels in the CSAs and be the basis for the determination of needed rate adjustments and/or service level revisions.

CSA 1 - Carmel Point has continued involvement with the Carmel Lagoon Ecosystem Protective Barrier (EPB) and Scenic Road Protective Structure (SRPS) projects. CSA 50 - Lower Carmel River initiated an assessment updating a 2002 flood management plan that coordinates with other projects in the Carmel River Watershed to consider affects of those projects. CSA 50 also continues to monitor the progress for the State Route (SR) 1 causeway project that has potential to reduce flood levels of properties within the CSA by up to two feet.

Budget Year Goals

Develop a financial plan to address the negative fund balance, deferred maintenance, and capital improvements needed to correct

deficiencies and support annual operations and maintenance costs for CSA 75 - Chualar. Staff efforts continue to focus on identifying grant funding, facilitating rate review, and public outreach, and developing recommendations for improvements and rate adjustments for consideration by the Board of Supervisors.

Complete peer review of all CSAs to establish existing scope and service levels.

Begin a financial analysis of the remaining CSAs to determine viability within existing rate structures. Based on this analysis, start a process of service and/or rate adjustments within those CSAs identified as financially challenged.

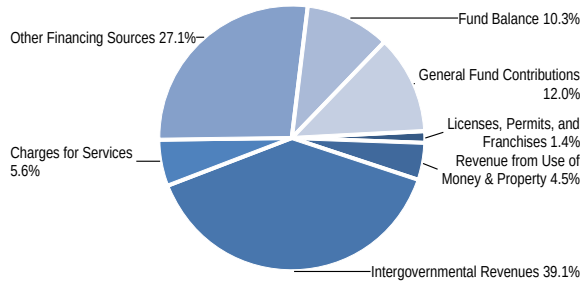
Establish a funding mechanism to provide funding for operation and maintenance of street lighting in Las Lomas through creation of a new CSA or incorporation into the Pajaro Sunny Mesa CSD.

CSA 1 - Carmel Point will continue involvement with the Carmel Lagoon Ecosystem Protective Barrier (EPB) and Scenic Road Protective Structure (SRPS) projects.

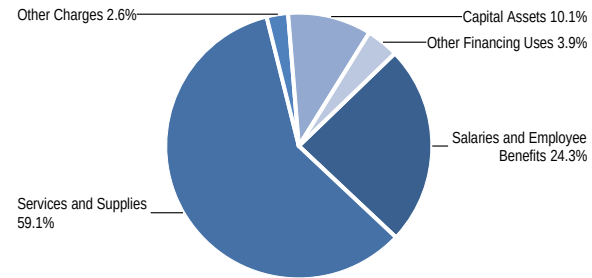
CSA 50 - Lower Carmel River will complete an assessment updating a flood management plan, and will also continue to monitor the progress for the SR1 causeway project that has potential to reduce flood levels of properties within the CSA by up to two feet.

Public Works

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	14,537,257	17,219,010	16,085,849	13,921,987	13,921,987	(3,297,023)
Services and Supplies	20,399,389	38,260,584	23,962,114	35,318,888	33,918,889	(4,341,695)
Other Charges	(10,826,076)	(7,907,016)	(7,250,913)	1,497,107	1,497,107	9,404,123
Capital Assets	15,058,382	12,119,180	20,150,634	5,814,569	5,814,569	(6,304,611)
Other Financing Uses	6,053,045	2,136,769	1,905,653	2,256,192	2,256,192	119,423
Subtotal	\$45,221,996	\$61,828,527	\$54,853,337	\$58,808,743	\$57,408,744	(4,419,783)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Licenses, Permits, and Franchises	284,072	444,314	716,369	813,390	813,390	369,076
Fines, Forfeitures, and Penalties	10,509	9,554	5,331	6,203	6,203	(3,351)
Revenue from Use of Money & Property	245,826	283,314	287,926	2,583,944	2,583,944	2,300,630
Intergovernmental Revenues	19,343,765	19,663,517	20,916,904	22,407,199	22,407,199	2,743,682
Charges for Services	3,864,704	3,314,832	3,536,730	3,227,687	3,227,687	(87,145)
Miscellaneous Revenues	297,167	307,801	1,125,730	45,951	45,951	(261,850)
Other Financing Sources	6,247,067	11,404,887	8,834,943	15,564,717	15,564,717	4,159,830
Subtotal	\$30,293,111	\$35,428,219	\$35,423,933	\$44,649,091	\$44,649,091	9,220,872
Fund Balance	9,350,291	19,907,029	11,906,650	5,990,153	5,892,153	(14,014,876)
General Fund Contributions	\$5,578,593	\$6,493,279	\$7,522,754	\$7,501,500	\$6,867,500	374,221
Total Source of Funds	\$45,221,995	\$61,828,527	\$54,853,337	\$58,140,744	\$57,408,744	(4,419,783)

Unit Description

RESOURCE MANAGEMENT AGENCY'S PUBLIC WORKS (RMA-PW) includes 161.5 authorized positions of which 149.5 are funded and organized into five divisions: Roads and Bridges Maintenance, Facility Maintenance, Development Services, Special District Administration (CSA, CSD, and County Disposal Sites), and Construction (Horizontal & Vertical Capital Project Design and Construction, Traffic Engineering and Survey).

The FY 2014-15 Recommended Budget includes structural changes separating Roads and Bridges maintenance, construction, development review, and Special District administration into distinctive functional areas to provide a better understanding of the expenditures and funding for each of these functions.

Roads and Bridges Maintenance Division is responsible for the maintenance of the County's transportation system. This includes the maintenance of pavement, striping, traffic signals, signs, pavement markings, curb, gutter, sidewalks, grading of shoulders, ditches, and dirt roads, flood management of the Carmel Lagoon, remediation of litter and illegal dumping, bridge maintenance, street light maintenance, control of vegetation in County right of way, and response to requests for service that affect the County's right of ways, such as the removal of dead animals. Activities of this Division are funded by the Roads and Bridges Maintenance Unit 8443, Litter Control Unit 8194, County Sanitation Districts Unit 8197, and Countywide Service Areas Unit 8198.

The Facility Maintenance Division is responsible for maintaining County-owned buildings, the surrounding grounds, and County-owned land (e.g., Fort Ord). Maintenance activities include

electrical, HVAC, plumbing, roofing, and security systems. This Division also manages RMA's minor capital maintenance projects, Mail, Courier, Grounds, Utilities and Real Property units. Activities of the Facility Maintenance Division are captured in Admin Facilities Unit 8176, Courier Unit 8177, Mail Unit 8178, Grounds Unit 8181, Utilities Unit 8182, and Real Property Unit 8183.

Development Services is responsible for managing the review of major and minor subdivisions and the public improvements associated with these developments along with the processing of Parcel and Final Maps. Activities of this Division are funded in the Development Services Unit 8196.

Special District Administration manages the County Sanitation Districts, Service Areas, and Disposal Sites. Activities of this Division are funded by County Disposal Sites Unit 8175, County Sanitation Districts Unit 8197, and Countywide Service Areas Unit 8198.

The Construction Unit provides project management for the design and construction of all transportation and building projects as well as Traffic Engineering and Surveying services. Activities of this Division are funded by the Capital Projects Unit 8174 - Funds 402 and 404, Facilities Maintenance Projects Unit 8184 - Fund 401, and Construction Unit 8195.

Summary of Recommendation

ROADS and BRIDGES (FUND 002): The FY 2014-15 Recommended Budget for Roads and Bridges is \$31,284,915 with a corresponding offset in revenue receipts. Expenditures include \$10,366,129 for Salaries and Benefits. The Recommended Budget includes 12 unfunded positions: one Assistant Engineer, one Engineering Technician, two Civil Engineers, three Road Maintenance Workers, one Supervising Sanitation Worker, one Sanitation Worker, two Sanitation Treatment Plant Operators, and one Secretary. In addition, salary savings of \$364,401 is budgeted based on an assumption that on average eight positions will remain vacant for at least six months.

DEVELOPMENT SERVICES: The Recommended Budget of \$1,189,893 reflects an increase of \$581,447 in appropriations from the previous Fiscal Year, related to the transfer of eight positions from the Road Fund, Fund 002 into Development Services Unit 8196 to more clearly delineate work and funding in support of these functions. The eight positions include: one Senior Civil Engineer, one Civil Engineer, one Assistant Engineer, one Engineering Aide III, three Engineering Technicians, and one Senior Secretary. The associated revenues have also been moved into Unit 8196 and have increased by \$565,927. The Recommended General Fund Contribution (GFC) is \$429,201.

LITTER AND ENVIRONMENTAL CONTROL: The Recommended Budget of \$600,584 for Litter and Environmental Control reflects an appropriations increase of \$60,043. Effective in FY 2014-15 three Litter Guard positions have been moved from the Road Fund into Unit 8194 to more appropriately identify resources in support of these functions. The street sweeping component of the National Pollutants Discharge Elimination System (NPDES) permit is included in this unit, as well as costs for the maintenance and repair of two street sweepers. Contracted services for hazardous waste removal and disposal have also been budgeted under this operating unit. Functions in this unit have no revenues

offset, and rely entirely on GFC. The requested budget included an augmentation request of \$200,000 for increased sweeping requirements in compliance with NPDES mandates. The Recommended Budget does not accommodate this funding request due to General Fund fiscal constraints.

COUNTY DISPOSAL SITES: The Recommended Budget is \$161,287 and reflects an appropriations increase of \$17,282. Expenditures provide for required management of ten closed disposal sites in accordance with Federal and State requirements. The RMA submitted two General Fund augmentation requests to cover cost increases in this unit, including increased charges for permit fees assessed and mandated by the State of California, and funding to repair a sink hole that has formed at the San Ardo Landfill. The Recommended Budget does not include requested augmentations due to General Fund fiscal constraints.

FACILITIES ADMINISTRATION, MAIL, COURIER, GROUNDS, UTILITIES, AND REAL PROPERTY MANAGEMENT SERVICES: The Recommended Budget for Facility Management functions totals \$7,722,590. Mail and Courier functions are fully cost recoverable through service charges to customer departments. A GFC total of \$6,105,629 provides for Facilities Administration and maintenance, grounds, utilities, and real property. The Recommended Budget includes a General Fund augmentation of \$194,971 for increased utility costs for County shared facilities. Other increases include outside vendor costs for debris pick up on recently transferred Fort Ord parcels, increased costs in staff salaries and associated benefits, and increased allocated costs from County Service Departments. General Liability Insurance charges increased by \$210,000. Lacking available funding to offset this increase, the Recommended Budget includes a 50% reduction in service levels for Janitorial services in shared County Facilities, and a 50% reduction in Security Guard services at the Government Center.

FACILITIES MAINTENANCE PROJECTS FUND: The Recommended Budget for Facilities Maintenance Projects is \$2,923,481, offset by revenues of \$1,693,154 and \$1,230,327 in use of fund balance. Project descriptions and related funds are listed in the related Unit narrative, and in the Capital Improvements Projects (CIP) Summary of the FY 2014-15 Recommended Budget.

FLEET MANAGEMENT: Effective in FY 2014-15 Fleet Management functions, including operational units for Fleet Administration and Shuttle Operations, and the Vehicle Replacement Program (VRP) have been transferred to the County Administrative Office.

ARCHITECTURAL SERVICES: Effective in FY 2014-15, the staff in Architectural Services was transferred to the new Construction Unit 8195.

CAPITAL PROJECTS FUND: The Recommended Budget reflects funding aligned with projects identified as ongoing from FY 2013-14. The Recommended Budget includes expenditures totaling \$5,930,336 in Capital Projects Fund 402 and an operating transfer out totaling \$779,686 to fund costs in the Real Property Unit for increased staffing and systems support. Budgeted revenue of \$4,381,666 includes \$3,254,565 from the FY 2014-15 Building Lease Allocation charges. The use of available fund balance is \$1,548,670. Project descriptions and funding are included in the related Unit narrative, and in the Capital Improvements Projects (CIP) Summary of the FY 2014-15 Recommended Budget.

FACILITIES MASTER PLAN IMPLEMENTATION FUND: The Recommended Budget reflects funding aligned with projects to be identified in the Five-Year Capital Improvement Financing Plan. Expenditures for Facilities Master Plan Fund 404 total \$8,785,176. Budgeted revenue includes an operating transfer in of \$3,245,694 from County Capital Project Assignment Account 3123 to reimburse the fund for estimated expenditures in support of the Jail

Housing Project, \$2,350,326 in issuance of Certificates of Participation and \$76,000 in interest. The use of available fund balance is \$3,113,156. Project descriptions and related funds are listed in the related Unit narrative, and in the Capital Improvements Projects (CIP) Summary of the FY 2014-15 Recommended Budget.

Appropriation Expenditure Detail

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted	Fund Code	Org Code
Architectural Services (RMA003)	(4,334)	0	233	0	0	0	001	3000_8173
Capital Projects (RMA014)	7,416,636	2,344,640	3,801,582	5,930,336	5,930,336	3,585,696	402	3000_8174
Capital Projects (RMA015)	2,045,948	16,444,547	8,529,132	8,785,176	8,785,176	(7,659,371)	404	3000_8174
County Disposal Sites (RMA039)	126,879	144,380	175,380	270,662	161,662	17,282	001	3000_8175
Admin Facilities (RMA006)	3,312,674	3,338,888	3,305,432	3,930,489	3,605,489	266,601	001	3000_8176
Courier (RMA005)	(10,314)	1,422	(40,191)	1,422	1,422	0	001	3000_8177
Mail (RMA005)	(394)	642	6,074	642	642	0	001	3000_8178
Grounds (RMA006)	610,639	701,207	772,765	762,970	762,970	61,763	001	3000_8181
Utilities (RMA098)	2,065,360	2,092,226	2,426,592	2,361,030	2,361,030	268,804	001	3000_8182
Real Property (RMA006)	189,987	208,337	220,335	991,037	991,037	782,700	001	3000_8183
Facilities Maintenance Projects (RMA004)	2,587,978	3,089,458	4,427,557	2,923,481	2,923,481	(165,977)	401	3000_8184
Fleet Administration (RMA007)	317,988	319,803	318,051	0	0	(319,803)	001	3000_8185
Shuttle (RMA007)	110,139	188,352	193,190	0	0	(188,352)	001	3000_8188
Vehicle Replacement Program (RMA008)	(634,609)	53,362	863,362	0	0	(53,362)	001	3000_8190
Litter & Environmental Control (RMA002)	540,541	540,541	540,541	800,584	600,584	60,043	001	3000_8194
Construction Projects (RMA012)	26,546,877	32,360,722	29,313,302	18,950,289	18,852,289	(13,508,433)	002	3000_8195
Roads & Bridges- Maintenance (RMA012)	0	0	0	13,100,625	12,432,626	12,432,626	002	3000_8443
Subtotal	\$45,221,996	\$61,828,527	\$54,853,337	\$58,808,743	\$57,408,744	(4,419,783)		

Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
14C30	MANAGEMENT ANALYST II	2.00
14C31	MANAGEMENT ANALYST III	3.00
14N22	GENERAL SERVICES MANAGER III	1.00
72A23	BUILDING MAINTENANCE WORKER	11.00
72A29	SENIOR BUILDING MAINTENANCE WORKER	2.00
72A81	BUILDING MAINTENANCE SUPERVISOR	2.00
80A31	SECRETARY	4.00
70F21	COURIER	3.00
80023	SENIOR MAILROOM CLERK	1.00
80022	MAILROOM CLERK	1.50
70C20	SENIOR GROUNDSKEEPER	1.00
70C21	GROUNDSKEEPER	4.00
70C80	GROUNDS SUPERVISOR	1.00
14C74	REAL PROPERTY SPECIALIST	1.00
XXXXX	ALLOCATION TO BE DETERMINED	3.00
34X21	GUARD	3.00

Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
11A19	PUBLIC WORKS DIRECTOR	1.00
12C41	ASSISTANT PUBLIC WORKS DIRECTOR	1.00
14A61	ASSISTANT ARCHITECTURAL SERVICES MANAGER	1.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00
14K63	ARCHITECTURAL SERVICES MANAGER	1.00
41A10	ASSISTANT ENGINEER	8.00
41A20	CIVIL ENGINEER	2.00
41A22	SENIOR CIVIL ENGINEER	3.00
41A85	TRAFFIC ENGINEER	1.00
41A87	CHIEF OF SURVEYS	1.00
43A22	ENGINEERING AIDE III	2.00
43A23	ENGINEERING TECHNICIAN	6.00
72A88	FACILITIES PROJECTS MANAGER	1.00
80A32	SENIOR SECRETARY	4.00
80E21	OFFICE ASSISTANT II	1.00
80E22	OFFICE ASSISTANT III	1.00

Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
41A10	ASSISTANT ENGINEER	1.00
41A20	CIVIL ENGINEER	1.00
41A22	SENIOR CIVIL ENGINEER	1.00
43A22	ENGINEERING AIDE III	1.00
43A23	ENGINEERING TECHNICIAN	3.00
Total		85.50

Architectural Services

(Unit 8173— Fund 001)

Source of Funds

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Use of Funds

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Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	572,183	827,445	696,665	0	0	(827,445)
Services and Supplies	251,830	156,898	375,504	0	0	(156,898)
Other Charges	(828,347)	(986,874)	(1,074,467)	0	0	986,874
Other Financing Uses	0	2,531	2,531	0	0	(2,531)
Subtotal	(\$4,334)	\$0	\$233	\$0	\$0	0

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Miscellaneous Revenues	120	0	233	0	0	0
Subtotal	\$120	\$0	\$233	\$0	\$0	0
General Fund Contributions	(\$4,454)	\$0	\$0	\$0	\$0	0
Total Source of Funds	(\$4,334)	\$0	\$233	\$0	\$0	0

Unit Description

Architectural Services staff and operating costs were moved under the same Unit as the staff managing construction projects for Roads and Bridges, Unit 8195. As a result, former Architectural Services Unit 8173 will be deactivated beginning July 1, 2014.

Project Fund balances as leverage. Solicit alternative financing to support renewable energy and energy efficiency projects. Status: Ongoing.

FY 2013-14 Goal: Develop strategy to expand capacity of existing County Jail and secure additional grant award from the AB900 Phase II funds. Status: Completed.

Prior Year Accomplishments

FY 2013-14 Goal: Complete projects within schedule and within allocated funding levels. Status: Ongoing.

FY 2013-14 Goal: Complete adaptive reuse study of the Old Jail to evaluate options. Status: Study is underway.

FY 2013-14 Goal: Improve upfront project due diligence to avoid increased cost and schedule delays resulting from unanticipated events that should have been identified when determining project scope of work. Status: Project Managers have received training on this topic.

FY 2013-14 Goal: Provide adequate accommodations for District Attorney and Public Defender; dispose of vacant modular buildings, and develop alternatives with public input for a new Juvenile Hall Facility. Status: Staff developed a financing plan to achieve this goal.

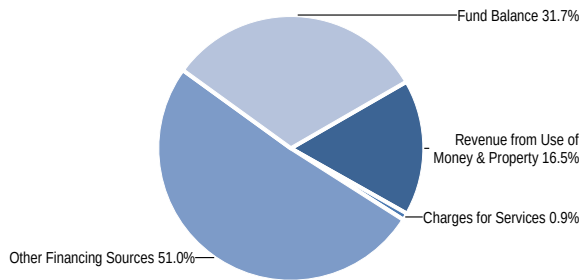
FY 2013-14 Goal: Continue to seek Federal and State grant resources to sustain project execution by utilizing remaining

FY 2013-14 Goal: Implement a Job Order Contracting process to expedite work and improve efficiency. Status: Completed.

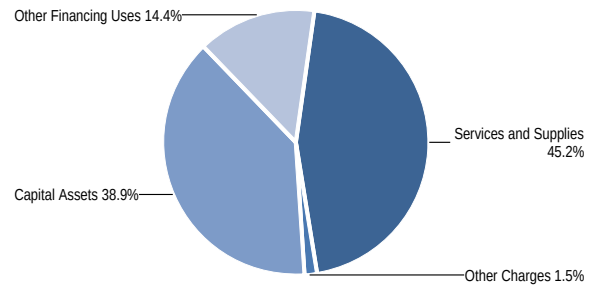
Capital Projects

(Unit 8174— All Funds)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Services and Supplies	2,548,657	16,789,187	3,640,827	6,655,477	6,655,477	(10,133,710)
Other Charges	(721,050)	0	0	221,387	221,387	221,387
Capital Assets	1,581,932	0	7,329,656	5,717,578	5,717,578	5,717,578
Other Financing Uses	6,053,045	2,000,000	1,360,231	2,121,070	2,121,070	121,070
Subtotal	\$9,462,584	\$18,789,187	\$12,330,714	\$14,715,512	\$14,715,512	(4,073,675)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Revenue from Use of Money & Property	37,176	64,000	111,612	2,428,077	2,428,077	2,364,077
Intergovernmental Revenues	268,569	0	0	0	0	0
Charges for Services	36,450	0	0	125,350	125,350	125,350
Miscellaneous Revenues	82,916	21,477	995,043	0	0	(21,477)
Other Financing Sources	1,988,501	3,927,769	1,000,000	7,500,259	7,500,259	3,572,490
Subtotal	\$2,413,612	\$4,013,246	\$2,106,655	\$10,053,686	\$10,053,686	6,040,440
Fund Balance	7,048,972	14,775,941	10,224,059	4,661,826	4,661,826	(10,114,115)
Total Source of Funds	\$9,462,584	\$18,789,187	\$12,330,714	\$14,715,512	\$14,715,512	(4,073,675)

Unit Description

The Recommended Budget for this unit includes the budgets for Fund 402 Capital Projects and Fund 404 Facilities Master Plan Implementation projects. Fund 402 was established to track funding for the capital projects that are financed with County General Funds.

Fund 404 was established to track the proceeds of and meet the reporting requirements for the issuance of Certificates of Participation (COPs) for capital projects. These local funds are then used to leverage State and Federal grants. Recent efforts include a \$80 million State grant for the Jail Housing Addition and a \$35 million State grant for a new Juvenile Hall.

These projects are managed by the Construction group in RMA-PW Unit 8195.

Sheriff Records Management System (Tracknet) anticipated to be

Prior Year Accomplishments

Old Jail Adaptive Reuse Study is underway.

King City Addition for Agricultural Commissioner - RMA is working with the Agricultural Commissioner to determine scope for use of property. Site is being considered for new Public Works Corporation Yard and other County functions.

Juvenile Hall Interim Repairs Gym Roof repairs completed.

Document Imaging - microfilm conversions completed.

Integrated Health Clinic Services Center completed.

Security Upgrades to King City substation/Courthouse: on hold pending completion of other projects.

completed by June 30, 2014.

Monterey Courthouse Chiller Replacement: scope of work developed.

Demolition of Abandoned Buildings (1220 Natividad Road): on hold pending completion of other projects.

Monterey Courthouse Roof Repairs and Renovation completed.

East/West Wing occupancy study is underway to determine which functions will be located within the renovated facility.

312 E. Alisal Street Site Remediation completed.

Modular 3 Tenant Improvements completed.

New Juvenile Hall site selection process was completed and Site Assurance was provided to the State.

Jail Housing Addition - CEQA underway and design has started.

Public Defender New Office Bldg - on hold pending completion of other projects.

20 E. Alisal Tenant Improvements completed.

Budget Year Goals

The FY 2014-15 Recommended Budget for Fund 402 projects totals \$5,930,336. Recommended projects include the following:

King City Addition for Agricultural Commissioner - Develop Master Plan: \$621,500

Agricultural Commissioner Downy Mildew Project: \$48,000

Old Jail Adaptive Reuse: \$227,159

Capital Improvements Plan (CIP) Administration: \$300,000

Juvenile Hall Interim Repairs: \$44,114

Job Order Contract (JOC) Projects (as requested and funded by County Departments): \$1,000,000

Monterey Courthouse Chiller Replacement: \$250,000

Building Exterior Repairs and Renovation: \$185,000

Americans with Disabilities Act (ADA) Improvements: \$200,000

Energy Efficiency Projects - Municipal Climate Action Plan (MCAP): \$1,000,000

Building Improvements for County Departments based on CIP: \$1,274,879

The FY 2014-15 Recommended Budget for Fund 402 includes an operating transfer out of \$779,686 to fund increased service levels and expanding requirements in the Real Property Unit 8183.

Fund 402 funding sources include \$1,751 from Investment Income, Operating Transfer In totaling \$1,000,000 from County Departments for JOC projects, Administrative Office of the Courts (AOC) funding of \$125,350 for the local Courts' share of the Monterey Courthouse Chiller project

In addition to the above projects, the FY 2014-15 Budget includes an operating transfer out of \$779,686 to fund expanding requirements in the Real Property Unit 8183.

Budgeted revenues for Fund 402 include: Investment Income of \$1,751, Operating Transfer In of \$1,000,000 from County Departments for JOC projects, \$125,350 from the AOC for the local Courts' share of costs for the Monterey Courthouse Chiller project, and \$3,254,565 from Departmental charges for the FY 2014-15 Building Lease Allocation.

The FY 2014-15 Recommended Budget for Fund 404 projects totals \$8,785,173 for the following projects:

312 East Alisal Street Remediation - project close out: \$25,250

East/West Wing Renovation - Begin Design phase: \$2,292,759

New Juvenile Hall - continue design and environmental phase: \$1,630,086

Jail Housing Addition - Design - Construction Documents: \$3,245,694

Las Lomas Drainage - complete design and environmental phases: \$823,184

Las Lomas Lighting - continue to work with PG&E for design and installation Services: \$518,200

Secure matching funds for the \$35 million State grant for a new Juvenile Hall.

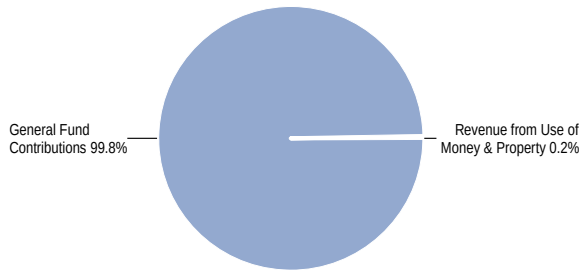
In addition to projects above, \$250,000 has been budgeted towards the issuance of Certificates of participation.

Budgeted revenues in Fund 404 include: Certificates of Participation of \$2,350,259 and an Operating Transfer In of \$3,245,694 from the General Fund Capital Project Assignment (Account 3123) and \$76,000 investment income.

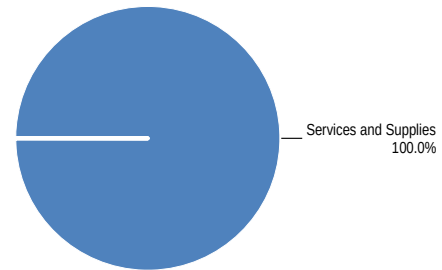
County Disposal Sites

(Unit 8175— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Services and Supplies	126,823	144,324	175,324	270,602	161,602	17,278
Other Charges	56	56	56	60	60	4
Subtotal	\$126,879	\$144,380	\$175,380	\$270,662	\$161,662	17,282

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Revenue from Use of Money & Property	0	375	375	375	375	0
Subtotal	\$0	\$375	\$375	\$375	\$375	0
General Fund Contributions	\$126,879	\$144,005	\$175,005	\$270,287	\$161,287	17,282
Total Source of Funds	\$126,879	\$144,380	\$175,380	\$270,662	\$161,662	17,282

Unit Description

The County Disposal Site (CDS) Program provides for the administration and monitoring of two transfer stations and ten closed landfill disposal sites, including monitoring requirements at three of the landfills: Bradley, North Shore Lake San Antonio, and San Ardo. This unit provides for consulting and engineering contracts to comply with mandated Federal and State requirements for monitoring groundwater for possible landfill contamination.

Prior Year Accomplishments

The update of the Storm Water Pollution Prevention Plan will be completed by June 2014.

Budget Year Goals

Ensure compliance with State regulations and reduce monitoring requirements and costs in line with the reductions already achieved at the Greenfield, Chualar, Lockwood, and Parkfield closed landfill sites.

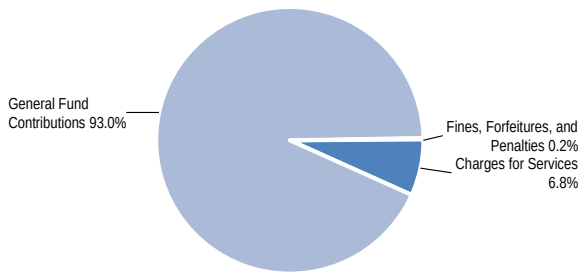
Recently, a settled area in the San Ardo landfill cover was identified and requires repair. The County's monitoring consultant has provided recommendations for repairing the cover to remain in compliance with regulatory requirements. The currently impacted area is 110 feet by 70 feet. The cost for the repair is estimated at \$77,000. The Department's budget included an augmentation request to provide for this cost. The request is not included in the CAO's Recommended Budget due to fiscal constraints. The Department will continue monitoring for opportunities to address the necessary repair.

Seek funding to address increased land fill permit fees (\$32,000), increased regulatory fees (\$14,000), Storm Water Pollution Prevention Plan (SWPPP) updates (\$10,000), and increased consultant and staff oversight costs related to monitoring of the County Disposal Sites (\$8,000). An augmentation request for \$32,000 for the increased cost of State mandated permit fees could not be granted in the Recommended Budget due to General Fund constraints.

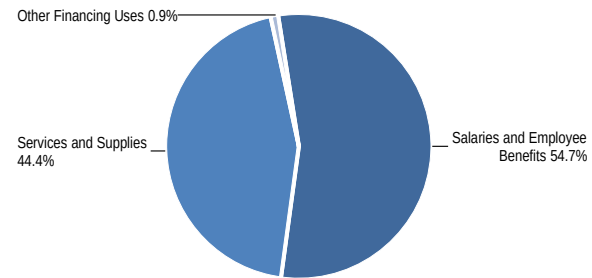
Admin Facilities

(Unit 8176— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	1,809,286	1,901,707	1,822,845	1,970,581	1,970,581	68,874
Services and Supplies	1,547,524	1,462,130	1,502,174	1,927,326	1,602,326	140,196
Other Charges	(44,136)	(59,187)	(53,825)	0	0	59,187
Other Financing Uses	0	34,238	34,238	32,582	32,582	(1,656)
Subtotal	\$3,312,674	\$3,338,888	\$3,305,432	\$3,930,489	\$3,605,489	266,601

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	10,509	9,554	5,331	6,203	6,203	(3,351)
Charges for Services	100,939	154,558	78,563	245,997	245,997	91,439
Miscellaneous Revenues	728	0	2,038	0	0	0
Subtotal	\$112,176	\$164,112	\$85,932	\$252,200	\$252,200	88,088
General Fund Contributions	\$3,200,498	\$3,174,776	\$3,219,500	\$3,678,289	\$3,353,289	178,513
Total Source of Funds	\$3,312,674	\$3,338,888	\$3,305,432	\$3,930,489	\$3,605,489	266,601

Unit Description

Facilities Administration is responsible for facilities maintenance functions and administration of building services. The Facilities Administration budget provides for the daily activities associated with operating occupied facilities, i.e., maintenance, repair, grounds maintenance, and landscaping on County-owned and leased facilities. This includes responsibility for oversight of utility usage, conservation and control functions. The unit also provides for maintenance and repair projects as well as administration of ongoing programs that affect building and occupancy conditions. Programs include administration of security, parking, code compliance related to building occupancy and environmental codes, and the Americans with Disabilities Act (ADA) Transition Plan. Quarterly County Facility Payments (CFP) for maintenance associated with the Monterey Courthouse, King City Courthouse and the North Wing of the Salinas Courthouse are under the purview of the County Administrative Office (CAO). Separate from the CFPs, the County provides maintenance services to the common areas within the Monterey and King City Courthouses. The County is reimbursed for these expenditures based on percentages agreed to in the Joint Occupancy Agreements for the

Monterey and King City Courthouses. The Resource Management Agency (RMA) prepares a quarterly invoice of actual expenditures for reimbursement to the Administrative Office of the Courts (AOC).

Prior Year Accomplishments

Implemented a Job Order Contract program to expedite facility repairs. Process is being used to complete small to medium size repairs in County facilities.

A computerized maintenance management system is now used to process all service requests, inclusive of facilities, grounds and trash removal in the newly acquired Fort Ord Habitat Reserve Parcels. Processes were revised to enable more accurate reporting of performance measures.

Additional security upgrades in FY 2013-14 included replacement of digital video recording equipment to improve image retrieval capability. Silent alarm procedures were implemented with additional units installed throughout the Administration Building.

Additional security measures and alarm devices were installed in Board Chambers and offices.

Installation of new centralized plan room and building data information center, including hard copy and electronic documentation related to County buildings, and Operation and Maintenance (O&M) manuals is in progress. To date plans, specifications, materials testing data, O&M manuals for County facilities have been centralized, inventoried, indexed and organized to enable prompt retrieval as needed. Relocation of the area is pending availability, and will likely occur in FY 2014-15.

Study is underway to define deferred maintenance needs for County-owned facilities, for completion in FY 2014-15.

Implemented program to remediate and prevent illegal dumping on newly acquired parcels designated as Fort Ord Habitat Reserve. Inspections are performed on a weekly basis. The Habitat Reserve has been designated with a property identification and is included in the Computerized Maintenance Management System for service requests. Service calls are documented and tracked, with most remediation performed within five days of notification.

Budget Year Goals

Continue progress on plan and specification file project. Identify location for accessible and secure storage, and begin moving building documents.

Improve building environmental controls for designated County facilities, to enable monitoring and control of temperature settings and tracking equipment performance.

Continue implementation of energy management functions, including use of Energy Portfolio Manager to monitor gas and electric utility consumption.

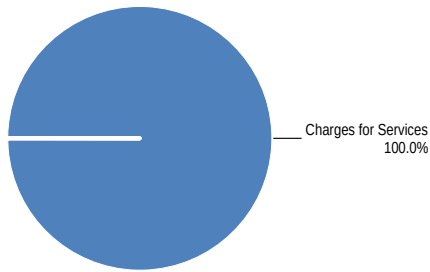
Expand water conservation measures implemented in FY 2013-14, including implementation and tracking of usage. Address usage issues as identified by analysis of utility invoices.

Recommended 2014-15 Positions

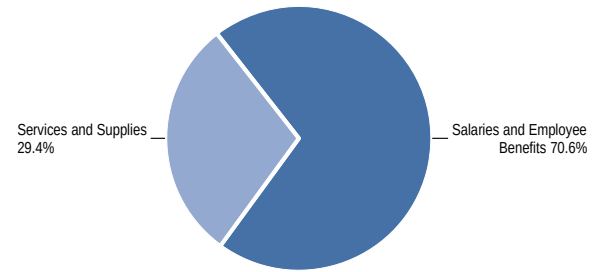
Classification Code	Classification Label	Recommended Budget 2014-2015
14C30	MANAGEMENT ANALYST II	1.00
14C31	MANAGEMENT ANALYST III	1.00
14N22	GENERAL SERVICES MANAGER III	1.00
72A23	BUILDING MAINTENANCE WORKER	11.00
72A29	SENIOR BUILDING MAINTENANCE WORKER	2.00
72A81	BUILDING MAINTENANCE SUPERVISOR	2.00
80A31	SECRETARY	1.00
Total		19.00

Courier
(Unit 8177— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	268,560	290,749	249,136	253,624	253,624	(37,125)
Services and Supplies	53,365	77,131	77,131	105,737	105,737	28,606
Other Charges	(332,239)	(366,458)	(366,458)	(357,939)	(357,939)	8,519
Subtotal	(\$10,314)	\$1,422	(\$40,191)	\$1,422	\$1,422	0

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Charges for Services	1,659	1,422	1,422	1,422	1,422	0
Miscellaneous Revenues	156	0	0	0	0	0
Subtotal	\$1,815	\$1,422	\$1,422	\$1,422	\$1,422	0
General Fund Contributions	(\$12,129)	\$0	(\$41,613)	\$0	\$0	0
Total Source of Funds	(\$10,314)	\$1,422	(\$40,191)	\$1,422	\$1,422	0

Unit Description

The Courier Service is responsible for delivering all interdepartmental business mail and packages. Operating costs for the Courier unit are covered entirely through charges for services.

Budget Year Goals

Perform annual review of routes and stops to ensure maximum efficiency and service, adjusted to new building locations and mail stops.

Prior Year Accomplishments

Filled vacancies and performed an annual review of routes and stops to ensure maximum efficiency and service while taking every possible opportunity to reduce costs.

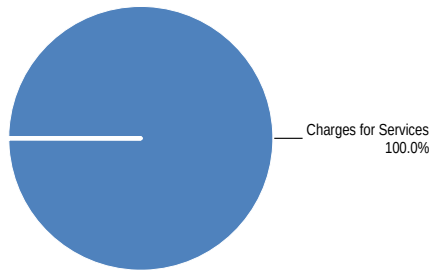
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
70F21	COURIER	3.00
80023	SENIOR MAILROOM CLERK	1.00
Total		4.00

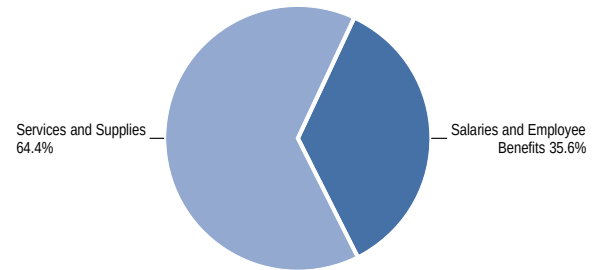
Mail

(Unit 8178— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	92,202	71,534	74,759	72,939	72,939	1,405
Services and Supplies	102,156	150,255	152,462	131,771	131,771	(18,484)
Other Charges	(222,154)	(221,147)	(221,147)	(204,068)	(204,068)	17,079
Capital Assets	27,402	0	0	0	0	0
Subtotal	(\$394)	\$642	\$6,074	\$642	\$642	0

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Charges for Services	1,201	642	756	642	642	0
Miscellaneous Revenues	42	0	0	0	0	0
Subtotal	\$1,243	\$642	\$756	\$642	\$642	0
General Fund Contributions	(\$1,637)	\$0	\$5,318	\$0	\$0	0
Total Source of Funds	(\$394)	\$642	\$6,074	\$642	\$642	0

Unit Description

Mail Services is responsible for collection, distribution, pre-sorting, and automated postage for outbound United State Postal Service (USPS) mail as well as United Parcel Service (UPS) shipments. Costs for this unit are entirely covered through charges for services.

Prior Year Accomplishments

Performed monthly reconciliations of the postage account where the variance each month was within a \$1.00.

Successfully implemented a transition to updated USPS regulations, related to presort requirements. New equipment and software was installed to enable compliance.

Budget Year Goals

Maintain monthly reconciliation postage variance to less than \$1.00.

A September 25, 2013 letter from the Postal Service advised mailers of a rule change for presorted mail, effective January 26, 2014, to qualify for automation prices (presort) for postcards, letters and flats. A new, unique identification code with additional data is not supported by WINSORT, the County's current Operating System (OS). To qualify for the \$0.10 per piece discount, the County mail sorting software must be converted to a new operating system for Intelligent Mail Barcode (IMB) requirements. On November 5, 2013 the Board approved the conversion to the IMB. On November 29, 2013 the Postal Regulatory Commission (PRC) held that the implementation of the Full-Service Intelligent Mail barcode by the USPS constituted a rate increase. As a result of the PRC's ruling, USPS delayed the mandatory implementation of the IMB to an unknown date. Staff has not implemented conversion, pending notification of a new mandatory implementation date. Staff will continue to monitor the movement of full implementation of the IMB in FY 2014-15 to ensure per piece discount requirements are met.

Achieve a monthly average of 65% presorted mail of total pieces mailed. Presorted mail is discounted at \$0.10 per piece, at average yearly volume of 900,000 pieces.

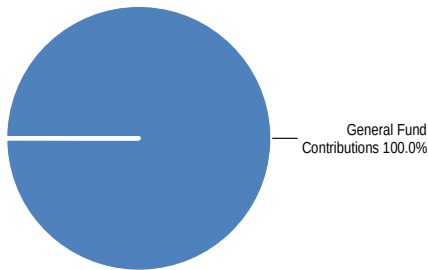
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
80022	MAILROOM CLERK	1.50
Total		1.50

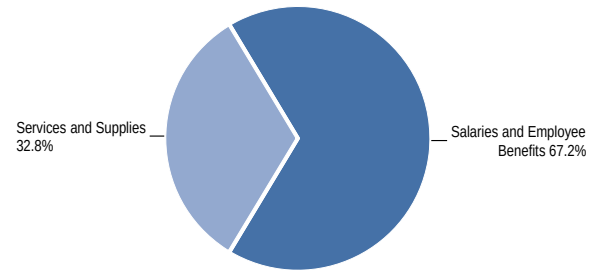
Grounds

(Unit 8181— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	478,857	518,491	594,411	514,838	514,838	(3,653)
Services and Supplies	136,759	183,148	180,148	250,921	250,921	67,773
Other Charges	(4,977)	(432)	(1,794)	(2,789)	(2,789)	(2,357)
Subtotal	\$610,639	\$701,207	\$772,765	\$762,970	\$762,970	61,763

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Miscellaneous Revenues	226	0	0	0	0	0
Subtotal	\$226	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$610,413	\$701,207	\$772,765	\$762,970	\$762,970	61,763
Total Source of Funds	\$610,639	\$701,207	\$772,765	\$762,970	\$762,970	61,763

Unit Description

Grounds Services is responsible for grounds maintenance and landscaping on County-owned multi-department facilities, the Public Safety Building and various parcels outside road rights-of-way.

Prior Year Accomplishments

Managed control and/or removal of hazardous tree and brush growth at identified sites on or near occupied facilities. Monthly inspections and service requests were performed to prevent incidents of damage or injury.

Tracked incidents and expenditures related to maintenance of acquired parcels. Activities related to inspection and retrieval have been entered into the Computerized Maintenance Management System, and further documented by photographs as warranted.

Maintained weed abatement and fuel management program related to fire hazards. Approximately 65 acres were treated by mowing,

tilling and hand clearing. Three fires on unimproved acreage were easily contained, attributable to proper weed abatement.

Maintained erosion controls at designated sites by managing growth and drainage. Weed control is performed by mowing, tilling and hand clearing. Roots are left intact to prevent surface erosion and excessive soil run-off.

Budget Year Goals

Expand coverage of Fort Ord Habitat Reserve relative to trash control.

Complete weed abatement control schedule.

Maintain weed abatement and fuel management program related to fire hazards.

Expand irrigation water conservation program, while maintaining acceptable appearance and landscape conditioning.

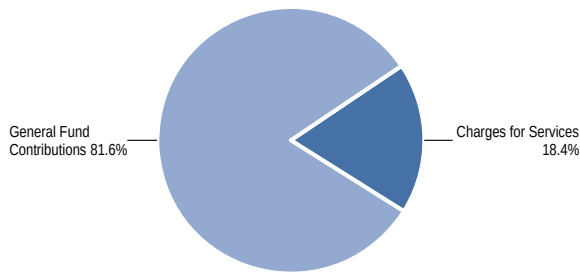
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
70C20	SENIOR GROUNDSKEEPER	1.00
70C21	GROUNDSKEEPER	4.00
70C80	GROUNDS SUPERVISOR	1.00
Total		6.00

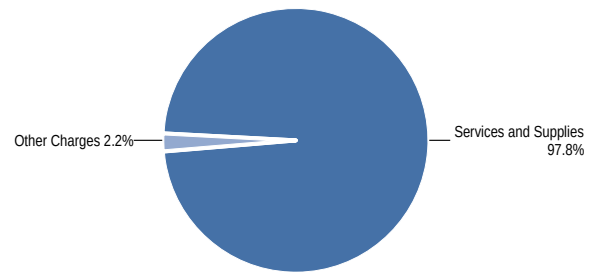
Utilities

(Unit 8182— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Services and Supplies	2,017,393	2,041,035	2,384,815	2,309,839	2,309,839	268,804
Other Charges	47,968	51,191	41,777	51,191	51,191	0
Subtotal	\$2,065,360	\$2,092,226	\$2,426,592	\$2,361,030	\$2,361,030	268,804

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Charges for Services	474,331	360,097	600,000	433,930	433,930	73,833
Subtotal	\$474,331	\$360,097	\$600,000	\$433,930	\$433,930	73,833
General Fund Contributions	\$1,591,029	\$1,732,129	\$1,826,592	\$1,927,100	\$1,927,100	194,971
Total Source of Funds	\$2,065,360	\$2,092,226	\$2,426,592	\$2,361,030	\$2,361,030	268,804

Unit Description

The Utilities unit accumulates costs associated with water, garbage, sewer, alarm lines, fire protection, as well as gas and electric for all shared County facilities. Beginning in FY 2011-12, the negotiated quarterly County Facility Payments (CFPs) for the utilities associated with the Monterey Courthouse, King City Courthouse, and the North Wing of the Salinas Courthouse have been moved to the Trial Courts budget (Unit 8031) under the purview of the County Administrative Office. Separate from the CFPs, the County provides utilities for the common areas within the Monterey and King City Courthouses and until separate metering is installed the County incurs 100% of the electricity, natural gas, water, and sewer for the North Wing of the Salinas Courthouse. The County is reimbursed for these expenditures based on percentages agreed to in the Joint Occupancy Agreements for the Monterey and King City Courthouses. As there was not a Joint Occupancy Agreement established for the North Wing of Salinas total occupied square footage for each structure within the Government Center is the basis of allocating the utility costs to the North Wing of the Salinas Courthouse for reimbursement by the Administrative Office of the Courts (AOC). On a quarterly basis, RMA prepares an invoice for reimbursement of utility costs for the above mentioned Courthouses based on the prior quarter actual utility expenditures.

Prior Year Accomplishments

Continuing to evaluate and perform energy efficiency measures (EEM) for all County facilities as funding becomes available. This year's actions included analysis and prioritization of identified projects to establish a five-year action plan for EEM.

Continued to track consumption data using the Energy Portfolio Manager program. The Energy Portfolio Manager system is in use for designated County facilities. Energy Consumption data is recorded and compared to benchmarks to determine appropriate levels of efficiency.

In collaboration with Ecology Action, a new Electrical Vehicle Charging Station is now in full use at the Monterey County Administration Building.

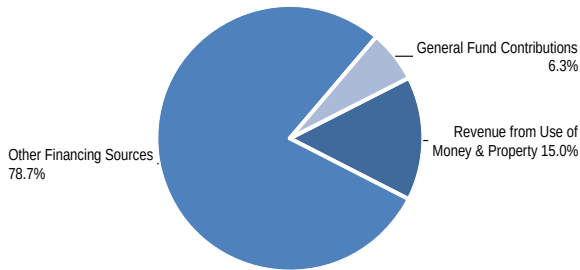
Budget Year Goals

Participate in the Monterey County Climate Action Plan (MCAP) to further coordinate and expand energy efficiency and conservation efforts, including implementation of measures to achieve the projected reduction of GhG emission by 15% within 5 years.

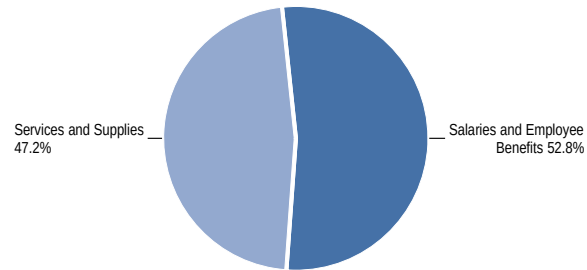
Real Property

(Unit 8183— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	159,805	139,436	139,012	523,385	523,385	383,949
Services and Supplies	38,753	83,593	81,593	467,652	467,652	384,059
Other Charges	(8,570)	(14,692)	(270)	0	0	14,692
Subtotal	\$189,987	\$208,337	\$220,335	\$991,037	\$991,037	782,700

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Revenue from Use of Money & Property	88,040	146,067	146,067	149,081	149,081	3,014
Miscellaneous Revenues	42	0	488	0	0	0
Other Financing Sources	0	0	0	779,686	779,686	779,686
Subtotal	\$88,082	\$146,067	\$146,555	\$928,767	\$928,767	782,700
General Fund Contributions	\$101,905	\$62,270	\$73,780	\$62,270	\$62,270	0
Total Source of Funds	\$189,987	\$208,337	\$220,335	\$991,037	\$991,037	782,700

Unit Description

Real Property is responsible for management of real property transactions related to 115 owned and 76 leased facilities. This includes management of acquisition and transaction as well as records affecting properties, negotiation of transactions such as new leases, extensions, sale, or other usage. This unit is also responsible for performing project management functions for County leased facilities.

Budget Year Goals

Hire and train three new staff positions to establish a more robust Real Estate Group, increasing responsiveness, accountability, and more appropriately addressing Countywide needs, including more accurate allocation of property insurance charges.

Develop a program to execute real estate transactions in a more timely and efficient manner.

Prior Year Accomplishments

Developed pilot program to enable County Departments to manage their own leases in consultation with RMA-PW staff. Two departments are transitioning to a decentralized format for lease agreement execution.

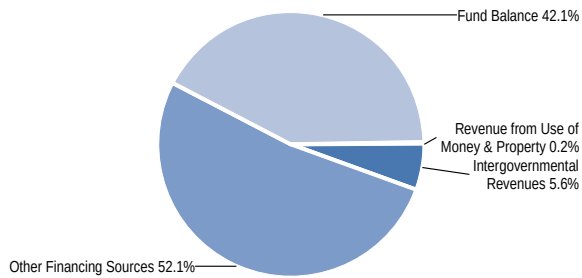
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
14C74	REAL PROPERTY SPECIALIST	1.00
XXXXX	ALLOCATION TO BE DETERMINED	3.00
Total		4.00

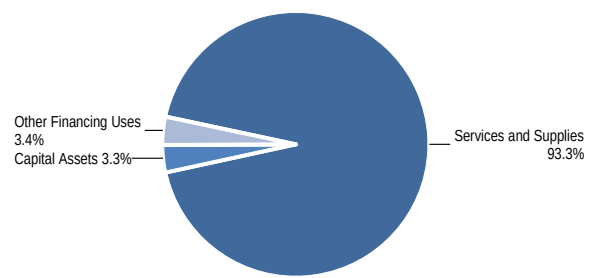
Facilities Maintenance Projects

(Unit 8184— Fund 401)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Services and Supplies	1,884,330	2,989,458	2,562,610	2,726,490	2,726,490	(262,968)
Other Charges	(1,125,957)	0	0	0	0	0
Capital Assets	1,829,604	0	1,389,947	96,991	96,991	96,991
Other Financing Uses	0	100,000	475,000	100,000	100,000	0
Subtotal	\$2,587,978	\$3,089,458	\$4,427,557	\$2,923,481	\$2,923,481	(165,977)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Revenue from Use of Money & Property	12,338	9,692	23,421	5,327	5,327	(4,365)
Intergovernmental Revenues	942,411	0	71,991	164,400	164,400	164,400
Charges for Services	50,318	0	0	0	0	0
Miscellaneous Revenues	150,437	100,280	100,280	0	0	(100,280)
Other Financing Sources	1,819,602	1,250,000	2,400,374	1,523,427	1,523,427	273,427
Subtotal	\$2,975,107	\$1,359,972	\$2,596,066	\$1,693,154	\$1,693,154	333,182
Fund Balance	(387,129)	1,729,486	1,831,491	1,230,327	1,230,327	(499,159)
Total Source of Funds	\$2,587,978	\$3,089,458	\$4,427,557	\$2,923,481	\$2,923,481	(165,977)

Unit Description

The Facilities Maintenance Projects Fund functions as a cost center for budgeting County facility maintenance and repair as well as building equipment and control system projects. The source of funding for projects is primarily based on discretionary revenues from the State Criminal Alien Assistance Program (SCAAP).

No positions are budgeted in this fund. The staff responsible for managing projects performed out of this unit is budgeted under Facilities Unit 8176 or Construction Projects Unit 8195. Staff charges to specific work order numbers that enable their costs to be applied to the projects they are supporting which in turn reimburses the units the staff are budgeted under.

Prior Year Accomplishments

Military Affairs Tenant Improvement - Completed Construction.

Pajaro Mansion: Complete Construction of Phase 1 and 2 improvements.

1412 Natividad - Rehabilitation Main Building Visitor Annex Project 8547 - Project canceled.

San Lucas Branch Library Project 8548 - Design complete and awaiting funding for soil remediation. Staff submitted grant applications to fully fund construction phase.

Youth Camp Demolition Project 8557 - project complete.

1200 Aguajito - Monterey Courthouse - Elevator Modernization: began construction.

Youth Center Kitchen Upgrades - completed.

Clerk of the Board Security Window Project 8594 - completed.

Budget Year Goals

The FY 2014-15 Recommended Budget for Fund 401 totals \$2,923,481 and includes the following projects:

Facility Assessment for County-owned buildings - Complete Assessments: \$200,000.

Nuisance Abatement Revolving Fund: \$100,000.

SCAAP Application Process (application is administered by the Sheriff's Office): \$21,956.

Scheduled Maintenance Small Projects: \$714,579.

Unscheduled Maintenance: \$400,000.

Government Center Security Upgrade: \$65,000.

JOC Projects TBD (as requested and funded by County Departments): \$1,000,000.

855 E. Laurel Building A Canopy: \$257,546.

ADA Improvements - Porter Vallejo Mansion (CDBG Funded): \$164,400.

Fleet Administration

(Unit 8185— Fund 001)

Source of Funds

Use of Funds

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Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	1,406,619	1,528,736	1,494,113	0	0	(1,528,736)
Services and Supplies	3,576,753	4,641,264	3,928,556	0	0	(4,641,264)
Other Charges	(4,701,548)	(5,850,197)	(5,138,271)	0	0	5,850,197
Capital Assets	36,165	0	0	0	0	0
Other Financing Uses	0	0	33,653	0	0	0
Subtotal	\$317,988	\$319,803	\$318,051	\$0	\$0	(319,803)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Charges for Services	240,677	319,804	319,804	0	0	(319,804)
Miscellaneous Revenues	6,490	0	571	0	0	0
Subtotal	\$247,167	\$319,804	\$320,375	\$0	\$0	(319,804)
General Fund Contributions	\$70,822	(\$1)	(\$2,324)	\$0	\$0	1
Total Source of Funds	\$317,988	\$319,803	\$318,051	\$0	\$0	(319,803)

Unit Description

Effective in FY 2014-15 the Fleet Management organization has been transferred to the County Administrative Office.

Shuttle
(Unit 8188— Fund 001)

Source of Funds

Use of Funds

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Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	73,728	102,928	107,765	0	0	(102,928)
Services and Supplies	36,411	85,424	85,425	0	0	(85,424)
Subtotal	\$110,139	\$188,352	\$193,190	\$0	\$0	(188,352)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Charges for Services	50,000	50,000	50,000	0	0	(50,000)
Subtotal	\$50,000	\$50,000	\$50,000	\$0	\$0	(50,000)
General Fund Contributions	\$60,139	\$138,352	\$143,190	\$0	\$0	(138,352)
Total Source of Funds	<u>\$110,139</u>	<u>\$188,352</u>	<u>\$193,190</u>	<u>\$0</u>	<u>\$0</u>	<u>(188,352)</u>

Unit Description

Effective in FY 2014-15 the Shuttle Operation has been transferred to the County Administrative Office.

Vehicle Replacement Program

(Unit 8190— Fund 001)

Source of Funds

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Use of Funds

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Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Other Charges	(1,517,611)	(1,453,502)	(1,453,502)	0	0	1,453,502
Capital Assets	883,002	1,506,864	2,316,864	0	0	(1,506,864)
Subtotal	(\$634,609)	\$53,362	\$863,362	\$0	\$0	(53,362)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Other Financing Sources	70,804	53,362	53,362	0	0	(53,362)
Subtotal	\$70,804	\$53,362	\$53,362	\$0	\$0	(53,362)
General Fund Contributions	(\$705,413)	\$0	\$810,000	\$0	\$0	0
Total Source of Funds	(\$634,609)	\$53,362	\$863,362	\$0	\$0	(53,362)

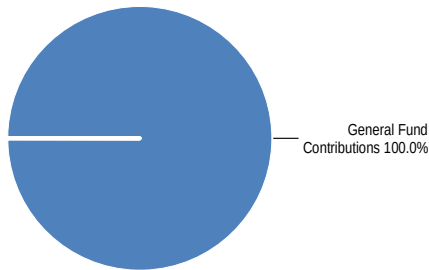
Unit Description

Effective in FY 2014-15 the Vehicle Replacement Program has been transferred to the County Administrative Office.

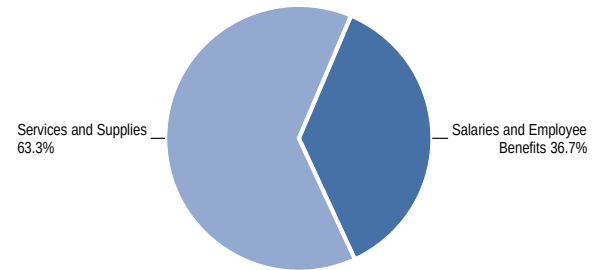
Litter & Environmental Control

(Unit 8194— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	0	0	0	220,491	220,491	220,491
Services and Supplies	540,541	540,541	540,541	580,093	380,093	(160,448)
Subtotal	\$540,541	\$540,541	\$540,541	\$800,584	\$600,584	60,043

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$540,541	\$540,541	\$540,541	\$800,584	\$600,584	60,043
Total Source of Funds	\$540,541	\$540,541	\$540,541	\$800,584	\$600,584	60,043

Unit Description

Litter and Environmental Control Services provides for the collection and disposal of litter from County-maintained roads and other County property under the jurisdiction of the Board of Supervisors. Effective in FY 2014-15 the three Litter Guards were moved from the Road Fund Unit 8195 into the Litter Unit 8194 as a result of reorganizing the Road Fund by assigning staff to the specific functional units that funds the activity. The Litter Control Services components include:

Education: Development of promotional materials regarding litter control, supporting other environmental issues such as the elimination of illegal dumping, making presentations to area businesses, schools, local clubs, and public awareness campaigns.

Litter Removal: Litter clean-up from County roads and property is a seven-days a week operation staffed by three rotating Litter Guards and crew members from the County Work Alternative Program. This program annually removes tons of household and industrial trash illegally dumped on County roads and property. As a result of an agreement between Waste Management and the County, Waste Management waives all tipping fees, up to a maximum of \$8,000/month for the litter that is brought to their facility as part of this program.

Prior Year Accomplishments

Developing program to identify areas that have recurring problems with illegal dumping and develop measures to reduce or eliminate dumping at these locations. The program has included the collection of data on illegal dumping locations identified by routine abatement, for the first three quarters of the fiscal year. Information regarding date collected, location, type and tonnage has enabled analysis to identify illegal dumping "Hot Spots" along County roads. Additional abatement patrols at identified location to remediate perennial locations.

Developed partnership with Monterey County Environmental Health to display program advertisement/educational pieces during environmental fairs, community clean up and other community outreach events. The Health Department will display Adopt-A-Road advertisement items at its event booth. Revising Adopt-A-Road brochure and creation of point of contact display items to increase program awareness and participation.

Budget Year Goals

Develop "Request for Service" data on illegal dumping that is called-in by the public segregated by Supervisorial District. Implement computerized field data collection with GPS and photo collection. Develop GIS mapping tools to track locations and develop visual educational displays.

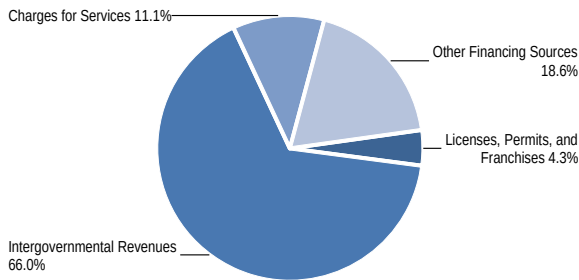
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
34X21	GUARD	3.00
Total		3.00

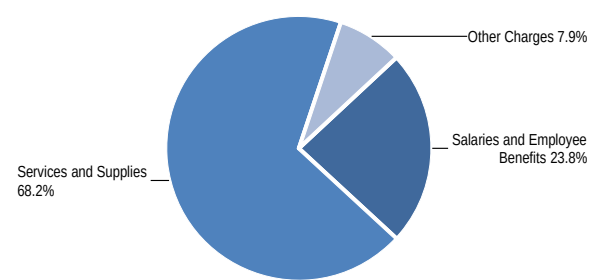
Construction Projects

(Unit 8195— Fund 002)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	9,676,017	11,837,984	10,907,143	4,490,686	4,490,686	(7,347,298)
Services and Supplies	7,538,095	8,916,196	8,275,004	12,960,171	12,862,171	3,945,975
Other Charges	(1,367,511)	994,226	1,016,988	1,496,892	1,496,892	502,666
Capital Assets	10,700,276	10,612,316	9,114,167	0	0	(10,612,316)
Other Financing Uses	0	0	0	2,540	2,540	2,540
Subtotal	\$26,546,877	\$32,360,722	\$29,313,302	\$18,950,289	\$18,852,289	(13,508,433)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Licenses, Permits, and Franchises	284,072	444,314	716,369	813,390	813,390	369,076
Revenue from Use of Money & Property	23,047	63,180	6,451	1,084	1,084	(62,096)
Intergovernmental Revenues	18,132,785	19,663,517	20,844,913	12,434,755	12,434,755	(7,228,762)
Charges for Services	2,909,130	2,428,309	2,486,185	2,094,495	2,094,495	(333,814)
Miscellaneous Revenues	56,011	186,044	27,077	0	0	(186,044)
Other Financing Sources	2,368,160	6,173,756	5,381,207	3,508,565	3,508,565	(2,665,191)
Subtotal	\$23,773,204	\$28,959,120	\$29,462,202	\$18,852,289	\$18,852,289	(10,106,831)
Fund Balance	2,773,673	3,401,602	(148,900)	98,000	0	(3,401,602)
Total Source of Funds	\$26,546,877	\$32,360,722	\$29,313,302	\$18,950,289	\$18,852,289	(13,508,433)

Unit Description

Historically, Unit 8195 has included all Road Fund functions including Road and Bridge Maintenance, Construction, Development Services, Litter, and Special Districts. Staffing for all these functions had been budgeted under Unit 8195 and through the course of the year distributed to specific functional areas based on levels of support from related staff. To more appropriately identify costs for specific functional areas, effective in FY 2014-15, staff has been budgeted under the specific units their work product supports. Development Services staff is now budgeted in the Development Services Unit 8196, Litter Guards are budgeted in Litter Unit 8194, Road and Bridge Maintenance staff are budgeted in the Maintenance Unit 8443 (new in FY 2014-15), and staff supporting Special District requirements are budgeted in the Special Districts unit 8197. Unit 8195 was restructured to include all Capital Project Management for both horizontal (roads & bridges) and vertical (buildings) projects. This unit also includes

Traffic Engineering, Surveying and Project Development (grants, budgets, schedules).

The primary sources of revenue for this budget include State and Federal Grants, Funds 401, 402, and 404, an allocation from the Transient Occupancy Tax (TOT), and a portion of the allocation that the County receives from the State Highway Users Tax (Gasoline Tax).

Prior Year Accomplishments

Schulte Road Bridge Replacement - Construction Completed

Blackie Road Safety Improvement - Construction Completed

Castroville Drainage and Road Improvement - Construction Completed

Harris Road Overlay - Construction Completed

Nacimient Lake Drive Bridge Replacement -Prepared and circulated Environmental Impact Report (EIR)

Peach Tree Bridge Replacement - Prepared and circulated Mitigated Negative Declaration

Davis Road Bridge Replacement - Prepared EIR

Davis Road Class II Bikeway - Design completed

Castroville Blvd Overlay - Design completed

Castroville Blvd Delineation - Design completed

Reservation Road Slip out - Design and construction completed

Highway 1 at Ocean Ave Pavement Repairs - Design and construction completed

Las Lomas Drainage - Design underway

River Road Delineation - Design 50% complete

River Road Overlay - Design 50% complete

Monterey Bay Sanctuary Scenic Trail -Environmental Documentation 80% complete, Design 65% complete

Castroville Bicycle/Pedestrian Path Railroad Crossing - Mitigated Negative Declaration adopted, Design 35% complete, began Right-of-Way acquisition

Highway 1 at Dolan Rd - Feasibility Study 90% complete

Moss Landing Underground Utility District 20A - Began Right-of-Way acquisition for utility easement

Continued to seek Federal and State grant resources to sustain project execution by utilizing remaining Project Fund balances as leverage

Solicited alternative financing to support renewable energy and energy efficiency projects

Developed strategy to expand capacity of existing County Jail and secure additional grant award from the AB900 Phase II funds

Completed adaptive reuse study of the Old Jail to evaluate options

Developed alternatives with public input for a new Juvenile Hall Facility; secured Site Assurance by the State

Implemented a Job Order Contracting (JOC) process

Budget Year Goals

Davis Road Class II Bikeway - Complete Construction

Castroville Blvd Delineation - Complete Construction

Castroville Blvd Overlay - Complete Construction

River Road Delineation - Complete Construction

River Road Overlay - Complete Construction

Nacimient Lake Drive Bridge Replacement - Adopt Environmental Impact Report, Acquire right-of-way, and Complete Design

Peach Tree Road Bridge Replacement - Adopt Mitigated Negative Declaration, Acquire right-of-way, and Complete Design

Davis Road Bridge Replacement - Adopt Environmental Impact Report and Begin right-of-way phase

Las Lomas Drainage - Complete Environmental and Design

Robinson Canyon Road Slip out - Begin Environmental and Design phase

Moss Landing Underground Utility District 20A - Acquire public utility easements

Monterey Bay Sanctuary Scenic Trail - Complete Environmental, Right-of-Way, and Design phases

Castroville Bicycle/Pedestrian Path Railroad Crossing - Acquire right-of-way

Highway 1 at Dolan Rd - Complete Feasibility Study

Johnson Canyon Landfill Road Improvements - Seek funds to fully fund project and begin Design

Gonzales River Road Bridge Superstructure Replacement - Begin Environmental phase

Salinas Road Left-Turn Channelization - Execute a Cooperative Agreement between Monterey County and California State Department of Transportation

Seek Federal and State grant resources to sustain project execution by utilizing remaining Project Fund balances as leverage

Solicit alternative financing to support renewable energy and energy efficiency projects

New Juvenile Hall - begin environmental and design phase

Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
11A19	PUBLIC WORKS DIRECTOR	1.00
12C41	ASSISTANT PUBLIC WORKS DIRECTOR	1.00
14A61	ASSISTANT ARCHITECTURAL SERVICES MANAGER	1.00
14C30	MANAGEMENT ANALYST II	1.00
14C31	MANAGEMENT ANALYST III	2.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00
14K63	ARCHITECTURAL SERVICES MANAGER	1.00
41A10	ASSISTANT ENGINEER	8.00
41A20	CIVIL ENGINEER	2.00
41A22	SENIOR CIVIL ENGINEER	3.00

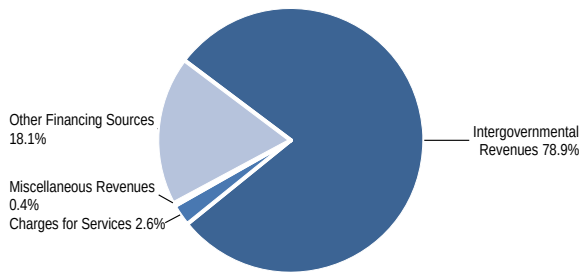
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
41A85	TRAFFIC ENGINEER	1.00
41A87	CHIEF OF SURVEYS	1.00
43A22	ENGINEERING AIDE III	2.00
43A23	ENGINEERING TECHNICIAN	6.00
72A88	FACILITIES PROJECTS MANAGER	1.00
80A31	SECRETARY	3.00
80A32	SENIOR SECRETARY	3.00
80E21	OFFICE ASSISTANT II	1.00
80E22	OFFICE ASSISTANT III	1.00
Total		40.00

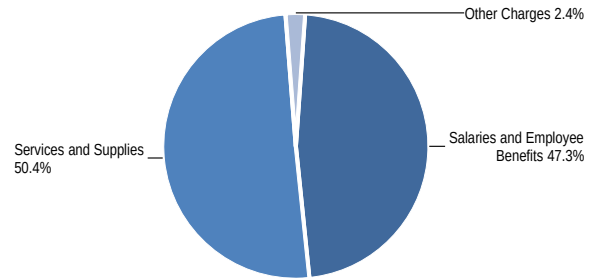
Roads & Bridges- Maintenance

(Unit 8443— Fund 002)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	0	0	0	5,875,443	5,875,443	5,875,443
Services and Supplies	0	0	0	6,932,809	6,264,810	6,264,810
Other Charges	0	0	0	292,373	292,373	292,373
Subtotal	\$0	\$0	\$0	\$13,100,625	\$12,432,626	12,432,626

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Intergovernmental Revenues	0	0	0	9,808,044	9,808,044	9,808,044
Charges for Services	0	0	0	325,851	325,851	325,851
Miscellaneous Revenues	0	0	0	45,951	45,951	45,951
Other Financing Sources	0	0	0	2,252,780	2,252,780	2,252,780
Subtotal	\$0	\$0	\$0	\$12,432,626	\$12,432,626	12,432,626
Total Source of Funds	\$0	\$0	\$0	\$12,432,626	\$12,432,626	12,432,626

Unit Description

This is a newly established unit in FY 2014-15 to include only road and bridge maintenance performed by the Roads & Bridges Maintenance Division of RMA-Public Works. This includes the maintenance of pavement, striping, traffic signals, signs, pavement markings, curb, gutter, sidewalks, grading of shoulders, ditches, and dirt roads, flood management of the Carmel Lagoon, remediation of litter and illegal dumping, bridge maintenance, street light maintenance, control of vegetation in County right-of-way, and response to requests for service that affect the County right-of-way, such as removal of dead animals.

This revised budget structure will provide a better understanding of how much funding is being provided for these maintenance functions.

The primary sources of revenue for this function include State Highway Users Tax (Gasoline Tax), \$2.0 million from the County's Transient Occupancy Tax for the annual Seal Coat Program, a Regional Surface Transportation Program allocation, and General Fund allocations for work associated with protection of property surrounding the Carmel Lagoon.

Prior Year Accomplishments

County Maintenance crews chip sealed 24.89 miles of roadway and prep patched over another 18 miles of road in preparation of next fiscal year's chip seal work.

Budget Year Goals

County Maintenance Crews to chip seal 18 miles of County roadway and prep patch over 15 miles of road in preparation for the following fiscal year's chip seal.

Complete NPDES sweeping twice a year (before the first and after the rain of the season).

Carmel Lagoon flood management will include the placement of a sandbag berm around low-lying homes. Monitoring and mechanical management of water levels in the Lagoon to reduce flood potential.

Seek funding for specific improvements to include projects such as the placement of enhanced signage and solar powered beacons at the intersections of Carmel Valley Road and San Miguel Canyon

Road at Echo Valley Road, as well as enhanced curve signage on Old Stage Road at Encinal Road.

Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
74D12	ROAD MAINTENANCE WORKER	27.00
74D13	SENIOR ROAD MAINTENANCE WORKER	8.00
74D81	ASSISTANT ROAD SUPERINTENDENT	4.00
74D83	ROAD SUPERINTENDENT	4.00
74D84	ROAD MAINTENANCE SUPERINTENDENT	1.00
74D85	MAINTENANCE MANAGER	1.00
74E11	BRIDGE MAINTENANCE WORKER	5.00
74E31	SENIOR BRIDGE MAINTENANCE WORKER	1.00
74E80	ASSISTANT BRIDGE SUPERINTENDENT	1.00
74E81	BRIDGE SUPERINTENDENT	1.00

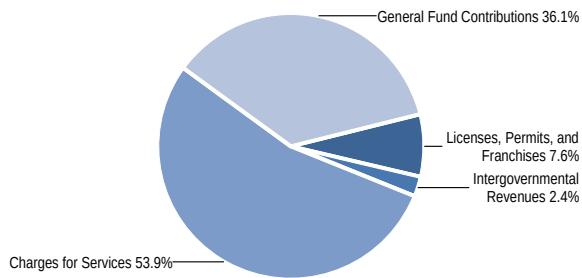
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
74G21	TREE TRIMMER	2.00
74G22	SENIOR TREE TRIMMER	1.00
74H24	SANITATION WORKER	2.00
74H27	SUPERVISING SANITATION WORKER	1.00
74H41	SANITATION TREATMNT PLANT OPERATOR	2.00
74I11	TRAFFIC MAINTENANCE WORKER	4.00
74I15	SENIOR TRAFFIC MAINTENANCE WORKER	1.00
74I25	TRAFFIC MAINTENANCE SUPERINTENDENT	1.00
80A31	SECRETARY	2.00
80E90	MAINTENANCE YARD CLERK	4.00
80E91	MAINTENANCE INVENTORY & YARD CLERK	1.00
Total		74.00

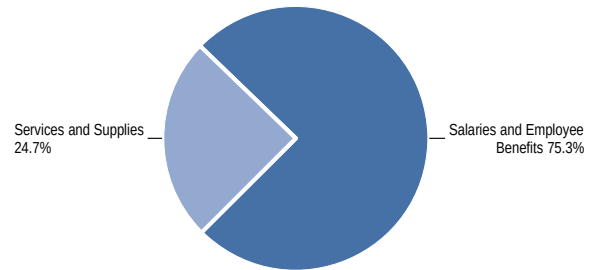
Development Services

(Unit 8196— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	0	0	0	895,690	895,690	895,690
Services and Supplies	512,423	608,446	608,446	330,203	294,203	(314,243)
Other Financing Uses	40,000	0	0	0	0	0
Subtotal	\$552,423	\$608,446	\$608,446	\$1,225,893	\$1,189,893	581,447

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Licenses, Permits, and Franchises	0	0	0	90,043	90,043	90,043
Intergovernmental Revenues	0	0	0	28,773	28,773	28,773
Charges for Services	199,115	194,765	194,765	641,876	641,876	447,111
Miscellaneous Revenues	15,832	0	0	0	0	0
Subtotal	\$214,947	\$194,765	\$194,765	\$760,692	\$760,692	565,927
General Fund Contributions	\$337,475	\$413,681	\$413,681	\$465,201	\$429,201	15,520
Total Source of Funds	\$552,423	\$608,446	\$608,446	\$1,225,893	\$1,189,893	581,447

Unit Description

Effective in FY 2014-15 the organizational unit name has changed from Surveyor to Development Services. This retitle more appropriately identifies the unit name with the types of the functions performed under this unit. Additionally, reorganization of the Road Fund, discussed in the related unit narrative, included moving the eight positions that support Development Services from Construction Projects Unit 8195 to Development Services Unit 8196. This unit provides for: The County Subdivision Program that provides engineering review of major and minor subdivisions, improvement plans, surveys and maps, and processing of final maps and parcel maps in accordance with the Subdivision Map Act, the Land Surveyors Act, and local ordinances. Review of related California Environmental Quality Act (CEQA) documentation is a significant element of this process. Revenue for this program is derived from fees and reimbursable service agreements for these various activities. County Surveyor is the direct interface with the public for researching Land Map Records but fees are not normally collected for this effort. The Miscellaneous Engineering Program includes the technical review of boundary proposal maps for the Local Agency Formation

Commission (LAFCO), the preparation of election and special district maps, administration of underground utility districts and franchises, the road-naming and house-numbering system, and initiation of assessment districts and other engineering requests by the Board of Supervisors. The road-naming and house-numbering program is the only Miscellaneous Engineering activity that generates revenue.

Prior Year Accomplishments

The Countywide Traffic Impact Fee (TIF) Nexus Study and required CEQA documentation have been drafted and should be completed by the end of FY 2013-14.

The Carmel Valley Traffic Impact Program is being drafted with the input from the Carmel Valley Road Committee and should be completed next fiscal year.

Preliminary engineering for the Agricultural/Winery Corridor Plan has been completed and staff are assessing preparing the Nexus Study.

Continued to support the East Garrison project for Phase I construction, Phase II, and compliance.

Budget Year Goals

Complete Carmel Valley Traffic Impact Fee Program (CVTIP) Nexus Study and CEQA documentation.

Complete Agricultural/Winery Corridor Plan Nexus Study and CEQA documentation.

Update encroachment permit fee schedule.

Update Title 14 (Streets, Sidewalks and Public Places) of the Monterey County Code.

Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
41A10	ASSISTANT ENGINEER	1.00
41A20	CIVIL ENGINEER	1.00
41A22	SENIOR CIVIL ENGINEER	1.00
43A22	ENGINEERING AIDE III	1.00
43A23	ENGINEERING TECHNICIAN	3.00
80A32	SENIOR SECRETARY	1.00
Total		8.00

Health

The Monterey County Health Department is responsible for protecting the health of the community. The Department offers a variety of medical care and client services, but also enforces laws and regulations to protect health. The Department educates the community about health threats and issues, and works in collaboration with other agencies and organizations to advocate for policies that improve the health of the public. The Department is organized into the following operational bureaus.

ADMINISTRATION: Administration Bureau provides the Department's operating bureaus with infrastructure and support services including: personnel, fiscal, facilities, information technology, health policy and program development, and management of public health accreditation process.

ANIMAL SERVICES: Animal Services Division provides animal control services and animal shelter services to residents of the unincorporated areas of the County and contracting jurisdictions.

BEHAVIORAL HEALTH: Behavioral Health Bureau provides mental health and substance abuse services to Monterey County residents. The Mental Health Program, pursuant to Welfare and Institutions Code Section 5600, provides a continuum of County operated and community-based mental health services through various contracts with agencies. Alcohol and Drug Programs provide a range of prevention and recovery services through contracts with agencies and in collaboration with other County departments.

CLINIC SERVICES: Clinic Services Bureau provides comprehensive primary medical care, obstetrics, internal medicine, low acuity behavioral health, communicable disease and disease prevention services so that every resident of Monterey County has access to healthcare and public health services regardless of ability to pay. The clinics serve as providers of care to the medically underserved and indigent as required under Welfare and Institutions Code Section 17000.

ENVIRONMENTAL HEALTH: Environmental Health Bureau is an integrated team of professional and support personnel dedicated to safeguarding the health and safety of the residents and resources in Monterey County by way of education and enforcement of Federal, State and local environmental statutes. This is accomplished through six service activities: Consumer Health Protection, Hazardous Materials Management, Solid Waste Management, Recycling and Resource Recovery, Drinking Water Protection, and Environmental Health Review.

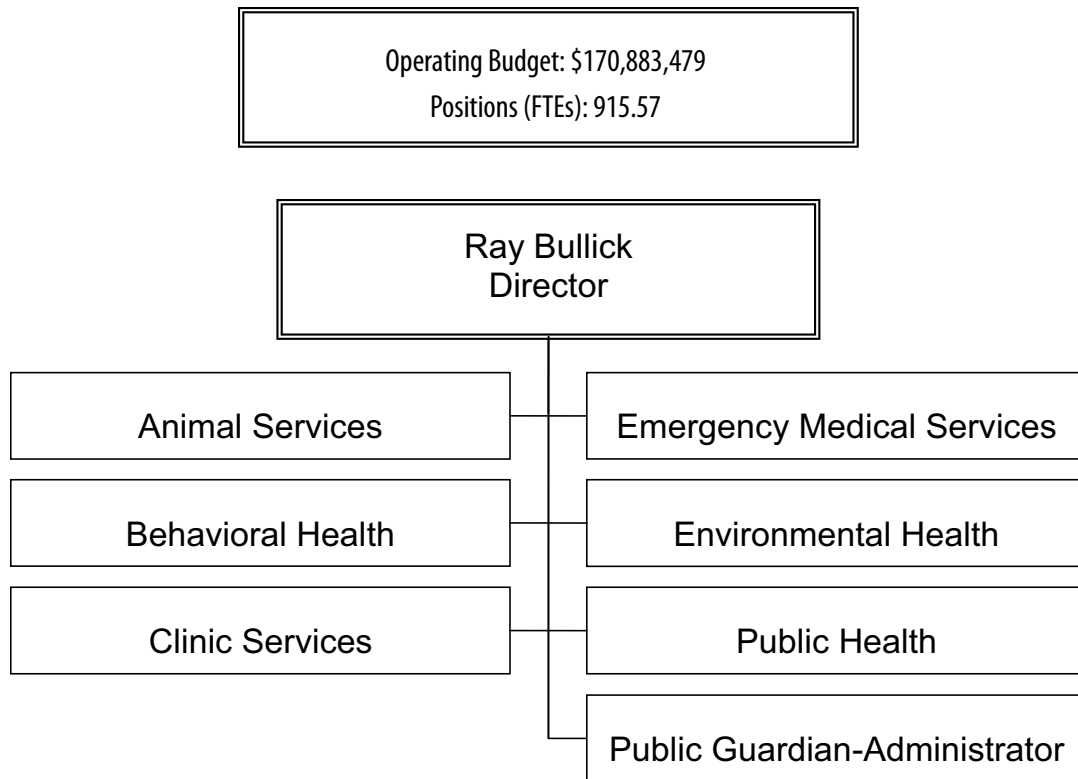
EMERGENCY MEDICAL SERVICES (EMS): The role of EMS is to plan, coordinate, and evaluate the Countywide EMS System. This includes maintaining Countywide advanced-life support services, contracting for ambulance and pre-hospital care services, monitoring EMS training programs, planning for disaster medical response, and coordinating public information and education.

PUBLIC HEALTH: Public Health Bureau monitors events and employs control strategies; plays a significant role in preparedness; registers birth and death certificates; provides laboratory analyses; and implements programs that inform and educate individuals and communities in an effort to reduce health disparities.

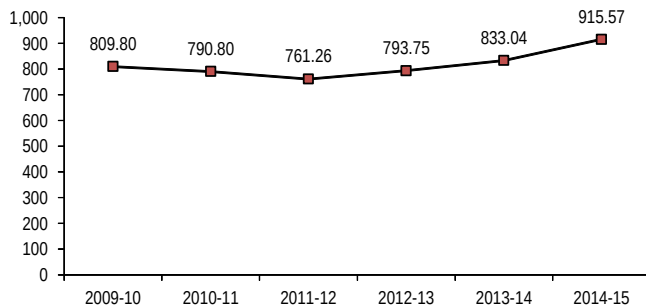
PUBLIC GUARDIAN/ADMINISTRATOR: Public Guardian/Administrator Division provides services in four major functional areas: Public Administrator, Probate Conservator, Public Guardian Conservator, and Public Guardian.

The Board Strategic Initiative that the Health Department actively addresses is: Improve health and quality of life through County supported policies, programs, and services; promoting access to equitable opportunities for healthy choices and healthy environments in collaboration with communities.

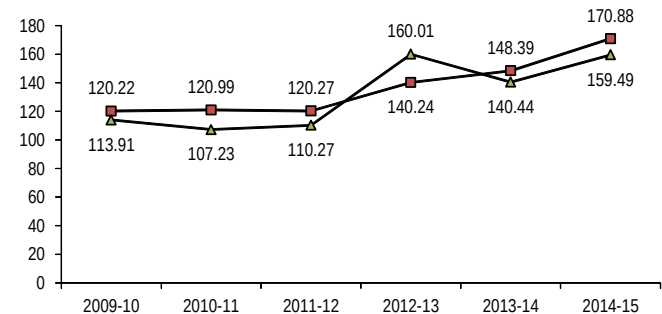




Staffing Trends



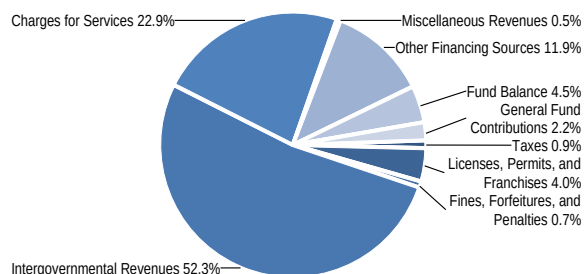
Expenditure/Revenue History (in thousands)



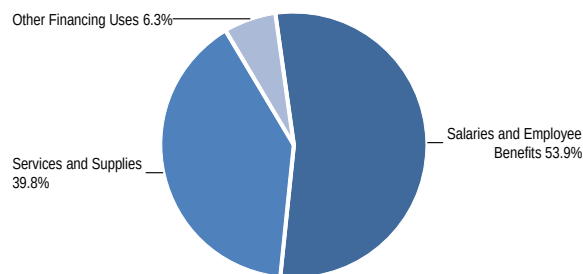
Monterey County Health Department is responsible for protecting the health of the entire community by offering primary and specialty health care, health education, collaborating with partners to improve health equity, and enforcing laws and regulations to protect health.

Key Performance Measures	Actual 2011-12	Actual 2012-13	To Date 2013-14
Targeted high-risk food facility inspections. Target = 165	N/A	N/A	48
Behavioral Health discharged clients with goals fully or partly met. Target = 45%	N/A	N/A	40%
Animals adopted/transferred to rescue agencies/reclaimed by owner. Target = 1,750	1,344	1,374	750
Public conservator investigations within 10 business days of a complete referral. Target = 100%	N/A	100%	100%
Clinic patients who rate "Timeliness of next appointment" as "Excellent" Target = ≥80%	N/A	80%	80%

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	77,065,475	87,109,877	79,434,791	94,926,210	94,635,138	7,525,261
Services and Supplies	52,060,537	67,297,960	61,271,534	70,763,234	69,977,394	2,679,434
Other Charges	(5,234,775)	(4,220,029)	(4,604,019)	(4,896,046)	(4,896,046)	(676,017)
Capital Assets	4,272,029	0	167,710	42,000	42,000	42,000
Other Financing Uses	12,078,625	12,450,000	12,121,009	8,682,500	11,124,993	(1,325,007)
Subtotal	\$140,241,891	\$162,637,808	\$148,391,025	\$169,517,898	\$170,883,479	8,245,671

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Taxes	1,628,829	1,600,000	1,615,575	1,615,000	1,615,000	15,000
Licenses, Permits, and Franchises	6,293,924	6,504,500	6,373,890	6,888,535	6,888,535	384,035
Fines, Forfeitures, and Penalties	1,830,479	1,526,479	1,252,739	1,277,006	1,277,006	(249,473)
Revenue from Use of Money & Property	51,626	17,184	50,665	78,500	78,500	61,316
Intergovernmental Revenues	95,944,843	96,886,161	83,533,104	89,305,033	89,305,033	(7,581,128)
Charges for Services	28,703,319	37,400,552	31,478,998	39,099,084	39,099,084	1,698,532
Miscellaneous Revenues	3,056,672	49,300	2,242,768	828,635	828,635	779,335
Other Financing Sources	22,496,315	12,929,209	13,892,779	17,939,870	20,400,468	7,471,259
Subtotal	\$160,006,008	\$156,913,385	\$140,440,518	\$157,031,663	\$159,492,261	2,578,876
Fund Balance	(24,427,064)	1,974,599	4,087,690	7,659,496	7,641,392	5,666,793
General Fund Contributions	\$4,662,948	\$3,749,824	\$3,862,817	\$4,826,738	\$3,749,826	2
Total Source of Funds	\$140,241,892	\$162,637,808	\$148,391,025	\$169,517,897	\$170,883,479	8,245,671

Summary of Recommendation

The Fiscal Year (FY) 2014-15 Recommended Budget includes appropriations of \$170,883,479, an increase of \$8,245,671 from the FY 2013-14 Adopted Budget. The Recommended Budget is financed by \$159,492,261 in revenues, \$7,641,392 in prior year fund balance, and \$3,749,824 in General Fund Contribution (GFC). The FY 2014-15 Recommended Budget includes five (5.0 FTE) additional Clinic Services positions, one (1.0 FTE) additional Public Guardian position, one (1.0 FTE) additional Public Health position, and 18.5 additional Behavioral Health positions in preparation for expansion of programs to meet community needs wholly funded by outside funding sources.

The FY 2014-15 Recommended Budget also includes creation of a new budget unit for Health Department Administration budget (HEA014-8438), consolidation of all Animal Services budget units (HEA001-8067, 8068, 8069, 8071, and 8072) into one budget unit

(HEA001-8442), and creation of five new units for Clinic Services due to expansion of satellite clinics and creation of customer service center and quality assurance unit (HEA007-8446, 8447, 8448, 8449, and 8450).

Budget Impacts

CLINIC SERVICES: As of January 1, 2014, the Affordable Care Act was projected to bring 27,000 people onto Medi-Cal, and an additional 27,000 people would be eligible to purchase health insurance through the State Health Insurance Exchange program, Covered California. About 15,000 of the anticipated number of people enrolled in Medi-Cal in prior fiscal year with remaining enrolling in current fiscal year and approximately 1,500 people enrolled in health insurance products through the Covered California program by March 31, 2014. The Bureau continues to work with other safety net providers to provide additional primary care capacity for these newly insured patients.

The Bureau will undergo an extensive remodel of the Seaside Family Health Center during this year to increase capacity, renovate the building and improve handicapped accessibility and parking. The opening of the expanded Laurel Family Practice Clinic and the Bridge to Care Clinic in Building 400, Floor Three on the Natividad Medical Center campus is scheduled for Winter 2014. In addition, the Department will continue to explore more cost effective means of providing services to the safety net in the County which may include further integration of specialty care providers within general family practice clinical settings.

Prior Year Accomplishments

Implemented Health Department Strategic Plan (2011-15) to achieve health outcomes for Monterey County residents focusing on development of policies that promote healthy behaviors.

Launched redesigned bilingual Health Department website to ensure immediate access to current information by the public.

Budget Year Goals

Implement the of Strategic Plan (2011-15) to achieve health outcomes for Monterey County residents focusing on development of policies that promote healthy behaviors.

Develop a Health Department Workforce Development Plan to 'grow your own' for each Bureau in partnership with local educational institutions.

Develop a Health Department quality improvement plan and establish or maintain ongoing quality improvement processes in each Bureau.

Commence process for reviewing and updating Health Department Strategic Plan for 2016-2020.

Improve redesigned bilingual Health Department website to ensure immediate access to current information by the public.

Pending Issues

ENVIRONMENTAL HEALTH: There are several areas of concern for the Environmental Health Bureau in the immediate future resulting from past and pending Federal and State legislation. An update to Public Pool regulations will require a review of the existing inspection system and standardization of training for staff when completed. Local ordinances regarding single use carry-out plastic bags, landfill development zones and illegal dumping are being drafted, updated and/or reviewed and will require new systems for public education, tracking and enforcement if passed. Stricter state regulations per AB 885 for Onsite Wastewater Treatment Systems (OWTS) could mandate significant changes to our current OWTS program, as well as to certain Drinking Water Protection Services program procedures. Efforts to assist water system operators in addressing nitrate contamination in water systems serving Disadvantaged Communities within Monterey County are ongoing. The impact of implementing the County General Plan (GPU) 2010 will continue to involve a significant

amount of staff time to create and update ordinances and implement GPU policy; the fiscal impacts are as yet unknown and may be significant.

EMERGENCY MEDICAL SERVICES (EMS): Due to ongoing discussions at state level to utilize the Maddy Fund as a source of revenue for the state budget deficit, there may be a loss of revenue to the EMS Agency in the amount of approximately \$229,000 and a loss to local hospitals and Emergency Department Physician groups of \$933,750. In addition, the Emergency Medical Care Committee may recommend changes to the EMS system that may impact EMS expenditures. The EMCC may recommend changes to the EMS system that may impact EMS expenditures.

CLINIC SERVICES/PUBLIC HEALTH: With the Affordable Care Act, counties will continue to be responsible for providing public health services and health services to indigent adults without private or public health care insurance coverage. This is especially important in Monterey County where 13.5% of our population is undocumented and we have a large percentage of working poor. Based on recent reports, Monterey County has a high percentage of persons who do not qualify for either Medicaid or subsidized health insurance due to documentation status.

California Senator Lara introduced SB 1005 Health Care for All Act last fiscal year to provide health care coverage to California's remaining uninsured by expanding Medi-Cal and creating a new health exchange where the undocumented can purchase coverage funded with State funds. Fiscal impacts are as yet are unknown.

Policy Considerations

PUBLIC HEALTH: The Department recommends a transfer of the amount previously allocated for Children's Medical Services (CMS) to use for other public health programs that will prevent disease and promote health in children countywide.

The Board of Supervisors identified Early Childhood Development as critical to the economic and social success of the County. Through the County's FY 2013-14 Legislative Platform and Budget Hearing process, the Early Childhood Development Initiative (ECDI) was identified as a priority. For FY 2014-15, the Department recommends utilizing the Children's Medical Services (CMS) portion of Social Services Realignment to fund this Initiative and other Early Childhood Development activities including: expansion of the Health Department's Maternal, Child, and Adolescent Health programs. The Health department proposes utilizing Social Services Realignment only after the financial obligation for CMS's California Children's Services (CCS) is met.

Pursuant to 1991-92 State and Local Realignment legislation, the transfer of unspent CMS Realignment dollars from the Social Services Realignment account to the Health Realignment account is permissible. Per statute, the County may transfer up to 10 percent of any account's annual allocation through a public hearing. The adoption of the annual budget would constitute such a public hearing.

Appropriation Expenditure Detail

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted	Fund Code	Org Code
Animal Clinic (HEA001)	246,651	127,892	115,822	0	0	(127,892)	001	4000_8067
Animal Field Services (HEA001)	296,746	404,291	364,414	0	0	(404,291)	001	4000_8068
AS Admin (HEA001)	462,381	247,004	328,118	0	0	(247,004)	001	4000_8069
Licensing (HEA001)	80,397	120,419	122,570	0	0	(120,419)	001	4000_8071
Shelter (HEA001)	653,242	839,074	807,756	0	0	(839,074)	001	4000_8072
Clinical Services IT (HEA007)	875,713	192,772	131,373	0	0	(192,772)	001	4000_8094
Finance/Budgeting - Clinic (HEA007)	4,124,802	2,501,089	2,580,250	1,752,567	1,752,567	(748,522)	001	4000_8096
Alisal Health Center (HEA007)	5,013,196	6,208,771	6,324,489	6,241,415	6,241,415	32,644	001	4000_8097
FQHC Billing (HEA007)	918,801	1,300,197	1,085,860	1,392,051	1,392,051	91,854	001	4000_8098
Laurel Family Clinic (HEA007)	2,086,447	4,113,139	2,075,607	3,957,567	3,207,567	(905,572)	001	4000_8099
Laurel Internal Medicine (HEA007)	2,205,398	3,010,638	2,395,668	3,258,172	3,258,172	247,534	001	4000_8100
Laurel Pediatrics Clinic (HEA007)	2,974,105	4,049,815	3,559,805	4,085,681	4,085,681	35,866	001	4000_8101
Laurel Women's Health Clinic (HEA007)	2,992,816	3,280,017	3,396,553	3,483,894	3,483,894	203,877	001	4000_8102
Marina Health Center (HEA007)	1,060,858	1,508,630	1,141,580	1,328,821	1,328,821	(179,809)	001	4000_8103
Seaside Family Health Center (HEA007)	6,126,885	6,905,298	6,448,265	8,864,468	8,633,425	1,728,127	001	4000_8105
Billing - Pro Fees (HEA007)	(377,172)	0	0	0	0	0	001	4000_8106
Laurel Admin (HEA007)	1,132,151	971,749	1,254,393	677,658	677,658	(294,091)	001	4000_8107
Ambulance Service (HEA010)	1,264,513	4,318,394	1,743,083	4,549,114	4,549,114	230,720	092	4000_8108
EMS Operating (HEA006)	276	4,000	5,300	4,301	4,301	301	001	4000_8109
Uncompensated Care (HEA009)	856,659	1,558,747	1,113,578	1,353,778	1,353,778	(204,969)	016	4000_8111
Consumer Health Protection (HEA005)	1,964,337	2,313,921	2,287,514	2,546,470	2,546,470	232,549	001	4000_8112
Recycling & Resource Recovery (HEA005)	347,268	440,174	507,982	453,953	453,953	13,779	001	4000_8113
Solid Waste Management (HEA005)	416,002	619,893	557,284	639,782	639,782	19,889	001	4000_8114
Environmental Health Review (HEA005)	703,505	793,209	775,196	829,366	829,366	36,157	001	4000_8115
Hazardous Materials Management (HEA005)	1,016,210	1,243,526	1,203,992	1,290,267	1,290,267	46,741	001	4000_8116
Environmental Health Fiscal/Admin (HEA005)	2,145,606	1,342,355	1,519,257	1,506,761	1,506,761	164,406	001	4000_8117
Conservator (HEA008)	516,275	540,112	595,801	1,118,775	1,082,935	542,823	001	4000_8118
Public Administrator (HEA008)	235,654	286,929	294,832	125,953	125,953	(160,976)	001	4000_8119
Public Guardian (HEA008)	553,081	509,072	459,510	181,981	181,981	(327,091)	001	4000_8120
Children's Medical Services (HEA004)	6,860,243	7,873,970	7,277,618	7,649,006	7,649,006	(224,964)	001	4000_8121
Public Health (HEA003)	15,357,262	17,049,967	15,605,617	16,498,716	16,438,687	(611,280)	001	4000_8124
Health Administration (HEA003)	353,074	616,000	606,880	0	0	(616,000)	001	4000_8128
Drinking Water Protection Service (HEA005)	920,256	1,261,776	1,163,628	1,329,814	1,329,814	68,038	001	4000_8272
Behavioral Health (HEA012)	64,344,720	73,634,968	68,601,430	80,156,827	80,156,827	6,521,859	023	4000_8410
Health Realignment (HEA013)	11,500,000	12,450,000	11,940,000	8,230,000	10,672,493	(1,777,507)	025	4000_8424
Health Dept. Administration (HEA014)	0	0	0	1,718,613	1,718,613	1,718,613	001	4000_8438
Animal Services (HEA001)	0	0	0	1,796,280	1,796,280	1,796,280	001	4000_8442
Bienestar Clinic (HEA007)	0	0	0	185,578	185,578	185,578	001	4000_8446
Marina Integrative Clinic (HEA007)	0	0	0	210,978	210,978	210,978	001	4000_8447
Bridge to Care Clinic (HEA007)	0	0	0	486,923	486,923	486,923	001	4000_8448

Appropriation Expenditure Detail

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted	Fund Code	Org Code
Quality Assurance Team (HEA007)	0	0	0	746,605	746,605	746,605	001	4000_8449
Customer Service Center (HEA007)	0	0	0	865,763	865,763	865,763	001	4000_8450
Subtotal	\$140,228,360	\$162,637,808	\$148,391,025	\$169,517,898	\$170,883,479	8,245,671		

Units

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted	
Animal Clinic	246,651	127,892	115,822	0	0	(127,892)	
Animal Field Services	296,746	404,291	364,414	0	0	(404,291)	
AS Admin	462,381	247,004	328,118	0	0	(247,004)	
Licensing	80,397	120,419	122,570	0	0	(120,419)	
Shelter	653,242	839,074	807,756	0	0	(839,074)	
Adult Mental Health Services	0	0	0	0	0	0	
Behavioral Health Administration	0	0	0	0	0	0	
Children Mental Health Services	0	0	0	0	0	0	
Clinical Services IT	875,713	192,772	131,373	0	0	(192,772)	
Finance/Budgeting - Clinic	4,124,802	2,501,089	2,580,250	1,752,567	1,752,567	(748,522)	
Alisal Health Center	5,013,196	6,208,771	6,324,489	6,241,415	6,241,415	32,644	
FQHC Billing	918,801	1,300,197	1,085,860	1,392,051	1,392,051	91,854	
Laurel Family Clinic	2,086,447	4,113,139	2,075,607	3,957,567	3,207,567	(905,572)	
Laurel Internal Medicine	2,205,398	3,010,638	2,395,668	3,258,172	3,258,172	247,534	
Laurel Pediatrics Clinic	2,974,105	4,049,815	3,559,805	4,085,681	4,085,681	35,866	
Laurel Women's Health Clinic	2,992,816	3,280,017	3,396,553	3,483,894	3,483,894	203,877	
Marina Health Center	1,060,858	1,508,630	1,141,580	1,328,821	1,328,821	(179,809)	
Seaside Family Health Center	6,126,885	6,905,298	6,448,265	8,864,468	8,633,425	1,728,127	
Billing - Pro Fees	(377,172)	0	0	0	0	0	
Laurel Admin	1,132,151	971,749	1,254,393	677,658	677,658	(294,091)	
Ambulance Service	1,264,513	4,318,394	1,743,083	4,549,114	4,549,114	230,720	
EMS Operating	276	4,000	5,300	4,301	4,301	301	
EMS Training	0	0	0	0	0	0	
Uncompensated Care	856,659	1,558,747	1,113,578	1,353,778	1,353,778	(204,969)	
Consumer Health Protection	1,964,337	2,313,921	2,287,514	2,546,470	2,546,470	232,549	
Recycling & Resource Recovery	347,268	440,174	507,982	453,953	453,953	13,779	
Solid Waste Management	416,002	619,893	557,284	639,782	639,782	19,889	
Environmental Health Review	703,505	793,209	775,196	829,366	829,366	36,157	
Hazardous Materials Management	1,016,210	1,243,526	1,203,992	1,290,267	1,290,267	46,741	
Environmental Health Fiscal/Admin	2,145,606	1,342,355	1,519,257	1,506,761	1,506,761	164,406	
Conservator	516,275	540,112	595,801	1,118,775	1,082,935	542,823	
Public Administrator	235,654	286,929	294,832	125,953	125,953	(160,976)	
Public Guardian	553,081	509,072	459,510	181,981	181,981	(327,091)	
Children's Medical Services	6,860,243	7,873,970	7,277,618	7,649,006	7,649,006	(224,964)	
Public Health	15,357,262	17,049,967	15,605,617	16,498,716	16,438,687	(611,280)	
Health Administration	353,074	616,000	606,880	0	0	(616,000)	
Drinking Water Protection Service	920,256	1,261,776	1,163,628	1,329,814	1,329,814	68,038	
Behavioral Health	64,344,720	73,634,968	68,601,430	80,156,827	80,156,827	6,521,859	
Health Realignment	11,500,000	12,450,000	11,940,000	8,230,000	10,672,493	(1,777,507)	
Health Dept. Administration	0	0	0	1,718,613	1,718,613	1,718,613	
Animal Services	0	0	0	1,796,280	1,796,280	1,796,280	

Units

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Bienestar Clinic	0	0	0	185,578	185,578	185,578
Marina Integrative Clinic	0	0	0	210,978	210,978	210,978
Bridge to Care Clinic	0	0	0	486,923	486,923	486,923
Quality Assurance Team	0	0	0	746,605	746,605	746,605
Customer Service Center	0	0	0	865,763	865,763	865,763
Subtotal	\$140,228,360	\$162,637,808	\$148,391,025	\$169,517,898	\$170,883,479	8,245,671

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
11A09	DIRECTOR HEALTH SERVICES	1.00	1.00	1.00	0.00
12E04	BUREAU CHIEF	6.00	6.00	6.00	0.00
14B21	ASSOCIATE PERSONNEL ANALYST	2.00	2.00	2.00	0.00
14B32	SENIOR PERSONNEL ANALYST	0.00	1.00	1.00	0.00
14B66	DEPARTMENTAL HR MANAGER	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	7.00	7.00	8.00	1.00
14C31	MANAGEMENT ANALYST III	10.00	10.00	10.00	0.00
14C48	PUBLIC HEALTH PROGRAM MANAGER II	4.00	4.00	4.00	0.00
14C71	ADMINISTRATIVE SERVICES OFFICER	1.00	1.00	0.00	-1.00
14C80	PUBLIC HEALTH PROGRAM MANAGER I	0.00	1.00	1.00	0.00
14G02	MANAGEMENT ANALYST I	6.00	5.00	5.00	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	3.00	4.00	4.00	0.00
14K32	BEHAVIORAL HEALTH SERVICES MANAGER I	2.00	2.00	2.00	0.00
14K41	BEHAVIORAL HEALTH SERVICES MANAGER II	10.00	10.00	11.00	1.00
14K44	ASSISTANT BUREAU CHIEF	0.00	0.00	1.00	1.00
14K54	DEPUTY HEALTH OFFICER	1.00	1.00	0.00	-1.00
14K61	ENVIRONMENTAL HEALTH PROGRAM MANAGER	2.00	2.00	2.00	0.00
14N06	OPERATIONS MANAGER	3.00	3.00	3.00	0.00
14N10	OUTPATIENT SERVICES MANAGER I	2.00	2.00	2.00	0.00
14N11	OUTPATIENT SERVICES MANAGER II	4.00	4.00	4.00	0.00
16C86	BUSINESS TECHNOLOGY ANALYST I	0.00	0.00	1.00	1.00
16C87	BUSINESS TECHNOLOGY ANALYST II	2.00	2.00	3.00	1.00
16C88	BUSINESS TECHNOLOGY ANALYST III	1.00	1.00	0.00	-1.00
16C93	BUSINESS TECHNOLOGY ANALYST IV	0.00	1.00	1.00	0.00
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	1.00	1.00	1.00	0.00
20B10	ACCOUNTANT I	1.00	2.00	2.00	0.00
20B11	ACCOUNTANT II	5.00	5.00	6.00	1.00
20B12	ACCOUNTANT III	2.00	3.00	4.00	1.00
20B93	FINANCE MANAGER II	2.00	2.00	2.00	0.00
20B94	FINANCE MANAGER III	1.00	1.00	1.00	0.00
20B95	FINANCE MANAGER I	3.00	3.00	3.00	0.00
25G21	CA CHILDRENS SERVICES CASE WORKER II	7.00	7.00	7.00	0.00
25G30	CA CHILDRENS SERVICES CASE WORKER III	1.00	1.00	1.00	0.00
30J21	ENVIRONMENTAL HEALTH SPECIALIST II	22.00	22.00	22.00	0.00
30J31	ENVIRONMENTAL HEALTH SPECIALIST III	15.00	14.00	14.00	0.00
30J84	ENVIRONMENTAL HEALTH SPECIALIST IV	6.00	6.00	6.00	0.00
34C01	ANIMAL CONTROL OFFICER	2.00	2.00	2.00	0.00
34C02	SENIOR ANIMAL CONTROL OFFICER	1.00	1.00	1.00	0.00

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
34H34	DEPUTY PUBLIC ADMINISTRATOR/GUARDIAN/CONSERVATOR II	5.00	4.00	5.00	1.00
43B02	WATER QUALITY SPECIALIST	1.00	1.00	1.00	0.00
43J04	DEPARTMENTAL INFORMATION SYSTEMS SPECIALIST	6.00	6.00	10.00	4.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	4.00	4.00	6.00	2.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00	1.00	2.00	1.00
43J15	SUPERVISING DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00	1.00	1.00	0.00
50B12	EMERGENCY MEDICAL SERVICES ANALYST	1.00	1.00	1.00	0.00
50C22	PUBLIC HEALTH MICROBIOLOGIST II	2.00	2.00	2.00	0.00
50C23	SENIOR PUBLIC HEALTH MICROBIOLOGIST	1.00	1.00	1.00	0.00
50C80	DIRECTOR PUBLIC HEALTH LABORATORY	1.00	1.00	1.00	0.00
50C81	PUBLIC HEALTH CHEMIST	1.00	1.00	1.00	0.00
50E21	LABORATORY HELPER	1.00	1.00	1.00	0.00
50E23	LABORATORY ASSISTANT	1.00	1.00	1.00	0.00
50F20	OCCUPATIONAL THERAPIST	1.00	1.00	1.00	0.00
50F23	OCCUPATIONAL THERAPIST-PHYSICALLY HANDICAPPED CHILDREN	4.00	4.00	4.00	0.00
50G23	PHYSICAL THERAPIST-PHYSICALLY HANDICAPPED CHILDREN	5.00	5.00	5.00	0.00
50G25	SENIOR THERAPIST-PHYSICALLY HANDICAPPED CHILDREN	2.00	2.00	2.00	0.00
50G31	SUPERVISING THERAPIST-MED THER PROG	1.00	1.00	1.00	0.00
50J01	CHRONIC DISEASE PREVENTION SPECIALIST I	28.00	28.00	28.00	0.00
50J11	CHRONIC DISEASE PREVENTION SPECIALIST II	13.00	14.00	14.00	0.00
50J21	CHRONIC DISEASE PREVENTION COORDINATOR	7.50	6.50	8.50	2.00
50K18	HEALTH PROGRAM COORDINATOR	3.00	3.00	6.00	3.00
50K19	HEALTH EDUCATION ASSISTANT	4.00	4.00	4.00	0.00
50K23	SENIOR HEALTH EDUCATOR	5.00	4.00	3.00	-1.00
50L22	PUBLIC HEALTH NUTRITIONIST II	7.50	7.50	5.50	-2.00
50L80	SUPERVISING PUBLIC HEALTH NUTRITIONIST	4.00	4.00	4.00	0.00
50M21	REGISTERED VETERINARY TECHNICIAN	0.75	0.75	0.75	0.00
50M80	VETERINARIAN	0.75	0.00	0.00	0.00
50N11	PUBLIC HEALTH EPIDEMIOLOGIST II	2.00	2.00	2.00	0.00
50N22	SUPERVISING PUBLIC HEALTH EPIDEMIOLOGIST	1.00	1.00	1.00	0.00
50T11	MEDICAL RECORD TECHNICIAN II	1.00	1.00	0.00	-1.00
50U16	BEHAVIORAL HEALTH AIDE	22.05	21.06	19.05	-2.01
50U42	MEDICAL ASSISTANT	64.00	102.00	115.00	13.00
52A21	CLINIC NURSE	2.00	2.00	2.00	0.00
52A22	SENIOR CLINIC NURSE	9.00	9.00	10.00	1.00
52A97	NURSE PRACTITIONER II	10.00	7.00	7.00	0.00
52A98	NURSE PRACTITIONER III	4.00	4.00	4.00	0.00
52E01	PUBLIC HEALTH LICENSED VOCATIONAL NURSE	11.00	11.00	12.00	1.00
52E22	PUBLIC HEALTH NURSE II	21.00	24.00	24.00	0.00
52E23	PUBLIC HEALTH NURSE III	4.00	4.00	3.00	-1.00
52E80	SUPERVISING PUBLIC HEALTH NURSE	7.00	7.00	7.00	0.00
54B04	GENERAL INTERNIST	3.00	3.00	3.00	0.00
54B12	CONTRACT PHYSICIAN	41.00	38.03	41.57	3.54
54B13	CLINIC SERVICES MEDICAL DIRECTOR	1.00	1.00	1.00	0.00
54B23	PSYCHIATRIST	3.00	3.00	3.00	0.00
54B90	CLINIC PHYSICIAN II	6.00	6.00	6.00	0.00
54C02	PHYSICIAN ASSISTANT II	1.00	7.00	7.50	0.50

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
60A21	CLINICAL PSYCHOLOGIST	12.00	12.00	12.50	0.50
60B21	PSYCHIATRIC SOCIAL WORKER II	101.30	117.30	135.30	18.00
60B23	BEHAVIORAL HEALTH UNIT SUPERVISOR	16.00	16.00	21.00	5.00
60B25	SENIOR PSYCHIATRIC SOCIAL WORKER	6.00	7.00	12.00	5.00
60B26	CRISIS INTERVENTION SPECIALIST II	4.00	4.00	4.00	0.00
60C22	SOCIAL WORKER III	24.40	24.40	27.40	3.00
60C24	SOCIAL WORKER V	1.00	1.00	1.00	0.00
60I10	DEPUTY DIRECTOR BEHAVIORAL HEALTH	2.00	2.00	2.00	0.00
60L01	PATIENT RIGHTS ADVOCATE	1.00	1.00	1.00	0.00
60M11	ALCOHOL & DRUG COUNSELOR II	0.00	0.00	3.00	3.00
60P22	COMMUNITY SERVICE AIDE III	5.00	5.00	5.00	0.00
60P23	COMMUNITY SERVICE AIDE IV	2.00	2.00	2.00	0.00
60V11	BEHAVIORAL HEALTH GROUP COUNSELOR II	3.00	3.00	2.00	-1.00
70B01	ANIMAL CARE TECHNICIAN I	0.50	0.50	0.50	0.00
70B03	ANIMAL CARE TECHNICIAN II	4.00	4.00	4.00	0.00
70B04	SENIOR ANIMAL CARE TECHNICIAN	1.00	1.00	1.00	0.00
72A23	BUILDING MAINTENANCE WORKER	2.00	2.00	2.00	0.00
80A30	SECRETARIAL ASSISTANT	1.00	1.00	1.00	0.00
80A31	SECRETARY	2.00	2.00	2.00	0.00
80A32	SENIOR SECRETARY	3.00	3.00	3.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80E01	OFFICE ASSISTANT I	0.00	0.00	1.00	1.00
80E21	OFFICE ASSISTANT II	16.00	16.00	15.00	-1.00
80E22	OFFICE ASSISTANT III	17.00	17.00	18.00	1.00
80E80	PRINCIPAL OFFICE ASSISTANT	7.00	7.00	7.00	0.00
80E81	SUPERVISING OFFICE ASSISTANT I	1.00	1.00	1.00	0.00
80E82	SUPERVISING OFFICE ASSISTANT II	2.00	1.00	1.00	0.00
80E93	SUPERVISING VITAL RECORDS SPECIALIST	0.00	1.00	1.00	0.00
80J21	ACCOUNT CLERK	1.00	1.00	0.00	-1.00
80J22	SENIOR ACCOUNT CLERK	5.00	5.00	6.00	1.00
80J30	ACCOUNTING TECHNICIAN	5.00	5.00	5.00	0.00
80K20	CLINIC OFFICE SUPERVISOR	5.00	5.00	5.00	0.00
80L02	PATIENT SERVICES REPRESENTATIVE II	57.00	55.00	49.00	-6.00
80L03	SENIOR PATIENT SERVICES REPRESENTATIVE	0.00	0.00	1.00	1.00
80L04	SUPERVISING PATIENT SERVICES REPRESENTATIVE	3.00	3.00	3.00	0.00
80M02	PATIENT ACCOUNT REPRESENTATIVE II	18.00	19.00	19.00	0.00
80M03	SENIOR PATIENT ACCOUNT REPRESENTATIVE	1.00	1.00	0.00	-1.00
80M04	SUPERVISING PATIENT ACCOUNT REPRESENTATIVE	1.00	1.00	2.00	1.00
XXXX	ALLOCATION TO BE DETERMINED	0.00	0.00	6.00	6.00
Total		793.75	851.04	915.57	64.53

Health

Augmentation

Dept	Request Code	Request Name	Ranking Type	Requested Amount	FTEs	Cumm. Approved	Approved FTEs
4000	AUG10_4000_8410_023	Aug_Behavioral Health TAY	New Prog/Svc w/ Outside funding	0	1.00	0	1.00
4000	AUG11_4000_8410_023	Aug_Behavioral Health STOP	New Prog/Svc w/ Outside funding	0	1.00	0	1.00
4000	AUG12_4000_8410_023	Aug_Behavioral Health ASOCCOAST	New Prog/Svc w/ Outside funding	0	1.00	0	1.00
4000	AUG13_4000_8410_023	Aug_Behavioral Health AOD	New Prog/Svc w/ Outside funding	0	4.00	0	4.00

Augmentation

Dept	Request Code	Request Name	Ranking Type	Requested Amount	FTEs	Cumm. Approved	Approved FTEs
4000	AUG1_4000_8118_001	AUG1_PUBLIC GUARDIAN	Base Level Maintenance	35,840	0.00	0	0.00
4000	AUG1_4000_8124_001	PH Nurses	Base Level Maintenance	60,029	0.00	0	0.00
4000	AUG1_4000_8410_023	Aug_Behavioral Health Meds Team	New Prog/Svc w/ Outside funding	0	1.00	0	1.00
4000	AUG1_4000_8424_025	Planning, Evaluation, and Policy Unit activities	Base Level Maintenance	0	0.00	0	0.00
4000	AUG1_4000_8449_001	CS Quality Manager	New Prog/Svc w/ Outside funding	0	1.00	0	1.00
4000	AUG14_4000_8410_023	Aug_Behavioral Health QI	New Prog/Svc w/ Outside funding	0	1.00	0	1.00
4000	AUG15_4000_8410_023	Aug_Behavioral Health QI WE&T	New Prog/Svc w/ Outside funding	0	1.00	0	1.00
4000	AUG2_4000_8118_001	AUG2_PUBLIC GUARDIAN	New Prog/Svc w/ Outside funding	0	1.00	0	1.00
4000	AUG2_4000_8124_001	PH Lab Director	Base Level Maintenance	0	1.00	0	1.00
4000	AUG2_4000_8410_023	Aug_Behavioral Health BHADMIN	New Prog/Svc w/ Outside funding	0	1.00	0	1.00
4000	AUG2_4000_8449_001	CS Clinic Supervisors	New Prog/Svc w/ Outside funding	0	4.00	0	4.00
4000	AUG3_4000_8105_001	CS Nurses	Base Level Maintenance	231,043	0.00	0	0.00
4000	AUG3_4000_8410_023	Aug_Behavioral Health ASOC	New Prog/Svc w/ Outside funding	0	1.00	0	1.00
4000	AUG_4000_8099_001	Fam Practice Residency Program	Base Level Maintenance	750,000	0.00	0	0.00
4000	AUG4_4000_8410_023	Aug_Behavioral Health Early Int	New Prog/Svc w/ Outside funding	0	0.50	0	0.50
4000	AUG5_4000_8410_023	Aug_Behavioral Health AB3632SCH	New Prog/Svc w/ Outside funding	0	2.00	0	2.00
4000	AUG6_4000_8410_023	Aug_Behavioral Health ASOCCOAST	New Prog/Svc w/ Outside funding	0	1.00	0	1.00
4000	AUG7_4000_8410_023	Aug_Behavioral Health PEI	New Prog/Svc w/ Outside funding	0	1.00	0	1.00
4000	AUG8_4000_8410_023	Aug_Behavioral Health FAST	New Prog/Svc w/ Outside funding	0	1.00	0	1.00
4000	AUG9_4000_8410_023	Aug_Behavioral Health ASOC	New Prog/Svc w/ Outside funding	0	1.00	0	1.00
Grand Total				1,076,912	25.50	0	22.50

Animal Clinic

(Unit 8067— Fund 001)

Source of Funds

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Use of Funds

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Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	213,267	52,731	69,564	0	0	(52,731)
Services and Supplies	33,384	75,161	42,369	0	0	(75,161)
Other Financing Uses	0	0	3,889	0	0	0
Subtotal	\$246,651	\$127,892	\$115,822	\$0	\$0	(127,892)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Charges for Services	55,545	51,600	10,300	0	0	(51,600)
Miscellaneous Revenues	1,485	0	0	0	0	0
Subtotal	\$57,030	\$51,600	\$10,300	\$0	\$0	(51,600)
General Fund Contributions	\$189,622	\$76,292	\$105,522	\$0	\$0	(76,292)
Total Source of Funds	\$246,651	\$127,892	\$115,822	\$0	\$0	(127,892)

Unit Description

Consolidated under Unit 8442.

Budget Year Goals

Consolidated under Unit 8442.

Prior Year Accomplishments

Consolidated under Unit 8442.

Animal Field Services

(Unit 8068— Fund 001)

Source of Funds

Use of Funds

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Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	209,393	241,541	218,996	0	0	(241,541)
Services and Supplies	87,353	162,750	129,863	0	0	(162,750)
Other Financing Uses	0	0	15,555	0	0	0
Subtotal	\$296,746	\$404,291	\$364,414	\$0	\$0	(404,291)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Licenses, Permits, and Franchises	5,085	5,500	3,500	0	0	(5,500)
Charges for Services	5,132	10,000	5,000	0	0	(10,000)
Miscellaneous Revenues	10	0	0	0	0	0
Subtotal	\$10,227	\$15,500	\$8,500	\$0	\$0	(15,500)
General Fund Contributions	\$286,519	\$388,791	\$355,914	\$0	\$0	(388,791)
Total Source of Funds	\$296,746	\$404,291	\$364,414	\$0	\$0	(404,291)

Unit Description

Consolidated under Unit 8442.

Budget Year Goals

Consolidated under Unit 8442.

Prior Year Accomplishments

Consolidated under Unit 8442.

AS Admin

(Unit 8069— Fund 001)

Source of Funds

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Use of Funds

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Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	169,608	172,591	239,905	0	0	(172,591)
Services and Supplies	292,773	74,413	77,843	0	0	(74,413)
Other Financing Uses	0	0	10,370	0	0	0
Subtotal	\$462,381	\$247,004	\$328,118	\$0	\$0	(247,004)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Charges for Services	15	0	160	0	0	0
Miscellaneous Revenues	4,790	400	7,500	0	0	(400)
Subtotal	\$4,805	\$400	\$7,660	\$0	\$0	(400)
General Fund Contributions	\$457,576	\$246,604	\$320,458	\$0	\$0	(246,604)
Total Source of Funds	\$462,381	\$247,004	\$328,118	\$0	\$0	(247,004)

Unit Description

Consolidated under Unit 8442.

Budget Year Goals

Consolidated under Unit 8442.

Prior Year Accomplishments

Consolidated under Unit 8442.

Licensing

(Unit 8071— Fund 001)

Source of Funds

Use of Funds

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Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	60,287	70,205	62,722	0	0	(70,205)
Services and Supplies	20,110	50,214	54,663	0	0	(50,214)
Other Financing Uses	0	0	5,185	0	0	0
Subtotal	\$80,397	\$120,419	\$122,570	\$0	\$0	(120,419)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Licenses, Permits, and Franchises	79,317	120,000	181,278	0	0	(120,000)
Charges for Services	0	0	145	0	0	0
Miscellaneous Revenues	216	0	0	0	0	0
Subtotal	\$79,533	\$120,000	\$181,423	\$0	\$0	(120,000)
General Fund Contributions	\$865	\$419	(\$58,853)	\$0	\$0	(419)
Total Source of Funds	\$80,397	\$120,419	\$122,570	\$0	\$0	(120,419)

Unit Description

Consolidated under Unit 8442.

Budget Year Goals

Consolidated under Unit 8442.

Prior Year Accomplishments

Consolidated under Unit 8442.

Shelter

(Unit 8072— Fund 001)

Source of Funds

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Use of Funds

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Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	466,335	544,141	476,828	0	0	(544,141)
Services and Supplies	166,807	294,933	292,041	0	0	(294,933)
Capital Assets	20,100	0	0	0	0	0
Other Financing Uses	0	0	38,887	0	0	0
Subtotal	\$653,242	\$839,074	\$807,756	\$0	\$0	(839,074)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Licenses, Permits, and Franchises	125,125	120,000	12	0	0	(120,000)
Charges for Services	87,568	35,000	130,100	0	0	(35,000)
Miscellaneous Revenues	4,496	4,000	8,505	0	0	(4,000)
Subtotal	\$217,189	\$159,000	\$138,617	\$0	\$0	(159,000)
General Fund Contributions	\$436,053	\$680,074	\$669,139	\$0	\$0	(680,074)
Total Source of Funds	\$653,242	\$839,074	\$807,756	\$0	\$0	(839,074)

Unit Description

Consolidated under Unit 8442.

Budget Year Goals

Consolidated under Unit 8442.

Prior Year Accomplishments

Consolidated under Unit 8442.

Clinical Services IT

(Unit 8094— Fund 001)

Source of Funds

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Use of Funds

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Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	101,070	119,965	121,427	0	0	(119,965)
Services and Supplies	774,643	72,807	9,946	0	0	(72,807)
Subtotal	\$875,713	\$192,772	\$131,373	\$0	\$0	(192,772)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$875,713	\$192,772	\$131,373	\$0	\$0	(192,772)
Total Source of Funds	\$875,713	\$192,772	\$131,373	\$0	\$0	(192,772)

Unit Description

Unit deleted. Appropriations were moved to Unit 8449.

Budget Year Goals

Unit deleted. See unit 8449.

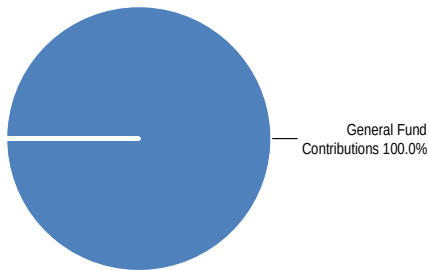
Prior Year Accomplishments

Unit deleted. See unit 8449.

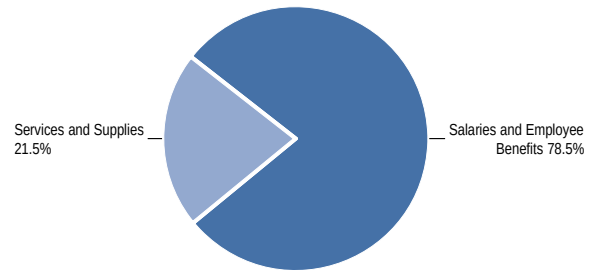
Finance/Budgeting - Clinic

(Unit 8096— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	1,890,455	2,140,370	1,944,149	1,375,791	1,375,791	(764,579)
Services and Supplies	2,355,461	596,459	824,101	376,776	376,776	(219,683)
Other Charges	(121,114)	(235,740)	(188,000)	0	0	235,740
Subtotal	\$4,124,802	\$2,501,089	\$2,580,250	\$1,752,567	\$1,752,567	(748,522)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Charges for Services	31,008	15,800	0	0	0	(15,800)
Miscellaneous Revenues	5,500	500	0	0	0	(500)
Other Financing Sources	685,258	670,533	0	0	0	(670,533)
Subtotal	\$721,766	\$686,833	\$0	\$0	\$0	(686,833)
General Fund Contributions	\$3,403,036	\$1,814,256	\$2,580,250	\$1,752,567	\$1,752,567	(61,689)
Total Source of Funds	\$4,124,802	\$2,501,089	\$2,580,250	\$1,752,567	\$1,752,567	(748,522)

Unit Description

The Finance/Budgeting - Clinic Unit provides fiscal reporting and oversight, service delivery and strategic planning, contracting and provider credentialing. The administrative unit also provides licensure renewal services to maintain Federally Qualified Health Center Look-Alike (FQHC-LA) status and submits applications for any changes to the scope of clinical services.

Prior Year Accomplishments

Recertified all clinics through the new Health Resource Service Agency portal.

Implemented ViaCare, Monterey County's Low Income Health Program.

The Laurel Internal Medicine Clinic met the standard for greater than three primary care visits to link members of our managed care Medi-Cal per fiscal year. Although clinic hours were extended, we also increased the number of assigned patients, especially after

January 1, 2014, with the implementation of AB 85 and the Affordable Care Act.

The Alisal Health Center and the Monterey County Health Clinic at Marina met the Central California Alliance for Health targets for Family Practice specialty, and exceeded the Peer Average. Laurel Internal Medicine not only met the goals but far exceeded their Peer Average. Performance at Laurel Family Practice, Laurel Pediatrics and the Seaside Family Health Center appear to need improvement in order to meet the goals, but as the data is incomplete this may be a premature conclusion.

Under the transition plan, management and supervisory staff were sent to trainings in the past year that target areas of expertise specific to their job duties, and meetings were initiated with upper management to educate and cross train management staff in anticipation of key personnel retirement. Recruitment for the Finance Manager II commenced last fiscal year in a effort to ensure a smooth transition with minimal loss of productivity, revenue generation, and quality of services.

Participated in a user group to develop a report which will meet State Department of Health Care Services Cost Report audit standards.

Budget Year Goals

Complete organizational restructure and strategic planning.

Implement data exchange via PHIL (Peninsula Health Information Link) in the fall of 2014.

Meet the standard for three or more visits per managed care Medi-Cal patients per year.

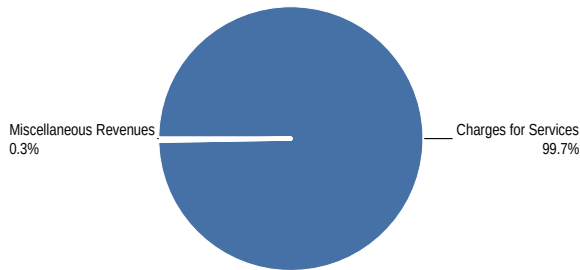
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
12E04	BUREAU CHIEF	1.00
14C31	MANAGEMENT ANALYST III	2.00
14G02	MANAGEMENT ANALYST I	1.00
20B11	ACCOUNTANT II	1.00
20B12	ACCOUNTANT III	1.00
20B93	FINANCE MANAGER II	1.00
80A32	SENIOR SECRETARY	1.00
80E22	OFFICE ASSISTANT III	1.00
80J22	SENIOR ACCOUNT CLERK	1.00
Total		10.00

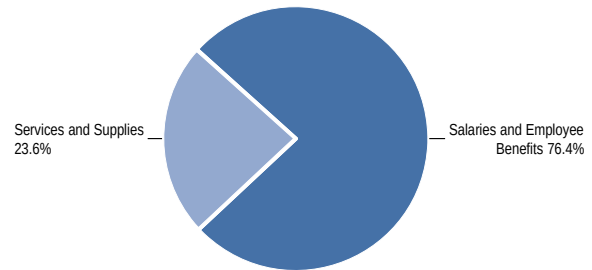
Alisal Health Center

(Unit 8097— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	4,187,434	4,774,385	4,804,687	4,765,659	4,765,659	(8,726)
Services and Supplies	825,763	1,434,386	1,519,802	1,475,756	1,475,756	41,370
Subtotal	\$5,013,196	\$6,208,771	\$6,324,489	\$6,241,415	\$6,241,415	32,644

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Revenue from Use of Money & Property	3,369	0	0	0	0	0
Charges for Services	6,201,153	7,464,824	6,199,928	6,406,222	6,406,222	(1,058,602)
Miscellaneous Revenues	709,792	0	225,420	17,000	17,000	17,000
Other Financing Sources	0	0	132,429	0	0	0
Subtotal	\$6,914,313	\$7,464,824	\$6,557,777	\$6,423,222	\$6,423,222	(1,041,602)
General Fund Contributions	(\$1,901,116)	(\$1,256,053)	(\$233,288)	(\$181,807)	(\$181,807)	1,074,246
Total Source of Funds	\$5,013,196	\$6,208,771	\$6,324,489	\$6,241,415	\$6,241,415	32,644

Unit Description

Alisal Health Center is a community based clinic that serves East Salinas. It has a large pediatric and perinatal services patient mix and provides perinatal and postpartum education for mothers. The clinic offers walk-in immunizations, sexually transmitted disease testing and treatment, and Latent Tuberculosis testing and treatment in addition to all of our core services in primary care.

Prior Year Accomplishments

Projected visits for FY 2013-14 are 40,550 visits.

The clinic placed significantly above the average of family practice clinics in the annual managed care Medi-Cal quality assurance

program and successfully used the electronic medical record to reduce avoidable hospitalizations and improve the quality of care.

Alisal underwent a Coleman Rapid Dramatic Process Improvement initiative this year, and reduced the time patients spent being checked in, and spent waiting for the physician to see them.

Connected EPIC (Electronic Health Records System) with the California Immunization Registry (CAIR) to avoid duplicate data entry.

Budget Year Goals

Visit goal for FY 2014-15 is 37,680 visits.

Facility replacement/expansion will be a high priority for this clinic.

Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
14N10	OUTPATIENT SERVICES MANAGER I	1.00
14N11	OUTPATIENT SERVICES MANAGER II	1.00
43J04	DEPARTMENTAL INFORMATION SYSTEMS SPECLIST	1.00
50K19	HEALTH EDUCATION ASSISTANT	1.00
50U42	MEDICAL ASSISTANT	27.00

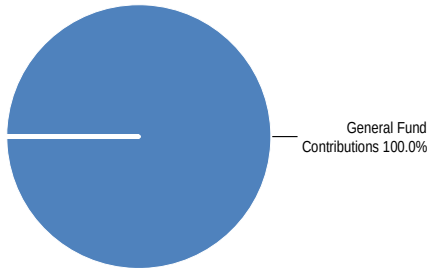
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
52A21	CLINIC NURSE	1.00
52A22	SENIOR CLINIC NURSE	1.00
52A97	NURSE PRACTITIONER II	1.00
52A98	NURSE PRACTITIONER III	1.00
54B12	CONTRACT PHYSICIAN	4.00
54B90	CLINIC PHYSICIAN II	4.00
60B21	PSYCHIATRIC SOCIAL WORKER II	1.00
80L02	PATIENT SERVICES REPRESENTATIVE II	2.00
XXXXX	ALLOCATION TO BE DETERMINED	1.00
Total		47.00

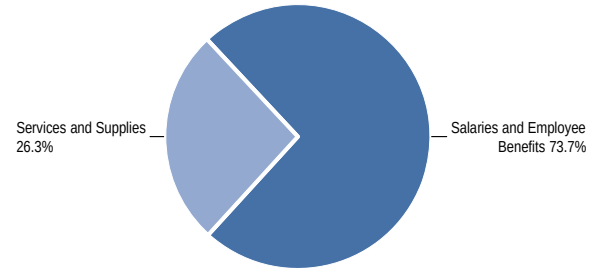
FQHC Billing

(Unit 8098— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	917,656	1,029,416	1,005,561	1,025,973	1,025,973	(3,443)
Services and Supplies	1,146	270,781	80,299	366,078	366,078	95,297
Subtotal	\$918,801	\$1,300,197	\$1,085,860	\$1,392,051	\$1,392,051	91,854

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Charges for Services	0	71,009	0	0	0	(71,009)
Subtotal	\$0	\$71,009	\$0	\$0	\$0	(71,009)
General Fund Contributions	\$918,801	\$1,229,188	\$1,085,860	\$1,392,051	\$1,392,051	162,863
Total Source of Funds	\$918,801	\$1,300,197	\$1,085,860	\$1,392,051	\$1,392,051	91,854

Unit Description

The Federally Qualified Health Center (FQHC) Billing unit performs all medical billing, account collections and database maintenance for the clinics. Under FQHC regulations, services must be offered on a sliding scale fee basis to those at or below 200% poverty. This office also accepts and processes applications for the sliding scale fee program.

Prior Year Accomplishments

Sustained 96% claim accuracy.

Implemented the ViaCare program and incorporated ViaCare enrollment screening into the Sliding Scale fee program.

Implemented a graphic dashboard to manage revenue cycles and to monitor billing performance.

Budget Year Goals

Supervise training for a successful International Classification of Diseases (ICD) 10 implementation.

Achieve appropriate staffing levels in the office.

Create a seamless interface between EPIC and our local collection agents.

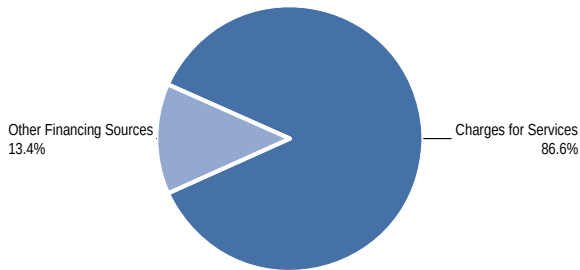
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
80M02	PATIENT ACCOUNT REPRESENTATIVE II	12.00
80M04	SUPERVISING PATIENT ACCOUNT REPRESENTATIVE	1.00
Total		13.00

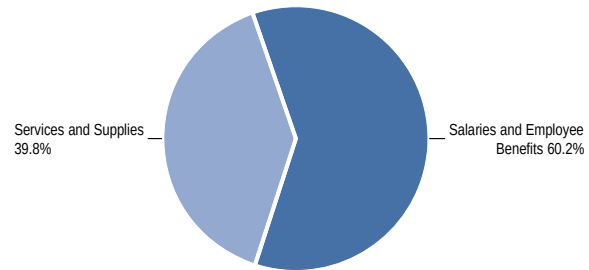
Laurel Family Clinic

(Unit 8099— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	1,237,385	1,789,505	1,028,627	1,932,517	1,932,517	143,012
Services and Supplies	849,062	2,425,779	1,046,980	2,025,050	1,275,050	(1,150,729)
Other Charges	0	(102,145)	0	0	0	102,145
Subtotal	\$2,086,447	\$4,113,139	\$2,075,607	\$3,957,567	\$3,207,567	(905,572)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Charges for Services	2,438,575	5,082,027	3,034,625	4,848,580	4,848,580	(233,447)
Miscellaneous Revenues	304,360	0	327,577	0	0	0
Other Financing Sources	750,000	0	60,296	750,000	750,000	750,000
Subtotal	\$3,492,934	\$5,082,027	\$3,422,498	\$5,598,580	\$5,598,580	516,553
General Fund Contributions	(\$1,406,488)	(\$968,888)	(\$1,346,891)	(\$1,641,013)	(\$2,391,013)	(1,422,125)
Total Source of Funds	\$2,086,447	\$4,113,139	\$2,075,607	\$3,957,567	\$3,207,567	(905,572)

Unit Description

The Laurel Family Practice Residency clinic is operated by the Health Department, but serves as a collaborative training site for the 24 Natividad Medical Center Family Practice residents. The clinic provides general family medicine practice and procedures.

Connected EPIC (Electronic Health Records System) with the California Immunization Registry (CAIR) to avoid duplicate data entry.

Budget Year Goals

Visit goals for FY 2014-15 are 30,842 visits.

Prior Year Accomplishments

Visits are estimated to be at 19,409 visits.

Finalize the clinic expansion project in Building 400, Floor Three on the Natividad Medical Center campus, and move all staff/ services to this new space.

Achieved 100% graduation of all third year residents.

Enhance computer training for all residents, and develop an International Classification of Diseases (ICD) 10 conversion training program for the resident physicians.

Completed design of the new clinic in Building 400, Floor Three on the Natividad Medical Center campus.

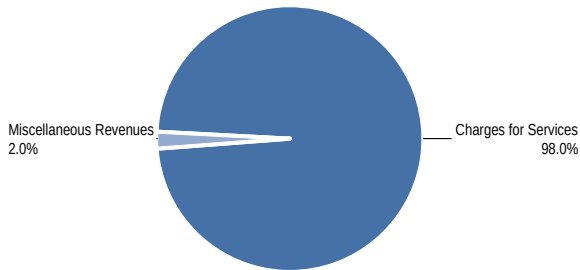
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
50U42	MEDICAL ASSISTANT	14.00
52A22	SENIOR CLINIC NURSE	1.00
54B12	CONTRACT PHYSICIAN	0.50
54C02	PHYSICIAN ASSISTANT II	1.00
60B21	PSYCHIATRIC SOCIAL WORKER II	1.00
80K20	CLINIC OFFICE SUPERVISOR	1.00
80L02	PATIENT SERVICES REPRESENTATIVE II	4.00
XXXXX	ALLOCATION TO BE DETERMINED	1.00
Total		23.50

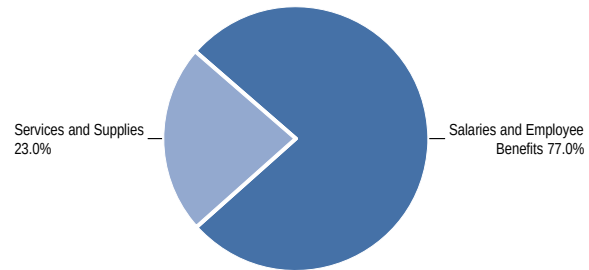
Laurel Internal Medicine

(Unit 8100— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	1,802,659	2,278,586	1,721,738	2,509,606	2,509,606	231,020
Services and Supplies	402,739	732,052	673,930	748,566	748,566	16,514
Subtotal	\$2,205,398	\$3,010,638	\$2,395,668	\$3,258,172	\$3,258,172	247,534

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Charges for Services	2,012,492	2,385,766	2,564,108	4,415,700	4,415,700	2,029,934
Miscellaneous Revenues	160,737	0	135,939	92,000	92,000	92,000
Other Financing Sources	0	0	47,438	0	0	0
Subtotal	\$2,173,229	\$2,385,766	\$2,747,485	\$4,507,700	\$4,507,700	2,121,934
General Fund Contributions	\$32,169	\$624,872	(\$351,817)	(\$1,249,528)	(\$1,249,528)	(1,874,400)
Total Source of Funds	\$2,205,398	\$3,010,638	\$2,395,668	\$3,258,172	\$3,258,172	247,534

Unit Description

Laurel Internal Medicine accepts referrals from all safety net providers for complex internal medicine care. Access to rheumatology, pulmonology, and endocrinology is provided onsite under contracts with local physicians.

Achieve NCQA Level 3 recognition as a Patient Centered Medical Home clinic.

Prior Year Accomplishments

Visits are estimated to be at 12,642 visits. The clinic experienced increased numbers of severe acuity and high risk patients over previous years.

Achieved National Committee for Quality Assurance (NCQA) Level 2 recognition as a Patient Centered Medical Home clinic.

Budget Year Goals

Visit goals for FY 2014-15 are 21,852 visits.

Reduce Emergency Room usage by collaborating with Central California Alliance for Health (CACH) and area hospitals to obtain timely emergency room data to case manage patients.

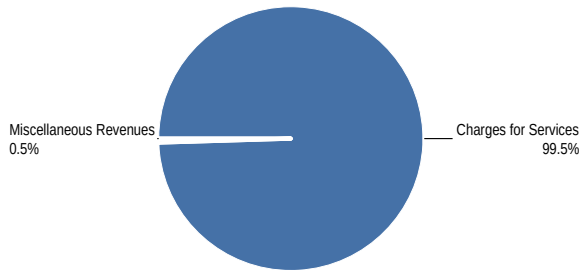
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
50K19	HEALTH EDUCATION ASSISTANT	1.00
50U42	MEDICAL ASSISTANT	8.00
52A22	SENIOR CLINIC NURSE	1.00
52A97	NURSE PRACTITIONER II	2.00
52A98	NURSE PRACTITIONER III	1.00
54B04	GENERAL INTERNIST	2.00
54B12	CONTRACT PHYSICIAN	3.53
80K20	CLINIC OFFICE SUPERVISOR	1.00
80L02	PATIENT SERVICES REPRESENTATIVE II	4.00
Total		23.53

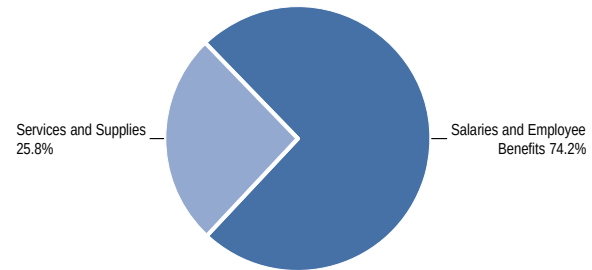
Laurel Pediatrics Clinic

(Unit 8101— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	2,248,089	3,011,325	2,233,735	3,071,017	3,071,017	59,692
Services and Supplies	726,016	1,038,490	1,326,070	1,068,377	1,068,377	29,887
Other Charges	0	0	0	(53,713)	(53,713)	(53,713)
Subtotal	\$2,974,105	\$4,049,815	\$3,559,805	\$4,085,681	\$4,085,681	35,866

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Charges for Services	3,684,274	5,202,548	3,292,373	4,987,043	4,987,043	(215,505)
Miscellaneous Revenues	280,476	0	205,761	24,500	24,500	24,500
Other Financing Sources	0	0	110,591	0	0	0
Subtotal	\$3,964,750	\$5,202,548	\$3,608,725	\$5,011,543	\$5,011,543	(191,005)
General Fund Contributions	(\$990,645)	(\$1,152,733)	(\$48,920)	(\$925,862)	(\$925,862)	226,871
Total Source of Funds	\$2,974,105	\$4,049,815	\$3,559,805	\$4,085,681	\$4,085,681	35,866

Unit Description

Laurel Pediatrics Clinic provides full scope pediatric care via board certified pediatricians. The clinic serves as a referral clinic for all safety net providers for acute pediatric cases. Access to specialists from University of California San Francisco and Stanford in pediatric cardiology, endocrinology, nephrology and neurology is provided in the clinic under contract.

Prior Year Accomplishments

Visits for this year are estimated to be 23,058 visits.

Restructured work space to allow provider teams to create a collaborative work environment.

Replaced and added additional patient diagnostic equipment.

Increased immunization rates among patient population and connected EPIC with the California Immunization Registry (CAIR) to avoid duplicate data entry.

Budget Year Goals

Visit goals for FY 2014-15 are 27,087 visits.

Expand the clinic into space vacated by Laurel Family Practice in Building 200 on the Natividad Medical Center campus.

Hire additional mid-level providers to address wait times for well child physical exams.

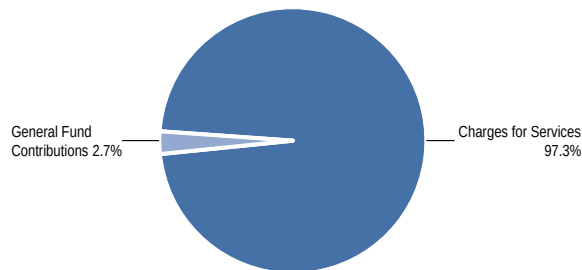
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
50U42	MEDICAL ASSISTANT	15.00
52A22	SENIOR CLINIC NURSE	1.00
54B12	CONTRACT PHYSICIAN	8.00
54C02	PHYSICIAN ASSISTANT II	1.00
60B21	PSYCHIATRIC SOCIAL WORKER II	1.00
80L02	PATIENT SERVICES REPRESENTATIVE II	4.00
XXXXX	ALLOCATION TO BE DETERMINED	1.00
Total		31.00

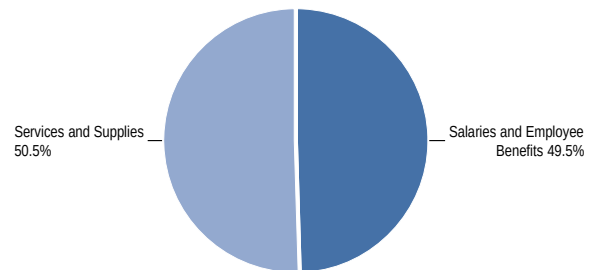
Laurel Women's Health Clinic

(Unit 8102— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	1,523,862	1,493,379	1,578,871	1,725,800	1,725,800	232,421
Services and Supplies	1,468,954	1,786,638	1,817,682	1,758,094	1,758,094	(28,544)
Subtotal	\$2,992,816	\$3,280,017	\$3,396,553	\$3,483,894	\$3,483,894	203,877

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Charges for Services	2,975,057	3,317,208	3,104,084	3,389,047	3,389,047	71,839
Miscellaneous Revenues	0	0	395,533	0	0	0
Other Financing Sources	0	0	85,741	0	0	0
Subtotal	\$2,975,057	\$3,317,208	\$3,585,358	\$3,389,047	\$3,389,047	71,839
General Fund Contributions	\$17,759	(\$37,191)	(\$188,805)	\$94,847	\$94,847	132,038
Total Source of Funds	\$2,992,816	\$3,280,017	\$3,396,553	\$3,483,894	\$3,483,894	203,877

Unit Description

Laurel Women's Health Clinic offers comprehensive gynecological and obstetric care. It is the only high-risk obstetric clinic in the County that accepts Medi-Cal patients, and treats patients referred from other safety net providers. The clinic provides access to Stanford perinatology services for high-risk patients.

Prior Year Accomplishments

Visits estimated for this clinic for this year are 17,682. The clinic experienced a significant decrease in pregnant patients and an increase in patients requesting birth control.

Ensured services were available to all high-risk obstetric patients regardless of their ability to pay.

Expanded the program by having 2.5 days a week of OB staff working at Seaside Family Health Center.

Placed EPIC access in Labor and Delivery and other critical inpatient units at Natividad Medical Center.

Budget Year Goals

Visit goals for FY 2014-15 are 19,516 visits.

Increase volume of patients at the clinic by developing more participation in the Comprehensive Perinatal Services Postpartum services and work to develop greater community awareness of available gynecological services.

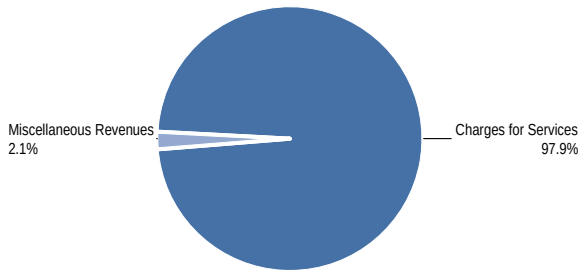
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
50U42	MEDICAL ASSISTANT	9.00
52A22	SENIOR CLINIC NURSE	1.00
52A98	NURSE PRACTITIONER III	2.00
54B12	CONTRACT PHYSICIAN	1.00
80K20	CLINIC OFFICE SUPERVISOR	1.00
80L02	PATIENT SERVICES REPRESENTATIVE II	3.00
Total		17.00

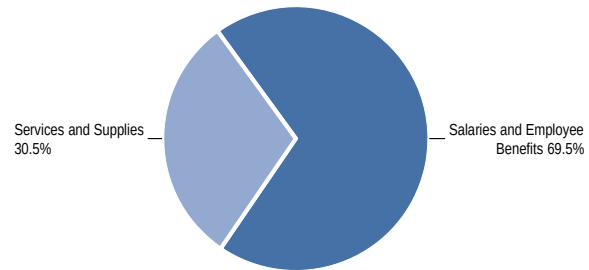
Marina Health Center

(Unit 8103— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	821,833	1,069,420	762,134	924,009	924,009	(145,411)
Services and Supplies	250,498	439,210	389,280	404,812	404,812	(34,398)
Other Charges	(11,472)	0	(9,834)	0	0	0
Subtotal	\$1,060,858	\$1,508,630	\$1,141,580	\$1,328,821	\$1,328,821	(179,809)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Charges for Services	1,485,004	2,007,523	2,023,506	1,935,934	1,935,934	(71,589)
Miscellaneous Revenues	170,806	0	138,112	42,000	42,000	42,000
Other Financing Sources	0	0	37,854	0	0	0
Subtotal	\$1,655,810	\$2,007,523	\$2,199,472	\$1,977,934	\$1,977,934	(29,589)
General Fund Contributions	(\$594,952)	(\$498,893)	(\$1,057,892)	(\$649,113)	(\$649,113)	(150,220)
Total Source of Funds	\$1,060,858	\$1,508,630	\$1,141,580	\$1,328,821	\$1,328,821	(179,809)

Unit Description

Marina Health Center is a small family practice clinic serving the Marina area.

Prior Year Accomplishments

Visits are estimated at 9,398 visits.

Achieved high marks from our managed care Medi-Cal entity for quality of care provided for well-child and adult check ups, diabetic care and appropriate treatment of asthmatic patients in order to facilitate better monitoring of the increased aged and disabled population at the clinic.

Connected EPIC (Electronic Health Records System) with the California Immunization Registry (CAIR) to avoid duplicate data entry.

Budget Year Goals

Visit goals for FY 2014-15 are 11,800 visits.

Use data from Peninsula Health Information Link (PHIL) to reduce frequent emergency room use, and better case manage patients discharging from local hospitals.

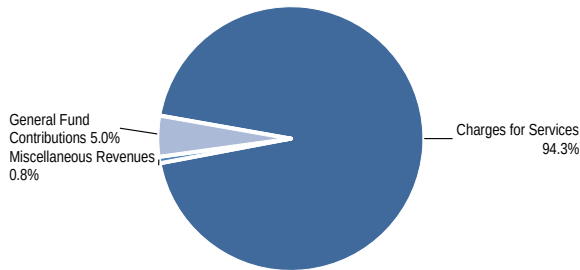
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
50U42	MEDICAL ASSISTANT	5.00
52A22	SENIOR CLINIC NURSE	1.00
52A97	NURSE PRACTITIONER II	1.00
54B12	CONTRACT PHYSICIAN	2.00
Total		9.00

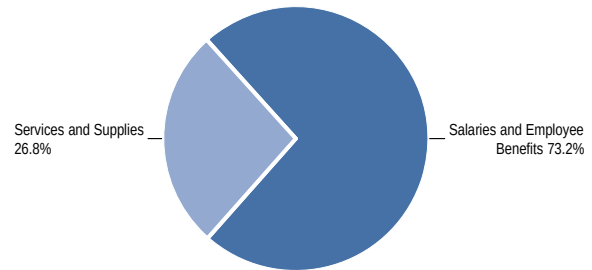
Seaside Family Health Center

(Unit 8105— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	4,736,786	5,260,935	5,027,677	6,549,354	6,318,311	1,057,376
Services and Supplies	811,474	1,644,363	1,420,588	2,315,114	2,315,114	670,751
Other Financing Uses	578,625	0	0	0	0	0
Subtotal	\$6,126,885	\$6,905,298	\$6,448,265	\$8,864,468	\$8,633,425	1,728,127

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Charges for Services	6,134,502	7,824,378	7,575,555	8,137,844	8,137,844	313,466
Miscellaneous Revenues	658,542	0	533,823	67,000	67,000	67,000
Other Financing Sources	0	0	163,150	0	0	0
Subtotal	\$6,793,044	\$7,824,378	\$8,272,528	\$8,204,844	\$8,204,844	380,466
General Fund Contributions	(\$666,159)	(\$919,080)	(\$1,824,263)	\$659,624	\$428,581	1,347,661
Total Source of Funds	\$6,126,885	\$6,905,298	\$6,448,265	\$8,864,468	\$8,633,425	1,728,127

Unit Description

The Seaside Family Health Center is a large family practice clinic serving the Monterey Peninsula. Specialized services offered include OB/GYN care, pediatrics, behavioral health, internal medicine and comprehensive perinatal and postpartum education.

Participated in a Coleman Rapid Dramatic Process Improvement (DPI) to restructure patient visits.

Connected EPIC (Electronic Health Records System) with the California Immunization Registry (CAIR) to avoid duplicate data entry.

Prior Year Accomplishments

Year-end visit estimate for the clinic is 36,839 visits.

Completed architectural plans for remodel of clinic.

Budget Year Goals

Visit goals for FY 2014-15 are 49,123 visits.

Complete the remodel of the clinic while maintaining access for patients.

Continue Coleman DPI project.

Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
14N10	OUTPATIENT SERVICES MANAGER I	1.00
14N11	OUTPATIENT SERVICES MANAGER II	1.00
43J04	DEPARTMENTAL INFORMATION SYSTEMS SPECLIST	1.00
50K19	HEALTH EDUCATION ASSISTANT	1.00
50U42	MEDICAL ASSISTANT	25.00
52A21	CLINIC NURSE	1.00
52A22	SENIOR CLINIC NURSE	2.00

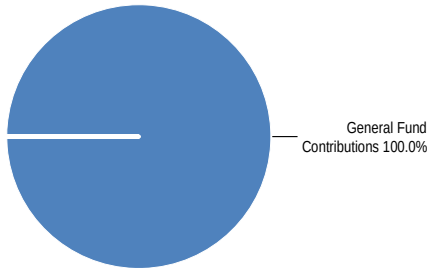
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
52A97	NURSE PRACTITIONER II	2.00
54B04	GENERAL INTERNIST	1.00
54B12	CONTRACT PHYSICIAN	8.00
54B90	CLINIC PHYSICIAN II	2.00
54C02	PHYSICIAN ASSISTANT II	2.00
60B21	PSYCHIATRIC SOCIAL WORKER II	1.00
80K20	CLINIC OFFICE SUPERVISOR	1.00
80L02	PATIENT SERVICES REPRESENTATIVE II	8.00
XXXXX	ALLOCATION TO BE DETERMINED	1.00
Total		58.00

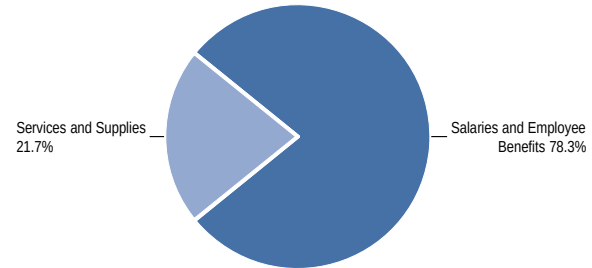
Laurel Admin

(Unit 8107— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	800,760	721,230	783,312	530,746	530,746	(190,484)
Services and Supplies	331,391	250,519	471,081	146,912	146,912	(103,607)
Subtotal	\$1,132,151	\$971,749	\$1,254,393	\$677,658	\$677,658	(294,091)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$1,132,151	\$971,749	\$1,254,393	\$677,658	\$677,658	(294,091)
Total Source of Funds	\$1,132,151	\$971,749	\$1,254,393	\$677,658	\$677,658	(294,091)

Unit Description

Laurel Administration is responsible for the administrative functions of the four Laurel clinics and the centralized medical records area for the clinics.

Prior Year Accomplishments

Opened Bienestar Clinic in Building 400 on the Natividad Medical Center campus adjacent to the Health Department's Behavioral Health clinic to increase access to primary care for this population.

Supervised successful submission of NCQA Level 2 certification.

Completed design of the new Family Practice Residency program clinic in Building 400, Floor Three located on the Natividad Medical Center campus.

Improved the scanning functionality of the system and reduced scanning time frames as planned.

Budget Year Goals

Complete facility projects on schedule while maintaining access for patients.

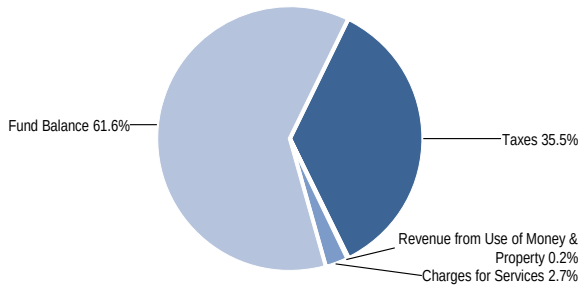
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
14N11	OUTPATIENT SERVICES MANAGER II	2.00
43J04	DEPARTMENTAL INFORMATION SYSTEMS SPECLIST	2.00
80L02	PATIENT SERVICES REPRESENTATIVE II	1.00
Total		5.00

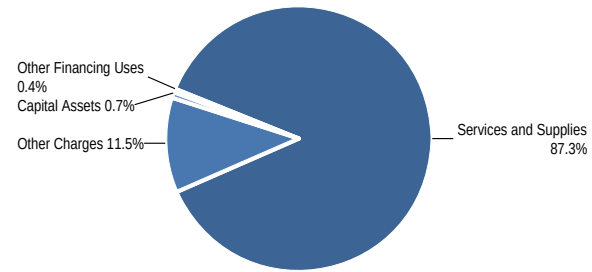
Ambulance Service

(Unit 8108— Fund 092)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Services and Supplies	794,274	3,779,394	1,293,027	3,972,484	3,972,484	193,090
Other Charges	445,062	539,000	449,306	525,000	525,000	(14,000)
Capital Assets	25,178	0	750	32,000	32,000	32,000
Other Financing Uses	0	0	0	19,630	19,630	19,630
Subtotal	\$1,264,513	\$4,318,394	\$1,743,083	\$4,549,114	\$4,549,114	230,720

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Taxes	1,628,829	1,600,000	1,615,575	1,615,000	1,615,000	15,000
Revenue from Use of Money & Property	11,678	4,000	5,700	7,500	7,500	3,500
Charges for Services	62,964	0	17,000	125,000	125,000	125,000
Subtotal	\$1,703,471	\$1,604,000	\$1,638,275	\$1,747,500	\$1,747,500	143,500
Fund Balance	(438,957)	2,714,394	104,808	2,801,614	2,801,614	87,220
Total Source of Funds	\$1,264,514	\$4,318,394	\$1,743,083	\$4,549,114	\$4,549,114	230,720

Unit Description

The Director of Health administers County Service Area (CSA) 74 (Emergency Medical Services System). This CSA was created to finance a countywide paramedic emergency medical services (EMS) program. On March 7, 2000, Monterey County voters approved replacing the former CSA-74 benefit assessment with an equivalent special tax, in compliance with Proposition 218. The special tax is collected and administered by the Emergency Medical Services (EMS) Agency and is used "for the purpose of funding the countywide paramedic EMS system, which will provide advanced life-saving support to victims in response to emergency calls" (Monterey County Measure A, approved by the voters on March 7,

2000). This fund is administered by the Director of Health, but is accounted for in County Service Area 74.

Prior Year Accomplishments

Providee services and support in the following areas of the local EMS system: CSA 74 Administration.

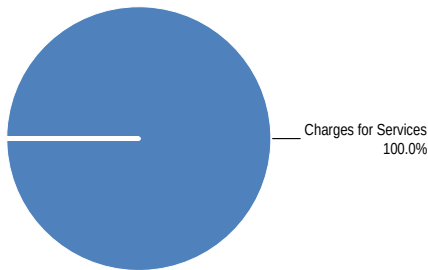
Budget Year Goals

Provide services and support in the following areas of the local EMS system: CSA 74 Administration.

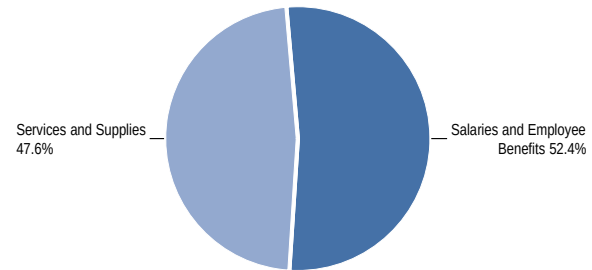
EMS Operating

(Unit 8109— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	551,624	750,405	614,344	761,183	761,183	10,778
Services and Supplies	446,679	804,486	670,336	691,194	691,194	(113,292)
Other Charges	(998,027)	(1,550,891)	(1,279,380)	(1,448,076)	(1,448,076)	102,815
Subtotal	\$276	\$4,000	\$5,300	\$4,301	\$4,301	301

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Charges for Services	5,032	4,000	5,300	4,300	4,300	300
Miscellaneous Revenues	304	0	0	0	0	0
Subtotal	\$5,336	\$4,000	\$5,300	\$4,300	\$4,300	300
General Fund Contributions	(\$5,060)	\$0	\$0	\$1	\$1	1
Total Source of Funds	\$276	\$4,000	\$5,300	\$4,301	\$4,301	301

Unit Description

The Emergency Medical Services (EMS) Operating Unit plans, coordinates and evaluates the countywide EMS System. This includes maintaining countywide advanced life support services, contracting for ambulance and pre-hospital care services, monitoring training, planning for disaster medical response, and coordinating public information and education. In addition, staff administers funds received through the Community Service Area (CSA) 74 Fund 092 and the Uncompensated Care Fund 016.

Prior Year Accomplishments

Completed Request for Qualifications (RFQ) process for a Level II Trauma Center designation. The EMS Agency carried forward the Independent Review Panel's recommendation that Natividad Medical Center (NMC) was the more qualified for achieving the Level II Adult Trauma Center designation. At the Board of Supervisors' approval of recommendation and direction to proceed with NMC, the EMS Agency and NMC started implementation of approved timeline for designation of NMC as the Level II Trauma Center by January 2015.

Improved the existing system for the collection and analysis of EMS System data to monitor ambulance contractor performance and posted graphs and tables on the EMS website for public access using the established Contract Compliance Work Group to review/vet ambulance contract performance.

Contracted with a third party consultant to review current ambulance contract requirements. Findings were presented to Emergency Medical Care Committee (EMCC) and the Board of Supervisors. EMS commenced implementation of the recommendations made and engaged stakeholders in developing longer term plans for accomplishment.

Completed the annual distribution of Community Service Area 74 (CSA-74) funds (\$425,000) to participating First Responder Agencies for training and equipment expenditures.

Provided services and support in the following areas of the local EMS system: CSA 74 Administration, Communications, Public Information and Education, Quality Assurance, System Management and Development, Training, Ambulance Services, EMS Equipment for First Responders, Disaster Planning and Special Projects.

Provided administrative support to the Medical Advisory Committee, EMS Operations Committee, and the Emergency Medical Care Committee (EMCC).

Acted as the lead agency in providing assistance in community trainings and encouraged first responder agency participation in making Monterey County a leader in sudden cardiac arrest survivability.

Participated in community outreach efforts and special events including a hosted 'EMS Day' at the Health Department Administration building during EMS week and participated in disaster preparedness activities.

Developed and implemented first responder agency agreements, similar to our paramedic agreements, with all agencies that are dispatched to EMS calls.

Implemented an Electronic Patient Care Report (ePCR) system for all first responder agencies.

Implement an Electronic Patient Care Report (ePCR) system for all first responder agencies.

Continue to participate in community outreach efforts, special events, and disaster preparedness activities.

Provide services and support in the following areas of the local EMS system: CSA 74 Administration, Communications, Public Information and Education, Quality Assurance, System Management and Development, Monitoring Training, Ambulance Services, EMS Equipment for First Responders, Disaster Planning, and Special Projects.

Provide administrative support to the EMCC and its corresponding sub-committees, the Medical Advisory Committee and EMS Operations Committee.

Participate in the Health Information Exchange pilot program with Natividad Medical Center.

Budget Year Goals

Complete process for NMC Level II Trauma Center designation.

Complete development and implementation of first responder agency agreements, similar to the Agency's paramedic agreement, with all agencies that are dispatched to EMS calls.

Be the lead agency providing assistance in community trainings and encourage first responder agency participation in making Monterey County a leader in sudden cardiac arrest survivability.

Work with EMS stakeholders on long-term recommendations regarding the current ambulance contract and the EMS system.

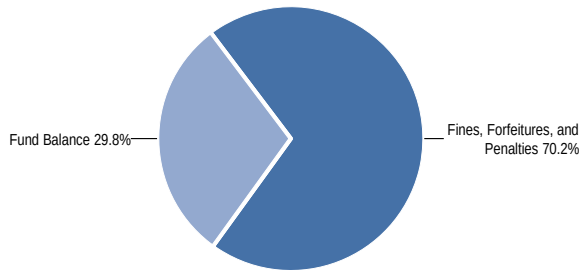
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
12E04	BUREAU CHIEF	1.00
14C31	MANAGEMENT ANALYST III	1.00
16C86	BUSINESS TECHNOLOGY ANALYST I	1.00
50B12	EMERGENCY MEDICAL SERVICES ANALYST	1.00
50K18	HEALTH PROGRAM COORDINATOR	1.00
80A31	SECRETARY	1.00
Total		6.00

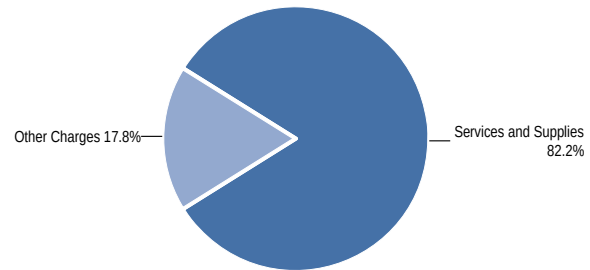
Uncompensated Care

(Unit 8111— Fund 016)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Services and Supplies	856,659	1,255,747	873,975	1,113,175	1,113,175	(142,572)
Other Charges	0	303,000	239,603	240,603	240,603	(62,397)
Subtotal	\$856,659	\$1,558,747	\$1,113,578	\$1,353,778	\$1,353,778	(204,969)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	1,045,339	1,200,000	950,000	950,000	950,000	(250,000)
Revenue from Use of Money & Property	2,624	1,000	1,000	1,000	1,000	0
Miscellaneous Revenues	7,448	0	20,000	0	0	0
Subtotal	\$1,055,411	\$1,201,000	\$971,000	\$951,000	\$951,000	(250,000)
Fund Balance	(198,752)	357,747	142,578	402,778	402,778	45,031
Total Source of Funds	\$856,659	\$1,558,747	\$1,113,578	\$1,353,778	\$1,353,778	(204,969)

Unit Description

Fund 016 was established in 1989 to provide for collection and distribution of fine proceeds authorized by the California State Legislature adopting Senate Bill 612 and 1773. These laws allow counties to levy an assessment of \$4.00 per \$10.00 of fines for specified traffic violations. Pursuant to State Law, the money in the fund is disbursed and utilized in the following manner:

Up to 10% of the proceeds are available to fund the program's administration. The remaining 90% is distributed to physicians and hospitals for patients who do not make payments for emergency medical services and for other emergency medical services as follows: 58% (or 52.2% of total collections) to reimburse physicians for a portion of unreimbursed indigent services/bad debt costs; 25% (or 22.5% of total collections) to reimburse hospitals which provide a disproportionate share of unreimbursed emergency medical care; and 17% (or 15.3% of total collections) to support the

Health Department's Emergency Medical Services Agency activities. The distributions from the fund to hospitals and the Health Department are made during the fiscal year. Distributions of the physician reimbursement are made on a quarterly basis. The balance of the revenue is retained in the fund at year-end for payment in the subsequent fiscal year in accordance with Health and Safety Code Div. 2.5.

Prior Year Accomplishments

Processed a total of approximately 17,661 claims totaling \$1 million for payment.

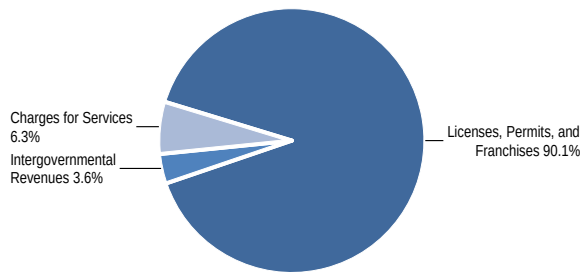
Budget Year Goals

Process a total of approximately 18,200 claims totaling \$1 million for payment.

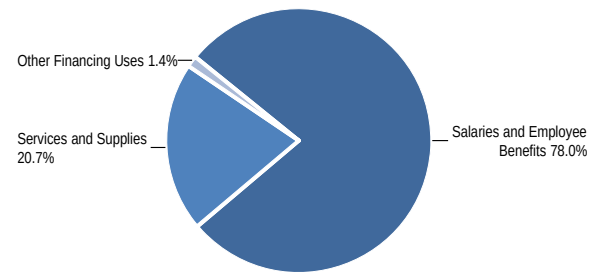
Consumer Health Protection

(Unit 8112— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	1,747,230	1,931,666	1,885,209	1,987,630	1,987,630	55,964
Services and Supplies	300,065	455,255	450,808	526,390	526,390	71,135
Other Charges	(82,957)	(73,000)	(83,000)	(2,047)	(2,047)	70,953
Other Financing Uses	0	0	34,497	34,497	34,497	34,497
Subtotal	\$1,964,337	\$2,313,921	\$2,287,514	\$2,546,470	\$2,546,470	232,549

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Licenses, Permits, and Franchises	2,116,347	2,107,000	2,111,500	2,385,075	2,385,075	278,075
Fines, Forfeitures, and Penalties	0	0	0	1	1	1
Intergovernmental Revenues	80,346	155,000	129,766	95,469	95,469	(59,531)
Charges for Services	179,831	154,000	159,000	168,000	168,000	14,000
Miscellaneous Revenues	(72)	0	0	3	3	3
Other Financing Sources	0	0	0	1	1	1
Subtotal	\$2,376,452	\$2,416,000	\$2,400,266	\$2,648,549	\$2,648,549	232,549
General Fund Contributions	(\$412,115)	(\$102,079)	(\$112,752)	(\$102,079)	(\$102,079)	0
Total Source of Funds	\$1,964,337	\$2,313,921	\$2,287,514	\$2,546,470	\$2,546,470	232,549

Unit Description

Consumer Health Protection Services (CHPS) is responsible for retail food protection and cottage food operations regulation, substandard rental housing inspections, recreational and beach water quality monitoring, public swimming pools and spas inspection, vector control, agricultural field toilet inspections, tobacco licensing inspections, the Childhood Lead Poisoning Prevention Program, and other general health protection activities.

Prior Year Accomplishments

Inspected a large majority of all food facilities under the new Risk Based Inspection regime.

Provided specialized food safety training to over 100 food service employees in both Spanish and English.

Expanded and refined, along with the Food Safety Advisory Council of Monterey, the annual Food Safety Conference in September.

Provided quarterly training to food service employees in food safety through specialized training provided by staff.

Implemented a random statistical sampling of the Agriculture Field Toilets for registered facilities and increased enforcement for unpermitted agricultural field toilets.

Provided cooperative participation at the Big Sur Fire in December by inspecting food and Shelter of Evacuation areas, staffing the Initial Assessment Team and the Multi-Agency Facility.

Budget Year Goals

Expand and refine the annual Food Safety Conference held in September each year.

Continue to work on the nine (9) Food and Drug Administration (FDA) Voluntary National Retail Food Regulatory.

Program Standards. Complete standard two (2) which involves FDA standardization, staff training and education.

Have the appointed CHPS staff complete the standardization process by FDA.

Develop a fee schedule that compiles program elements.

Conduct a sewer spill response training to all of Environmental Health staff.

Provide quarterly training in food safety to food service employees through specialized training provided by staff in both English and Spanish.

Continue to seek out grants that will assist in funding program objectives especially in the food program.

Recommended 2014-15 Positions

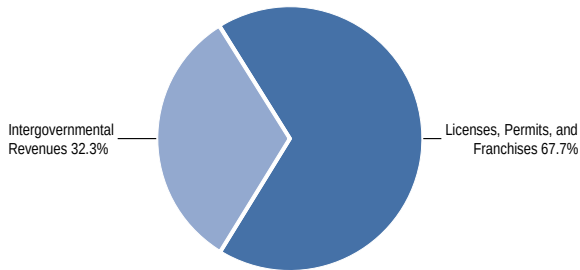
Classification Code	Classification Label	Recommended Budget 2014-2015
30J21	ENVIRONMENTAL HEALTH SPECIALIST II	9.00
30J31	ENVIRONMENTAL HEALTH SPECIALIST III	3.00
30J84	ENVIRONMENTAL HEALTH SPECIALIST IV	2.00
80E21	OFFICE ASSISTANT II	1.00
80E22	OFFICE ASSISTANT III	1.00
80E80	PRINCIPAL OFFICE ASSISTANT	3.00
Total		19.00

Health

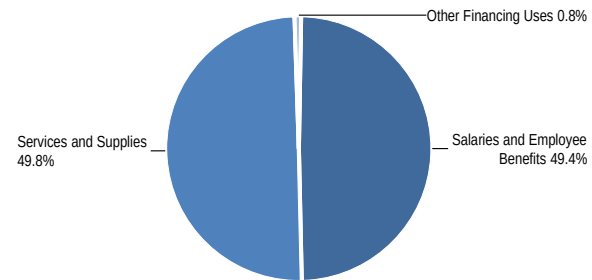
Recycling & Resource Recovery

(Unit 8113— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	159,541	168,473	164,510	225,037	225,037	56,564
Services and Supplies	182,727	266,701	334,841	227,137	227,137	(39,564)
Other Charges	5,000	5,000	5,000	(1,852)	(1,852)	(6,852)
Other Financing Uses	0	0	3,631	3,631	3,631	3,631
Subtotal	\$347,268	\$440,174	\$507,982	\$453,953	\$453,953	13,779

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Licenses, Permits, and Franchises	674,707	402,000	396,734	336,817	336,817	(65,183)
Fines, Forfeitures, and Penalties	0	0	0	1	1	1
Intergovernmental Revenues	27,748	145,000	145,000	161,000	161,000	16,000
Charges for Services	114	0	0	3	3	3
Miscellaneous Revenues	0	0	0	3	3	3
Other Financing Sources	0	0	0	1	1	1
Subtotal	\$702,569	\$547,000	\$541,734	\$497,825	\$497,825	(49,175)
General Fund Contributions	(\$355,301)	(\$106,826)	(\$33,752)	(\$43,872)	(\$43,872)	62,954
Total Source of Funds	\$347,268	\$440,174	\$507,982	\$453,953	\$453,953	13,779

Unit Description

Recycling and Resource Recovery Services (RRRS) is responsible for oversight of the Residential, Business, Multi-family, and Special Events Waste Diversion program; the Green Business Certification program; and the Recycling Public Education program. RRRS facilitates countywide cleanup events, which supports the Solid Waste Management Services' Illegal Dumping and Litter Abatement program to combat illegal dumping. Serves as administrator of the Unified Franchise Agreement for solid waste collection, and the grants that fund program activities.

Prior Year Accomplishments

Completed or coordinated significantly greater than 200% of the target of 90 waste assessments or consultations at commercial facilities with the use of our contracted non-profit organization.

Conducted or facilitated, in collaboration with the franchise hauler, at least 42 public education events in the County to help the County of Monterey to meet State-mandated diversion goals and to prolong landfill life.

Implemented a contract-based model for Oil Recycling Program for public outreach and education with an emphasis on boats, harbors and docks.

Assisted 11 event organizers to develop and implement their own diversion plans to ensure the proper disposal of waste and to maximize recycling of materials used at these events. Overall, these events achieved a 52% diversion rate.

Initiated cross-training of staff within and across Solid Waste and Recycling programs.

Trained new employee in several local and LEA program elements.

Reinitiated annual Cleanup Day and facilitated over 15 clean up events countywide and included enhanced coordination with the reestablished Illegal Dumping and Litter Control Task force.

Certified 2 businesses as "green" under the Monterey Bay Green Business program criteria. Recertified 2 businesses.

Provided outreach and worked on the passage of a Plastic Bag County Ordinance. Responded to statewide developments in appellate case law and probable State preemption of local plastic bag legislation; obtained approval to utilize a streamlined and less-expensive CEQA process while still providing assistance to cities pursuing similar plastic bag bans.

Developed new options to increase recycling in Big Sur via delivery of decentralized recycling infrastructure to visitor/tourist destination locations in the Big Sur area.

Budget Year Goals

Implement the diversion goals of Assembly Bill 341 (effective July 1, 2012) which require every commercial and multi-family facility producing four or more cubic yards of waste to implement an individual recycling program.

Collaborate with the franchise hauler and contracted services, a minimum of 90 waste assessments or consultations at commercial and multi-family facilities in the County.

Conduct, coordinate or contract for a minimum of 40 community education events.

Guide all new businesses applying for certification as "Green" through the certification process under the Monterey Bay Green Business program criteria.

Continue to train future Environmental Health Specialist II staff in Recycling and Resource Recovery duties.

Following passage of a County Ordinance to ban single use plastic bags by retail businesses, continue to conduct public outreach and implement the ordinance.

By the third quarter of FY 2014-15: assess the State's recommendations for tracking compliance the State's solid-waste diversion mandate of 75% diversion by 2020; determine the potential to develop an improved diversion-based performance measure for Monterey County with 'dashboard' graphics tools; and recommend the best solution to achieve this goal.

Work with non-profit organizations to enhance outreach and to increase commercial and multi-family waste assessments.

Plan for and facilitate a Monterey County Cleanup Day event with reestablished Illegal Dumping and Litter Control Task force.

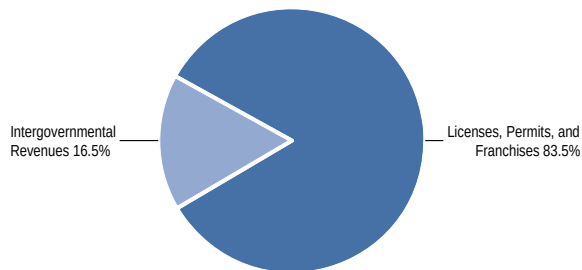
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
30J21	ENVIRONMENTAL HEALTH SPECIALIST II	1.00
30J31	ENVIRONMENTAL HEALTH SPECIALIST III	1.00
80E01	OFFICE ASSISTANT I	1.00
Total		3.00

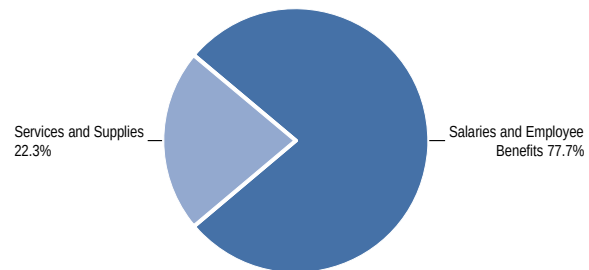
Solid Waste Management

(Unit 8114— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	383,591	528,988	457,471	498,859	498,859	(30,129)
Services and Supplies	35,883	112,005	93,735	142,773	142,773	30,768
Other Charges	(3,471)	(21,100)	(3,000)	(1,851)	(1,851)	19,249
Other Financing Uses	0	0	9,078	1	1	1
Subtotal	\$416,002	\$619,893	\$557,284	\$639,782	\$639,782	19,889

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Licenses, Permits, and Franchises	741,565	782,000	750,000	750,003	750,003	(31,997)
Fines, Forfeitures, and Penalties	0	0	0	1	1	1
Intergovernmental Revenues	148,565	142,000	142,000	148,599	148,599	6,599
Charges for Services	0	0	0	3	3	3
Miscellaneous Revenues	0	0	0	3	3	3
Other Financing Sources	0	0	0	1	1	1
Subtotal	\$890,131	\$924,000	\$892,000	\$898,610	\$898,610	(25,390)
General Fund Contributions	(\$474,128)	(\$304,107)	(\$334,716)	(\$258,828)	(\$258,828)	45,279
Total Source of Funds	\$416,002	\$619,893	\$557,284	\$639,782	\$639,782	19,889

Unit Description

Solid Waste Management Services (SWMS) is designated as CalRecycle's Local Enforcement Agency (LEA) for Monterey County, and is responsible for permitting, ensuring compliance with regulations, and inspecting facilities that handle solid waste, such as open (and closed) landfills, transfer stations, and compost facilities (LEA Facilities). In addition, provides oversight for the Body Art, Medical Waste, Waste Tire Enforcement, Solid Waste Vehicle, Liquid Waste Vehicle, and Vegetable Cull Feeder programs, collectively known as the Local Enforcement Programs.

SWMS is responsible for the local Illegal Dumping and Litter Abatement program, responding to illegal dumping complaints to ensure the timely clean up and proper disposal of abandoned waste.

SWMS also administers State-funded grants that support program activities.

Prior Year Accomplishments

Completed 100% of LEA Facility inspections and over 100% of Local Enforcement Program inspections.

Responded to 21 illegal dumping and other solid waste-related complaints through the first three quarters.

Completed 100% of inspections for Body Art facilities and enforced compliance with more stringent regulations in effect July 1, 2012, per the updated Safe Body Art Act.

Reestablished the Illegal Dumping and Litter Control Task force in April 2014.

Successfully completed State Evaluation of LEA program during April 2014.

Completed data gathering phase for Risk Based Assessment of Medical Waste Facilities.

Budget Year Goals

Complete 100% of LEA Facility inspections and at least 95% of Local Enforcement Program inspections.

Diversify training for recently hired Environmental Health Specialist II staff in additional Solid Waste Management and cross training in Recycling and Resource Recovery duties.

Track, and update executive management on, potential legislative changes that may pre-empt the County's Medical Waste program.

Work with the Office of the County Counsel to reevaluate and identify a new approach to adopt an Illegal Dumping Ordinance and target implementation to begin before the end of the Fiscal Year 2014-15.

Work with the Office of the County Counsel to develop and adopt Landfill Zoning standards for properties adjacent to landfills to comply with the County General Plan.

Respond to all illegal dumping complaints to ensure the timely clean up and proper disposal of abandoned waste.

Guide body art facility owners and operators to ensure compliance with new and updated regulations.

Train program staff as Hazardous Materials Technicians so they can respond to, and investigate, illegal disposal of hazardous materials at regulated solid waste facilities such as landfills and transfer stations.

Provide logistical support and disposal vouchers to facilitate the expansion of agricultural waste tire take-back events in collaboration with local non-profit groups and tire recyclers. Develop a model to provide to other counties for dissemination throughout the State.

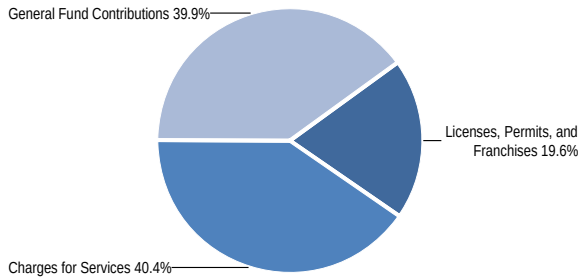
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
30J21	ENVIRONMENTAL HEALTH SPECIALIST II	1.00
30J31	ENVIRONMENTAL HEALTH SPECIALIST III	2.00
30J84	ENVIRONMENTAL HEALTH SPECIALIST IV	1.00
80E22	OFFICE ASSISTANT III	1.00
Total		5.00

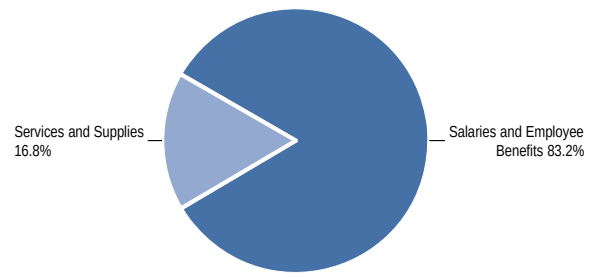
Environmental Health Review

(Unit 8115— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	630,945	657,264	648,234	689,731	689,731	32,467
Services and Supplies	72,560	135,945	116,068	139,631	139,631	3,686
Other Charges	0	0	0	3	3	3
Other Financing Uses	0	0	10,894	1	1	1
Subtotal	\$703,505	\$793,209	\$775,196	\$829,366	\$829,366	36,157

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Licenses, Permits, and Franchises	150,819	125,000	145,400	162,702	162,702	37,702
Fines, Forfeitures, and Penalties	0	0	0	1	1	1
Intergovernmental Revenues	0	0	0	1	1	1
Charges for Services	356,417	337,000	332,500	335,450	335,450	(1,550)
Miscellaneous Revenues	0	0	0	3	3	3
Other Financing Sources	0	0	0	1	1	1
Subtotal	\$507,237	\$462,000	\$477,900	\$498,158	\$498,158	36,158
General Fund Contributions	\$196,268	\$331,209	\$297,296	\$331,208	\$331,208	(1)
Total Source of Funds	\$703,505	\$793,209	\$775,196	\$829,366	\$829,366	36,157

Unit Description

Environmental Health Review Services (EHRS) serves as the liaison between the Environmental Health Bureau (Bureau) and the Resource Management Agency and is responsible for review of land use projects and building permits to ensure conformance with regulations where the Bureau is the oversight agency. Additionally, this program reviews, inspects, and approves onsite wastewater treatment systems and provides annual inspections of sewage treatment and wastewater reclamation facilities.

Submitted comments about, and coordinated with RMA-Building Services to implement, amendment and addition to California Plumbing Code regarding Graywater Systems and Rainwater Catchment Systems.

Processed approximately 150 OWTS permits.

Processed approximately 450 building permits.

Catalog historic planning and subdivision records for archive.

Prior Year Accomplishments

Worked with County staff and County consultants to develop regulations to implement policies set forth in General Plan Update (GPU) 2010 regarding Long Term Sustainable Water Supply and Onsite Wastewater Treatment System (OWTS) criteria.

Budget Year Goals

Work with RMA-Building Services to establish workflow and policy for review and issuance of Rainwater Catchment System permits.

Work with County consultants to develop a Local Agency Management Plan implementing policies of GPU 2010 and the Statewide OWTS policy.

Streamline the graywater permit process to improve the speed and efficiency of permit-related activities, while insuring graywater permits are installed in a manner that protects public health and environmental resources.

Anticipate 175 OWTS permit applications to be processed.

Anticipate 500 building permit applications to be processed.

Catalog and prepare historic sewage treatment and reclamation facilities records for electronic storage.

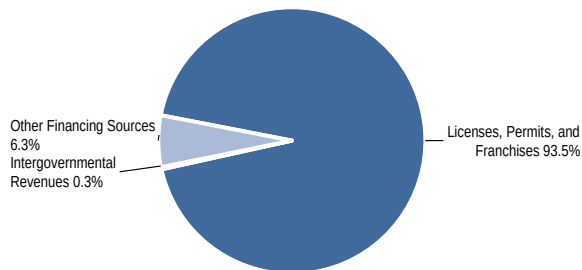
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
30J21	ENVIRONMENTAL HEALTH SPECIALIST II	1.00
30J31	ENVIRONMENTAL HEALTH SPECIALIST III	3.00
30J84	ENVIRONMENTAL HEALTH SPECIALIST IV	1.00
80E22	OFFICE ASSISTANT III	1.00
Total		6.00

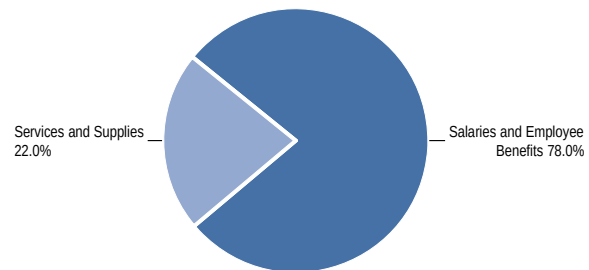
Hazardous Materials Management

(Unit 8116— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	839,360	1,008,207	1,000,466	1,041,211	1,041,211	33,004
Services and Supplies	153,601	251,819	220,464	293,162	293,162	41,343
Other Charges	(21,249)	(16,500)	(33,279)	(44,107)	(44,107)	(27,607)
Capital Assets	44,498	0	0	0	0	0
Other Financing Uses	0	0	16,341	1	1	1
Subtotal	\$1,016,210	\$1,243,526	\$1,203,992	\$1,290,267	\$1,290,267	46,741

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Licenses, Permits, and Franchises	1,539,562	1,675,000	1,576,850	1,800,003	1,800,003	125,003
Fines, Forfeitures, and Penalties	0	0	0	1	1	1
Intergovernmental Revenues	0	33,000	58,234	5,000	5,000	(28,000)
Charges for Services	3,543	3,000	5,000	3	3	(2,997)
Miscellaneous Revenues	8,137	3,500	2,800	2	2	(3,498)
Other Financing Sources	0	20,000	0	120,335	120,335	100,335
Subtotal	\$1,551,242	\$1,734,500	\$1,642,884	\$1,925,344	\$1,925,344	190,844
General Fund Contributions	(\$535,032)	(\$490,974)	(\$438,892)	(\$635,077)	(\$635,077)	(144,103)
Total Source of Funds	\$1,016,210	\$1,243,526	\$1,203,992	\$1,290,267	\$1,290,267	46,741

Unit Description

Hazardous Materials Management Services (HMMS) is designated as the local Certified Unified Program Agency (CUPA) in Monterey County and is responsible for inspecting facilities in the County to verify proper storage, handling and disposal of hazardous materials and hazardous wastes. As the CUPA, HMMS is responsible for permitting and conducting inspections of underground storage tanks and aboveground petroleum storage tanks. Additionally, HMMS provides emergency response 24 hours each day, seven days per week, to oversee hazardous material spill site cleanup activities and to operate the pesticide exposure reporting program.

Prior Year Accomplishments

Provided educational outreach to local businesses that use hazardous materials or generate hazardous waste.

Inspected 100% of underground storage tanks and 100% of facilities that handle hazardous materials or generate hazardous waste.

Conducted environmental compliance workshop for the agricultural industry, and ammonia safety training workshop for industry, regulators, responders and the general public.

Completed submission and acceptance of all required data for underground storage tank facilities utilizing the California's Environmental Reporting System (CERS).

Conducted five (5) training and assistance workshops to the public for the California's Environmental Reporting System.

Provided cooperative first emergency response to the Big Sur Fire in December 2013: Staffed the Initial Assessment Team and Emergency Operations Center; Sampled ashes from 22 structures and composites and reported safety of the ashes to be disposed at the Monterey Regional Waste Management District's lined portion of landfill; Worked with the Department of Toxic Substances Control and Air Board to assess and remove Hazardous Waste Materials.

Budget Year Goals

Encourage and assist businesses to submit required hazardous materials information electronically using the CERS System.

Inspect 100% of underground storage tanks and 100% of facilities that handle hazardous materials or generate hazardous waste.

Train with the Operational Area Hazardous Materials Incident Response Team to ensure efficient, quick, professional, coordinated response to spills and other environmental health threats with agency team members to protect the public health, safety and the environment.

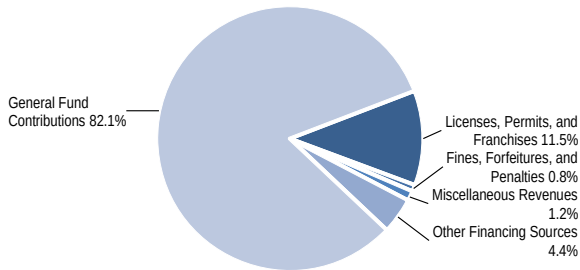
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
30J21	ENVIRONMENTAL HEALTH SPECIALIST II	4.00
30J31	ENVIRONMENTAL HEALTH SPECIALIST III	3.00
30J84	ENVIRONMENTAL HEALTH SPECIALIST IV	1.00
80E22	OFFICE ASSISTANT III	1.00
Total		9.00

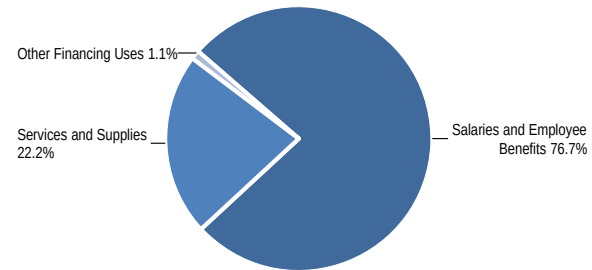
Environmental Health Fiscal/Admin

(Unit 8117— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	1,239,251	1,088,530	1,163,583	1,155,795	1,155,795	67,265
Services and Supplies	906,355	260,825	339,333	334,621	334,621	73,796
Other Charges	0	(7,000)	0	3	3	7,003
Other Financing Uses	0	0	16,341	16,342	16,342	16,342
Subtotal	\$2,145,606	\$1,342,355	\$1,519,257	\$1,506,761	\$1,506,761	164,406

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Licenses, Permits, and Franchises	(139,108)	140,000	192,429	173,433	173,433	33,433
Fines, Forfeitures, and Penalties	57	0	0	12,000	12,000	12,000
Intergovernmental Revenues	0	0	0	1	1	1
Charges for Services	1,214	0	0	3	3	3
Miscellaneous Revenues	3,048	900	84,000	18,000	18,000	17,100
Other Financing Sources	0	0	0	65,998	65,998	65,998
Subtotal	(\$134,789)	\$140,900	\$276,429	\$269,435	\$269,435	128,535
General Fund Contributions	\$2,280,396	\$1,201,455	\$1,242,828	\$1,237,326	\$1,237,326	35,871
Total Source of Funds	\$2,145,606	\$1,342,355	\$1,519,257	\$1,506,761	\$1,506,761	164,406

Unit Description

Environmental Health Fiscal and Administration provides financial and administrative oversight for the Environmental Health Bureau comprised of the Consumer Health Protection, Recycling and Resource Recovery, Solid Waste Management, Environmental Health Review, Hazardous Materials Management, Drinking Water Protection and Animal Services. Services include budget preparation and oversight, billing and collection, procurement and accounts payable, contract and grant management, information management systems and clerical support.

Prior Year Accomplishments

Upgraded the electronic records software (Questys), Animal Services' Chameleon software, and Environmental Health's enterprise database EnvisionConnect software. Completed desk

top computer and software replacements to be Microsoft compliant.

Collaborated with other County departments and cooperative organizations to provide fast, timely and efficient first emergency response and assistance to the public affected by the Big Sur Pfeiffer Ridge Fire in December 2013.

Provided budgetary training to supervisors for efficient fiscal management of their respective programs.

Implemented the Health Department's Performance Measure guidelines to improve efficiency and effectiveness of operations.

Assistant Director Ric Encarnacion was elected the Executive Vice President for the California Environmental Health Association (CEHA), a statewide trade association for Environmental Health

Specialists. A staff member in a position on CEHA's Executive Board enhances the County of Monterey's presence at the state level as active participants in the development of the Environmental Health profession and ideals.

Collaborated with the Health Department Administration and other Bureaus to implement the Health Department's Strategic Plan.

Implemented electronic invoicing and the use of credit cards to accept payments which improved collections on current and overdue fees.

Maintained a quality website for Environmental Health Bureau that provided public information and announcements.

Supported staff professional growth and development by encouraging their participation in leadership and continuing education courses.

Budget Year Goals

Promote accountability and efficiency by developing and enforcing internal policies and procedures.

Acquire the services of a consultant to review and analyze the Environmental Health Bureau's program fees and hourly rate.

Develop a leadership academy to provide training to managers and supervisors that will help them maintain their professional, interpersonal and leadership skills, and continue to support staff's

continuing professional growth and development. Participate with the Environmental Public Health Leadership Institute (EPHLI) to formulate this training.

Explore the feasibility of an electronic field inspection system.

Represent the County at the California Environmental Health Association (CEHA), National Environmental Health Association (NEHA) and the California Conference of Directors of Environmental Health (CCDEH), and to contribute to the development of the Environmental Health profession and ideals.

Evaluate ways to improve efficiency, effectiveness and transparency, and to consider a reorganization of EHB programs and staffing levels for those programs.

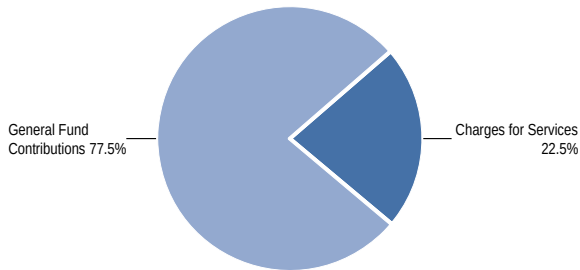
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
12E04	BUREAU CHIEF	1.00
14C31	MANAGEMENT ANALYST III	1.00
14G02	MANAGEMENT ANALYST I	1.00
14K61	ENVIRONMENTAL HEALTH PROGRAM MANAGER	2.00
20B10	ACCOUNTANT I	1.00
20B95	FINANCE MANAGER I	1.00
80E82	SUPERVISING OFFICE ASSISTANT II	1.00
80J22	SENIOR ACCOUNT CLERK	1.00
Total		9.00

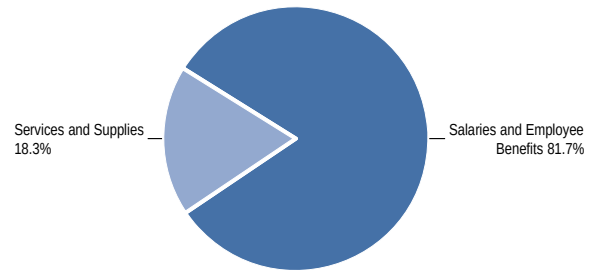
Conservator

(Unit 8118— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	309,821	331,627	408,436	884,397	884,397	552,770
Services and Supplies	206,454	208,485	187,365	234,378	198,538	(9,947)
Subtotal	\$516,275	\$540,112	\$595,801	\$1,118,775	\$1,082,935	542,823

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Revenue from Use of Money & Property	30	200	0	0	0	(200)
Charges for Services	174,567	152,500	162,500	243,756	243,756	91,256
Miscellaneous Revenues	342	0	0	0	0	0
Subtotal	\$174,938	\$152,700	\$162,500	\$243,756	\$243,756	91,056
General Fund Contributions	\$341,337	\$387,412	\$433,301	\$875,019	\$839,179	451,767
Total Source of Funds	\$516,275	\$540,112	\$595,801	\$1,118,775	\$1,082,935	542,823

Unit Description

The Conservator provides services to Monterey County residents who, as a result of manifestations of a severe and persistent mental disorder, are gravely disabled, and are unable to provide self with food, clothing, and shelter and are unwilling or incapable of consenting to treatment voluntarily.

Created procedures and policies for the internal electronic network. All forms are scanned and attached to client's electronic file and are available for viewing/printing by all staff.

All deputy level staff attended mandatory training in September and is in compliance with Probate Code sections 1456.2 and 7605.

Prior Year Accomplishments

Pursuant to Probate Code section 2920 referrals for Probate Conservatorship services were assigned in less than 10 working days of the receipt of the referral packet.

Integrated the Public Administrator and Public Guardian functions, cross training is underway for deputy level staff.

Budget Year Goals

All Deputy level staff will receive training and certification of competence from the California State Association of Public Administrators/Public Guardians/Public Conservators pursuant to Probate Code sections 1456.2 and 7605.

Process referrals for Probate Conservatorship and assign to deputies less than 10 working days of the receipt of the package.

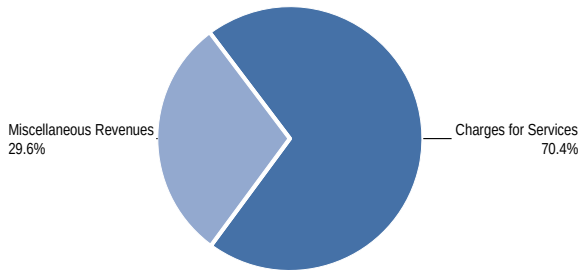
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
14N06	OPERATIONS MANAGER	1.00
20B11	ACCOUNTANT II	1.00
	DEPUTY PUBLIC ADMINISTRATOR/GUARDIAN/ CONSERVATOR II	5.00
34H34		
80E21	OFFICE ASSISTANT II	1.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.00
80J22	SENIOR ACCOUNT CLERK	1.00
	Total	10.00

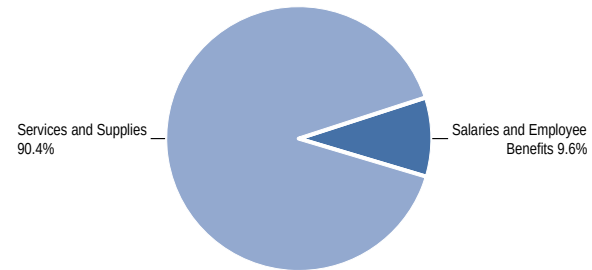
Public Administrator

(Unit 8119— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	146,057	161,612	170,608	12,128	12,128	(149,484)
Services and Supplies	89,597	125,317	124,224	113,825	113,825	(11,492)
Subtotal	\$235,654	\$286,929	\$294,832	\$125,953	\$125,953	(160,976)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Revenue from Use of Money & Property	166	300	0	0	0	(300)
Charges for Services	99,596	110,000	67,500	95,000	95,000	(15,000)
Miscellaneous Revenues	89,158	40,000	47,000	40,000	40,000	0
Subtotal	\$188,921	\$150,300	\$114,500	\$135,000	\$135,000	(15,300)
General Fund Contributions	\$46,734	\$136,629	\$180,332	(\$9,047)	(\$9,047)	(145,676)
Total Source of Funds	\$235,654	\$286,929	\$294,832	\$125,953	\$125,953	(160,976)

Unit Description

The Public Administrator is required by law to take charge of property/assets and administer the estates of individuals who have died without appointing an executor or estate administrator.

Prior Year Accomplishments

Files were extensively researched, appropriate actions taken, and in some instances, closed.

Integrated the Public Administrator and Public Guardian functions, cross training is underway for deputy level staff.

Budget Year Goals

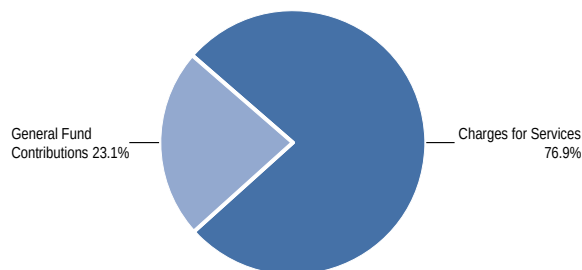
Integrate the Public Administrator and Public Guardian functions, develop and implement policy and procedures, cross train deputy level staff to increase capacity and create efficiencies.

Research and review all old case files and take appropriate Court directed action.

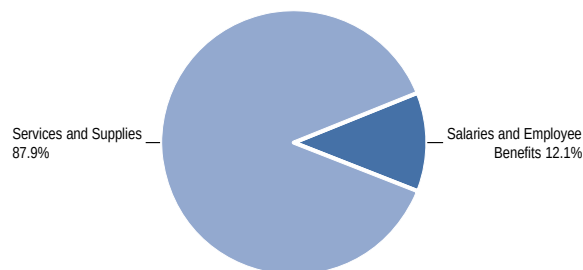
Public Guardian

(Unit 8120— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	322,512	323,087	217,030	22,866	22,866	(300,221)
Services and Supplies	238,069	193,485	249,980	166,615	166,615	(26,870)
Other Charges	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)	0
Subtotal	\$553,081	\$509,072	\$459,510	\$181,981	\$181,981	(327,091)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Revenue from Use of Money & Property	420	1,000	0	0	0	(1,000)
Intergovernmental Revenues	157,635	0	3,037	0	0	0
Charges for Services	145,977	160,000	85,000	140,000	140,000	(20,000)
Subtotal	\$304,032	\$161,000	\$88,037	\$140,000	\$140,000	(21,000)
General Fund Contributions	\$249,050	\$348,072	\$371,473	\$41,981	\$41,981	(306,091)
Total Source of Funds	\$553,081	\$509,072	\$459,510	\$181,981	\$181,981	(327,091)

Unit Description

There are two primary areas represented in this Unit, the Public Representative Payee and the Probate Conservatorship.

The Public Representative Payee manages and/or applies for any Public Entitlement Benefits for disabled Monterey County residents, with no available family or third party assistance, who are unable to manage or apply for benefits on their own behalf and assures access to any health care and social services available.

The Probate Conservatorship acts as court appointed conservator for frail, elderly, and cognitively impaired individuals substantially unable to manage personal or financial affairs or resist fraud or undue influence when there is no family or a qualified third party to act pursuant to Probate code sections 1800 et seq.

Prior Year Accomplishments

Assumed fiscal duties for approximately 100 Representative Payee clients from Behavioral Health.

Commenced negotiations for referral of clients from Community Hospital of the Monterey Peninsula.

Integrated the Public Administrator and Public Guardian functions, cross training is underway for deputy level staff.

Ensured that the percentage of Public Guardian clients who are homeless was less than 1%.

Budget Year Goals

Integrate the Public Administrator and Public Guardian functions, develop and implement policy and procedures, cross train deputy level staff to increase capacity and create efficiencies.

Assume fiscal duties for an additional 100 Representative Payee clients from Behavioral Health.

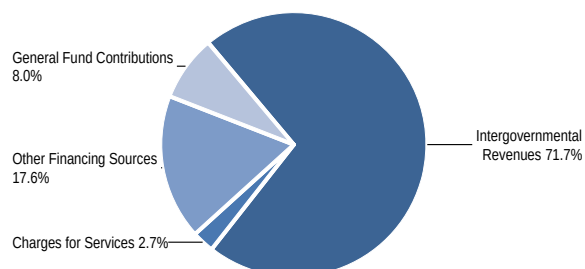
Ensure that the percentage of Public Guardian clients who are homeless is less than 1%.

Complete the Memorandum of Understanding with the Community Hospital of the Monterey Peninsula for client referrals.

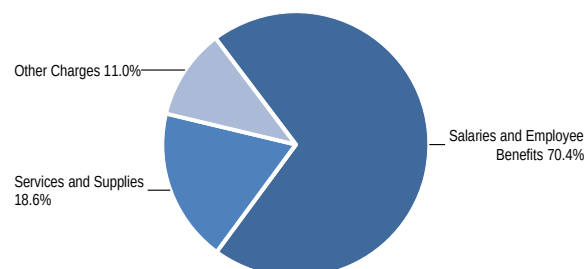
Children's Medical Services

(Unit 8121— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	5,161,543	5,699,810	5,099,378	5,383,630	5,383,630	(316,180)
Services and Supplies	1,270,670	1,204,160	1,208,240	1,425,376	1,425,376	221,216
Other Charges	428,030	970,000	970,000	840,000	840,000	(130,000)
Subtotal	\$6,860,243	\$7,873,970	\$7,277,618	\$7,649,006	\$7,649,006	(224,964)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Intergovernmental Revenues	5,427,975	5,685,811	5,093,964	5,484,010	5,484,010	(201,801)
Charges for Services	205,897	229,000	224,420	205,837	205,837	(23,163)
Miscellaneous Revenues	1,995	0	75	0	0	0
Other Financing Sources	417,603	1,350,000	1,350,000	1,350,000	1,350,000	0
Subtotal	\$6,053,470	\$7,264,811	\$6,668,459	\$7,039,847	\$7,039,847	(224,964)
General Fund Contributions	\$806,774	\$609,159	\$609,159	\$609,159	\$609,159	0
Total Source of Funds	\$6,860,243	\$7,873,970	\$7,277,618	\$7,649,006	\$7,649,006	(224,964)

Unit Description

Children's Medical Services provides services to improve the health status, mitigate morbidity and reduce health disparities by assuring access to quality preventive and specialty medical care for all Monterey County children. California Children's Services (CCS) and the Child Health Disability Prevention (CHDP) Program are State-mandated programs. CCS provides medical care coordination and treatment authorization for eligible children up to age 21. Direct physical and occupational therapy services are provided to children with certain orthopedic and neurological conditions through the CCS Medical Therapy Program. CHDP provides no-cost health assessments and dental screenings for Medi-Cal eligible children up to age 21 and children under 200% of the poverty level up to age 19. CHDP provides training and technical assistance to enrolled providers, and assures children receive follow-up treatment services. CHDP Foster Care nurses work with the Child and Family Services Division of the Department of Social Services and the Probation Department to assure children in foster care have access to appropriate health care services. The Childhood Lead Poisoning Prevention Program

educates medical providers in detecting and preventing lead poisoning in children, improves lead poisoning detection by assuring all at-risk children receive blood lead screening tests, case manages lead-poisoned children to assure screening follow-up, and maintains a system to collect, analyze and disseminate childhood lead poisoning data that is used for program planning, evaluation and epidemiology.

Prior Year Accomplishments

California Children's Services (CCS) converted all client charts containing program and medical eligibility documents into digital format using the Questys digital storage repository. This final phase of CCS automation improved access to information allowing a simultaneous multiuser interface, thus increasing work efficiency and improving responsiveness to our clients, billers, and service providers.

In response to Centers for Disease Control and Prevention (CDC) changes in lead poisoning prevention strategies, the Childhood Lead Poisoning Prevention Program (CLPPP) expanded one on one

educational intervention from 100% of the families of children with blood lead levels (BLL) above 9.4 micrograms per deciliter (mcg/dl) to 100% of those with BLL above 4.4 mcg/dl. Contact with families included a risk assessment, information about sources and effects of lead poisoning, reminders to retest, and an offer of environmental investigation of the home.

Budget Year Goals

In collaboration with Central California Alliance for Health (CCAH) implementation of electronic systems, Child Health and Disability Prevention (CHDP) will receive all available Billing/Screening Forms (PM160s) electronically via the secure eCHDP program and upload in the Questys digital storage repository. This automation will benefit clients, providers and CHDP by improving care coordination timeliness while reducing provider and program costs.

California Children's Services (CCS) and CCAH staff will provide resources and conduct joint training to Monterey County Federally Qualified Health Centers (FQHCs) and Rural Health Centers (RHCs) to increase the number of client referrals routed directly to the responsible agency to reduce service to payment cycle time and increase referral processing efficiency for medical providers, CCAH and CCS.

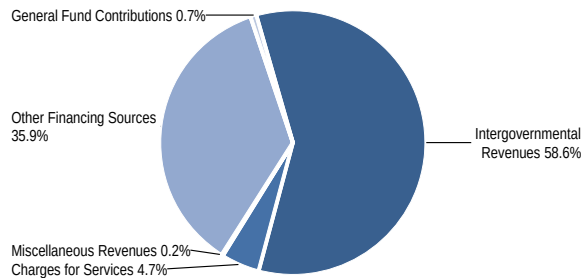
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
14C48	PUBLIC HEALTH PROGRAM MANAGER II	1.00
25G21	CA CHILDRENS SERVICES CASE WORKER II	7.00
25G30	CA CHILDRENS SERVICES CASE WORKER III	1.00
50F23	OCCUPATIONAL THERAPIST-PHYSICALLY HANDICAPPED CHILDREN	4.00
50G23	PHYSICAL THERAPIST-PHYSICALLY HANDICAPPED CHILDREN	5.00
50G25	SENIOR THERAPIST-PHYSICALLY HANDICAPPED CHILDREN	2.00
50G31	SUPERVISING THERAPIST-MED THER PROG	1.00
50J11	CHRONIC DISEASE PREVENTION SPECIALIST II	1.00
50K19	HEALTH EDUCATION ASSISTANT	1.00
50L22	PUBLIC HEALTH NUTRITIONIST II	0.50
52E01	PUBLIC HEALTH LICENSED VOCATIONAL NURSE	1.00
52E22	PUBLIC HEALTH NURSE II	8.00
52E23	PUBLIC HEALTH NURSE III	1.00
52E80	SUPERVISING PUBLIC HEALTH NURSE	2.00
54B12	CONTRACT PHYSICIAN	0.50
60C24	SOCIAL WORKER V	1.00
60P22	COMMUNITY SERVICE AIDE III	2.00
80E21	OFFICE ASSISTANT II	7.00
80E22	OFFICE ASSISTANT III	3.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.00
80E81	SUPERVISING OFFICE ASSISTANT I	1.00
80M02	PATIENT ACCOUNT REPRESENTATIVE II	2.00
Total		53.00

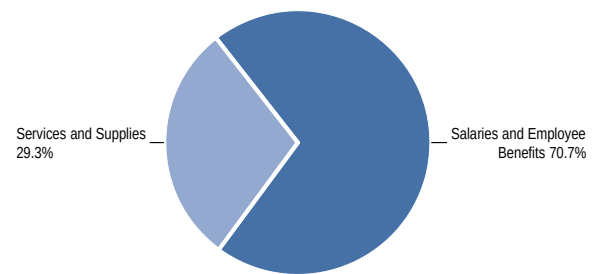
Public Health

(Unit 8124— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	12,089,907	13,240,300	11,244,686	13,074,598	13,014,569	(225,731)
Services and Supplies	4,820,090	5,654,396	6,258,041	5,400,867	5,400,867	(253,529)
Other Charges	(1,552,736)	(1,844,729)	(1,897,110)	(1,976,749)	(1,976,749)	(132,020)
Subtotal	\$15,357,262	\$17,049,967	\$15,605,617	\$16,498,716	\$16,438,687	(611,280)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Licenses, Permits, and Franchises	11,641	10,000	12,000	10,000	10,000	0
Fines, Forfeitures, and Penalties	23,351	15,000	15,000	15,000	15,000	0
Intergovernmental Revenues	10,075,693	10,484,048	10,126,198	9,616,490	9,616,490	(867,558)
Charges for Services	742,661	925,000	906,500	765,853	765,853	(159,147)
Miscellaneous Revenues	20,927	0	30,000	30,000	30,000	30,000
Other Financing Sources	3,864,742	5,500,000	4,400,000	5,885,425	5,885,425	385,425
Subtotal	\$14,739,015	\$16,934,048	\$15,489,698	\$16,322,768	\$16,322,768	(611,280)
General Fund Contributions	\$618,247	\$115,919	\$115,919	\$175,948	\$115,919	0
Total Source of Funds	\$15,357,262	\$17,049,967	\$15,605,617	\$16,498,716	\$16,438,687	(611,280)

Unit Description

Public Health includes the County Health Officer, Communicable Disease Surveillance and Control, Epidemiology, Public Health Laboratory, Public Health Preparedness, Immunization Services, Regional Health Teams, Health Promotion and Chronic Disease Prevention Services, Nutrition Services, Vital Records and Public Health Administration. Public Health monitors injury, disease and death in Monterey County, investigates potential outbreaks and public health threats, and employs control strategies and policy recommendations to prevent future occurrences. The Public Health Laboratory provides critical specimen analyses for public health investigations and environmental health concerns. Public Health also plays a significant role in preparing Monterey County to respond to and recover from natural and manmade disasters. Public Health is also charged with: reducing the community's risk for chronic diseases, and educating individuals and communities about their health. Public Health also identifies health disparities

among certain populations, and works collaboratively with other agencies to achieve health equity for all County residents.

Prior Year Accomplishments

Verified the lab developed molecular assays used to test human samples for H. influenza, Strep pneumonia meningitis and Cyclospora. Partially completed reports for clinical laboratory management and workload analysis.

Implemented automated billing for Public Health Laboratory services.

Partially implemented a web-based portal, allowing Public Health Laboratory clients to order tests and retrieve results online.

Nearly all breastfeeding goals for infants enrolled in the Women, Infants and Children (WIC) program were met. Among six month old infants, 21.3% were exclusively breastfed and 42.6% received

some breastfeeding. Among 12 month old infants, 18.8% were exclusively breastfed and 37.1% received some breastfeeding.

Supported the Tobacco Retail License ordinance adoption efforts by providing technical assistance to the City of Carmel and their ordinance adoption in September 2013.

Supported local efforts to reduce consumption of sugary sweetened beverages and local efforts to adopt policies that sustain healthy behavior by providing technical assistance to Monterey Peninsula Unified School District in revising their School Wellness Policy and adopting Public Health Institute beverage standards.

Instituted a Chronic Disease Self Management program at clinic sites.

Budget Year Goals

Initiate disease control measures within Centers for Disease Control and Prevention and California Department of Public Health recommended timeframes for 80% of selected reportable disease incidents of public health importance, thus limiting the spread of communicable diseases within our communities.

Disseminate health and epidemiologic information to healthcare providers, medical facilities, community based organizations, and the public twice per quarter to assist providers in their clinical decision making process, promote appropriate public health interventions, and empower the public to make important health decisions.

Enhance public health response capability by developing a Public Health Laboratory strategic plan that takes advantage of innovations in laboratory technology, equipment and facilities.

Analyze the feasibility of extending Public Health Laboratory webbased portal access to allow hospitals and clinics to order tests and retrieve results online.

Achieve complete implementation of automated billing for Public Health Laboratory services.

Measure the effectiveness of Public Health Nurse and Dietician case management services by administering a survey to adult clients to assess changes in client status over time.

Increase breastfeeding rates among infants enrolled in the Women, Infants and Children program. Among six month old infants, 21.7% will have exclusive breastfeeding and 42.5% will have any breastfeeding. Among 12 month old infants, 18.5% will have exclusive breastfeeding and 36.5% will have any breastfeeding.

Support local efforts to reduce the risk for pedestrian injury near schools, such as implementation of Assembly Bill 321 which reduces the speed limit to 15 mph in school zones.

Measure the impact of local efforts to reduce the rate of victimization resulting from violent assaults of young people between the ages of 10 and 24 years in Salinas.

Support adoption and implementation of smoke free policies in multi-unit housing to reduce resident and community exposure to second hand smoke.

Support local jurisdiction efforts to explore, adopt and implement Tobacco Retail License Ordinances.

Provide training for Public Health staff that perform Medi-Cal reimbursable services in order to maximize revenue.

Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
12E04	BUREAU CHIEF	1.00
14C30	MANAGEMENT ANALYST II	2.00
14C48	PUBLIC HEALTH PROGRAM MANAGER II	2.00
14C71	ADMINISTRATIVE SERVICES OFFICER	0.00
14C80	PUBLIC HEALTH PROGRAM MANAGER I	1.00
14K44	ASSISTANT BUREAU CHIEF	1.00
20B11	ACCOUNTANT II	3.00
20B12	ACCOUNTANT III	1.00
20B93	FINANCE MANAGER II	1.00
43B02	WATER QUALITY SPECIALIST	1.00
43J04	DEPARTMENTAL INFORMATION SYSTEMS SPECLIST	1.00
50C22	PUBLIC HEALTH MICROBIOLOGIST II	2.00
50C23	SENIOR PUBLIC HEALTH MICROBIOLOGIST	1.00
50C80	DIRECTOR PUBLIC HEALTH LABORATORY	1.00
50C81	PUBLIC HEALTH CHEMIST	1.00
50E21	LABORATORY HELPER	1.00
50E23	LABORATORY ASSISTANT	1.00
50J01	CHRONIC DISEASE PREVENTION SPECIALIST I	28.00
50J11	CHRONIC DISEASE PREVENTION SPECIALIST II	12.00
50J21	CHRONIC DISEASE PREVENTION COORDINATOR	4.50
50K18	HEALTH PROGRAM COORDINATOR	5.00
50K23	SENIOR HEALTH EDUCATOR	3.00
50L22	PUBLIC HEALTH NUTRITIONIST II	5.00
50L80	SUPERVISING PUBLIC HEALTH NUTRITIONIST	4.00
50N11	PUBLIC HEALTH EPIDEMIOLOGIST II	1.00
50N22	SUPERVISING PUBLIC HEALTH EPIDEMIOLOGIST	1.00
52E01	PUBLIC HEALTH LICENSED VOCATIONAL NURSE	10.00
52E22	PUBLIC HEALTH NURSE II	15.00
52E23	PUBLIC HEALTH NURSE III	2.00
52E80	SUPERVISING PUBLIC HEALTH NURSE	5.00
60P22	COMMUNITY SERVICE AIDE III	3.00
60P23	COMMUNITY SERVICE AIDE IV	2.00
80A30	SECRETARIAL ASSISTANT	1.00
80A31	SECRETARY	1.00
80E21	OFFICE ASSISTANT II	1.00
80E22	OFFICE ASSISTANT III	8.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.00
80E93	SUPERVISING VITAL RECORDS SPECIALIST	1.00
80J22	SENIOR ACCOUNT CLERK	1.00
80J30	ACCOUNTING TECHNICIAN	1.00
XXXXX	ALLOCATION TO BE DETERMINED	1.00
Total		137.50

Health Administration

(Unit 8128— Fund 001)

Source of Funds

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Use of Funds

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Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	3,258,809	3,929,955	3,782,384	0	0	(3,929,955)
Services and Supplies	744,762	963,962	766,851	0	0	(963,962)
Other Charges	(3,689,162)	(4,277,917)	(3,942,355)	0	0	4,277,917
Capital Assets	38,665	0	0	0	0	0
Subtotal	\$353,074	\$616,000	\$606,880	\$0	\$0	(616,000)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Charges for Services	68,450	456,000	446,880	0	0	(456,000)
Miscellaneous Revenues	542,506	0	0	0	0	0
Other Financing Sources	160,000	160,000	160,000	0	0	(160,000)
Subtotal	\$770,956	\$616,000	\$606,880	\$0	\$0	(616,000)
General Fund Contributions	(\$417,882)	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$353,074	\$616,000	\$606,880	\$0	\$0	(616,000)

Unit Description

Unit Closed. See Unit 8438.

Budget Year Goals

Unit closed. See Unit 8438.

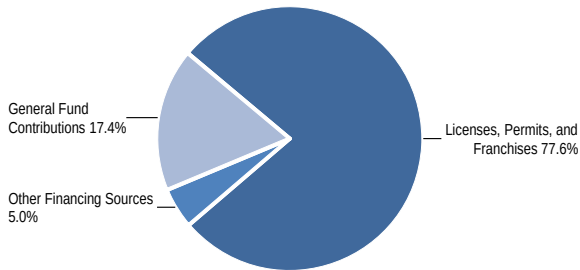
Prior Year Accomplishments

Unit closed. See Unit 8438.

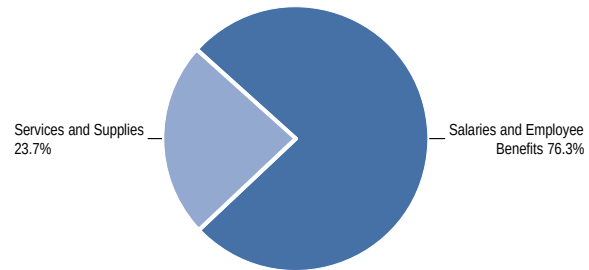
Drinking Water Protection Service

(Unit 8272— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	759,307	992,317	890,446	1,020,772	1,020,772	28,455
Services and Supplies	169,025	280,159	265,817	317,298	317,298	37,139
Other Charges	(8,077)	(10,700)	(8,976)	(8,257)	(8,257)	2,443
Other Financing Uses	0	0	16,341	1	1	1
Subtotal	\$920,256	\$1,261,776	\$1,163,628	\$1,329,814	\$1,329,814	68,038

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Licenses, Permits, and Franchises	988,864	1,018,000	1,004,187	1,032,002	1,032,002	14,002
Fines, Forfeitures, and Penalties	0	0	0	1	1	1
Intergovernmental Revenues	0	0	0	1	1	1
Charges for Services	9,832	12,000	19,000	3	3	(11,997)
Miscellaneous Revenues	195	0	0	2	2	2
Other Financing Sources	0	0	0	66,029	66,029	66,029
Subtotal	\$998,891	\$1,030,000	\$1,023,187	\$1,098,038	\$1,098,038	68,038
General Fund Contributions	(\$78,635)	\$231,776	\$140,441	\$231,776	\$231,776	0
Total Source of Funds	\$920,256	\$1,261,776	\$1,163,628	\$1,329,814	\$1,329,814	68,038

Unit Description

Drinking Water Protection Services (DWPS) is responsible for permitting, inspection and enforcement of over 1,250 water systems in the County. DWPS provides assistance to non-State regulated public and private potable water distribution systems to comply with local, State and Federal regulations, and to resolve water quality and quantity issues; permits all water well construction, repair and destruction activities in the County; operates a cross-connection control program and a water reuse program; and permits and inspects desalination treatment facilities.

Prior Year Accomplishments

Obtained water samples for water quality analysis of 100% of the permitted small drinking water systems.

Provided outreach and training opportunities to water system operators.

Complied with the annual work plan submitted to California Department of Public Health (CDPH).

Participated in cooperation with other county and State agencies at the Big Sur Pfeiffer Ridge Fire in December 2013 by providing Emergency Operations Center (EOC) and Multi-Agency Facility staffing, and by providing no cost water sampling and guidance for issuance of Boil Water Orders.

Obtained Federal Grant funding and entered into the Local Primacy Agency Program (LPA Agreement) with the State CDPH.

Budget Year Goals

Develop the draft Well Ordinance. There have been meetings with stakeholders, and a workshop at both the Planning Commission and the Board of Supervisors. Further meetings are planned in 2014 before the draft is completed.

Provide a half day water system operators workshop in May or June of 2014. We will continue to provide robust technical support to water system contacts and operators.

Implement the LPA Agreement and to comply with all applicable provisions of the Federal Safe Drinking Water Act, the Safe

Drinking Water State Revolving Fund Law of 1997, as well as the Health and Safety Code.

Recommended 2014-15 Positions

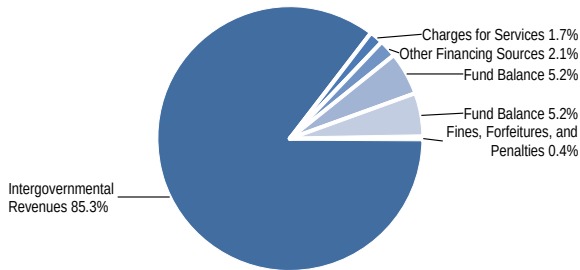
Classification Code	Classification Label	Recommended Budget 2014-2015
30J21	ENVIRONMENTAL HEALTH SPECIALIST II	6.00
30J31	ENVIRONMENTAL HEALTH SPECIALIST III	2.00
30J84	ENVIRONMENTAL HEALTH SPECIALIST IV	1.00
Total		9.00

Health

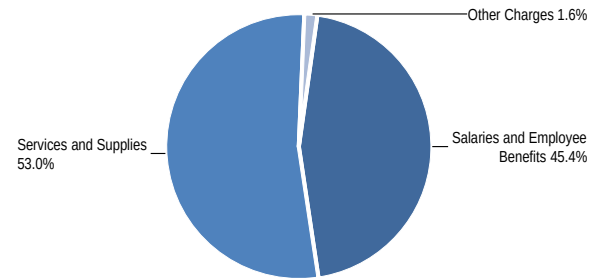
Behavioral Health

(Unit 8410— Fund 023)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	28,072,125	31,527,911	29,608,073	36,403,983	36,403,983	4,876,072
Services and Supplies	31,368,935	39,996,864	37,641,891	42,492,844	42,492,844	2,495,980
Other Charges	760,070	2,110,193	1,184,506	1,260,000	1,260,000	(850,193)
Capital Assets	4,143,589	0	166,960	0	0	0
Subtotal	\$64,344,720	\$73,634,968	\$68,601,430	\$80,156,827	\$80,156,827	6,521,859

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	761,731	311,479	287,739	300,000	300,000	(11,479)
Revenue from Use of Money & Property	33,340	10,684	43,965	70,000	70,000	59,316
Intergovernmental Revenues	77,992,092	70,109,272	60,977,292	72,126,327	72,126,327	2,017,055
Charges for Services	1,536,773	1,390,369	1,108,514	1,412,500	1,412,500	22,131
Miscellaneous Revenues	81,474	0	80,723	0	0	0
Other Financing Sources	5,948,321	1,860,706	1,468,024	1,811,000	1,811,000	(49,706)
Subtotal	\$86,353,732	\$73,682,510	\$63,966,257	\$75,719,827	\$75,719,827	2,037,317
Fund Balance	(22,009,012)	(47,542)	4,635,173	4,437,000	4,437,000	4,484,542
Total Source of Funds	\$64,344,720	\$73,634,968	\$68,601,430	\$80,156,827	\$80,156,827	6,521,859

Unit Description

Pursuant to Welfare and Institutions Code Section 5600, the Behavioral Health Bureau provides a continuum of County operated and community-based substance use disorder and mental health services. The program provides community prevention programs, crisis intervention, inpatient psychiatric services, social rehabilitation, supportive housing, and outpatient services primarily to Monterey County Medi-Cal beneficiaries who meet the State Department of Mental Health's medical necessity criteria. In addition, the program also serves many non Medi-Cal eligible residents who have behavioral health disorders. For instance, the program serves non-Medi-Cal eligible children who meet the Seriously Emotionally Disturbed (SED) definition under the newly created Education-Related Mental Health Services (ERMHS) program. The passage of AB 100 realignment and the restructuring of the State Departments of Mental Health and Alcohol and Drugs have resulted in a significant transition of Behavioral Health Services from the State to counties. The implementation of the

Affordable Care Act and other demands on behavioral health services has resulted in the Bureau developing a strategic plan to meet these new responsibilities.

Behavioral Health Administration provides administrative support to both Mental Health and Alcohol and Drug Programs. This unit includes Quality Management for Medi-Cal and non-Medi-Cal clinical services; budget preparation, management, and monitoring; accounts receivable/payable; Medi-Cal billing; Electronic Health Records (EHR) maintenance; Information Technology support; grants management; contract management; housing projects administration; capital projects development and coordination; workforce education and training coordination; human resources services; purchasing; and executive management.

Prior Year Accomplishments

Opened the Soledad and Gonzalez clinic spaces. In addition, Kinship Center and the YWCA programs expanded their

operations in South County. The King City Behavioral Health clinic will double in size in FY 2014-15.

Trained staff in Evidence Based Practices (EBPs) and the electronic health care record system is now able to track the use of EBPs.

Budget Year Goals

Implement activities outlined in Strategic Plan especially focusing on early intervention, prevention, linkage, gap services, and culturally competent programming.

Develop expanded continuum of Substance Use Disorder services in Monterey County.

Integrate Behavioral Health and Primary Care programs.

Coordinate with CCAH/Beacon in increasing capacity to provide behavioral health services to eligible County residents.

Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
12E04	BUREAU CHIEF	1.00
14C30	MANAGEMENT ANALYST II	4.00
14C31	MANAGEMENT ANALYST III	4.00
14G02	MANAGEMENT ANALYST I	1.00
14K32	BEHAVIORAL HEALTH SERVICES MANAGER I	2.00
14K41	BEHAVIORAL HEALTH SERVICES MANAGER II	11.00
16C87	BUSINESS TECHNOLOGY ANALYST II	1.00
16C93	BUSINESS TECHNOLOGY ANALYST IV	1.00
20B10	ACCOUNTANT I	1.00
20B11	ACCOUNTANT II	1.00
20B12	ACCOUNTANT III	2.00
20B94	FINANCE MANAGER III	1.00
20B95	FINANCE MANAGER I	1.00
43J04	DEPARTMENTAL INFORMATION SYSTEMS SPECIALIST	4.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	4.00

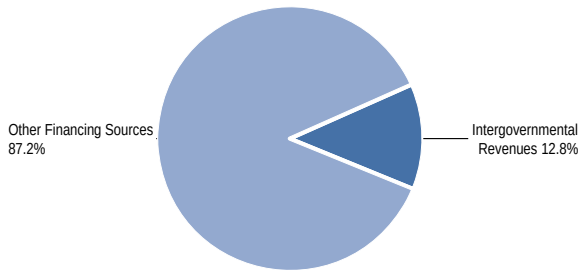
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
	SUPERVISING DEPARTMENTAL INFORMATION	
43J15	SYSTEMS COORDINATOR	1.00
50F20	OCCUPATIONAL THERAPIST	1.00
50J21	CHRONIC DISEASE PREVENTION COORDINATOR	2.00
50U16	BEHAVIORAL HEALTH AIDE	19.05
50U42	MEDICAL ASSISTANT	6.00
52A22	SENIOR CLINIC NURSE	1.00
52E01	PUBLIC HEALTH LICENSED VOCATIONAL NURSE	1.00
52E22	PUBLIC HEALTH NURSE II	1.00
54B12	CONTRACT PHYSICIAN	12.04
54B23	PSYCHIATRIST	3.00
54C02	PHYSICIAN ASSISTANT II	1.00
60A21	CLINICAL PSYCHOLOGIST	12.50
60B21	PSYCHIATRIC SOCIAL WORKER II	131.30
60B23	BEHAVIORAL HEALTH UNIT SUPERVISOR	21.00
60B25	SENIOR PSYCHIATRIC SOCIAL WORKER	12.00
60B26	CRISIS INTERVENTION SPECIALIST II	4.00
60C22	SOCIAL WORKER III	27.40
60I10	DEPUTY DIRECTOR BEHAVIORAL HEALTH	2.00
60L01	PATIENT RIGHTS ADVOCATE	1.00
60M11	ALCOHOL & DRUG COUNSELOR II	3.00
60V11	BEHAVIORAL HEALTH GROUP COUNSELOR II	2.00
80A32	SENIOR SECRETARY	2.00
80E21	OFFICE ASSISTANT II	3.00
80J22	SENIOR ACCOUNT CLERK	1.00
80J30	ACCOUNTING TECHNICIAN	2.00
80L02	PATIENT SERVICES REPRESENTATIVE II	14.00
80L03	SENIOR PATIENT SERVICES REPRESENTATIVE	1.00
80L04	SUPERVISING PATIENT SERVICES REPRESENTATIVE	3.00
80M02	PATIENT ACCOUNT REPRESENTATIVE II	5.00
80M04	SUPERVISING PATIENT ACCOUNT REPRESENTATIVE	1.00
Total		335.29

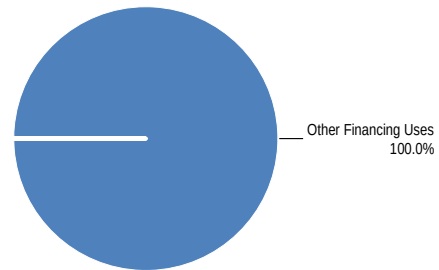
Health Realignment

(Unit 8424— Fund 025)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Other Financing Uses	11,500,000	12,450,000	11,940,000	8,230,000	10,672,493	(1,777,507)
Subtotal	\$11,500,000	\$12,450,000	\$11,940,000	\$8,230,000	\$10,672,493	(1,777,507)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Intergovernmental Revenues	2,609,952	10,132,030	6,857,613	1,370,561	1,370,561	(8,761,469)
Other Financing Sources	10,670,391	3,367,970	5,877,256	6,841,334	9,301,932	5,933,962
Subtotal	\$13,280,343	\$13,500,000	\$12,734,869	\$8,211,895	\$10,672,493	(2,827,507)
Fund Balance	(1,780,343)	(1,050,000)	(794,869)	18,104	0	1,050,000
Total Source of Funds	\$11,500,000	\$12,450,000	\$11,940,000	\$8,229,999	\$10,672,493	(1,777,507)

Unit Description

The Health & Welfare Realignment Fund 025 was established in FY 2012-13 to comply with new 1991 realignment accounting and funding methodologies adopted by the State. Fund 025 will serve as the repository and appropriation unit for realignment funds.

Total expenditures are \$10,672,493 categorized as follows: \$500,000 for debt service for the Health Building, \$750,000 for Clinics' tuberculosis programs, \$160,000 for Sexual Assault Response Team (SART), \$489,318 for Policy Evaluation and

Planning Unit (PEP), \$5.2 million for Public Health, and \$3,573,175 for inmate medical care.

Prior Year Accomplishments

This unit serves a specifically designed financial purpose, therefore no accomplishments are required.

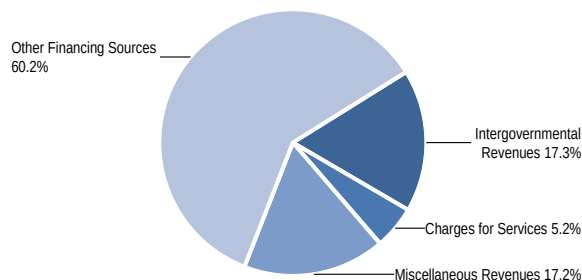
Budget Year Goals

This unit serves a specifically designed financial purpose, therefore no goals are required.

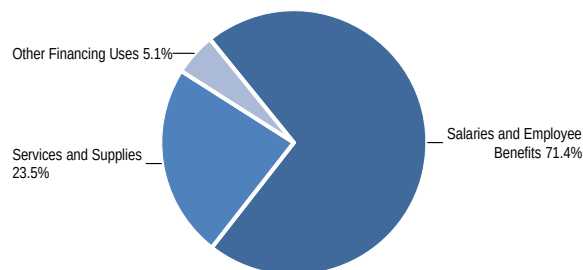
Health Dept. Administration

(Unit 8438— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	0	0	0	4,236,842	4,236,842	4,236,842
Services and Supplies	0	0	0	1,394,764	1,394,764	1,394,764
Other Charges	0	0	0	(4,217,503)	(4,217,503)	(4,217,503)
Other Financing Uses	0	0	0	304,510	304,510	304,510
Subtotal	\$0	\$0	\$0	\$1,718,613	\$1,718,613	1,718,613

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Intergovernmental Revenues	0	0	0	297,574	297,574	297,574
Charges for Services	0	0	0	90,175	90,175	90,175
Miscellaneous Revenues	0	0	0	296,119	296,119	296,119
Other Financing Sources	0	0	0	1,034,745	1,034,745	1,034,745
Subtotal	\$0	\$0	\$0	\$1,718,613	\$1,718,613	1,718,613
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$0	\$0	\$0	\$1,718,613	\$1,718,613	1,718,613

Unit Description

Health Department Administration provides operating units with infrastructure and support services. Services provided include department-wide administration, budget and accounting oversight, human resources services, management information systems support, program evaluation and data analyses for health policy and program development and monitoring, management of public health accreditation processes, and facilities management. Bureaus and budget units served include: Animal Services, Clinic Services, Emergency Medical Services, Environmental Health, Behavioral Health, Public Guardian/Administrator, and Public Health.

Prior Year Accomplishments

Completed 80% of routine maintenance requests within five days utilizing the online work order system that captures comprehensive reporting.

Supported full occupation and utilization of the Integrated Health Care Services facility in Marina by Behavioral Health, Clinics Services, and two community based organizations' staff to provide behavioral health and primary care services.

Supported establishment of a Behavioral Health clinic site in the City of Gonzales based on needs assessment results indicating lack of behavioral health services for youth and young adults. Clinic is in operation two days a week and will expand hours based on need and availability of resources.

Assisted Behavioral Health with lease negotiations for additional space in King City in an effort to expand services to South County residents. Lease negotiations are expected to be finalized before end of current fiscal year.

Supported Clinic Services with plans to renovate and expand the Seaside Health Center in partnership with the Community Hospital of the Monterey Peninsula. Construction is scheduled to commence next fiscal year doubling current capacity to provide

primary and mental health services to the community of Seaside and neighboring cities.

Worked with Natividad Medical Center on design plans and award of construction contract for expansion of Family Practice Clinic services in Building 400 on the Natividad Medical Center campus. Construction is scheduled to be completed by December 2014.

Made all Health Department lease agreements and facility records accessible in a shared location to appropriate Health Department Managers and Site Coordinators.

The majority of the Health Department technology systems met the 99.99% uptime standard.

Supported the Public Health Bureau in the upgrade of their Chemistry Laboratory Information Management System.

Expanded data exchange and sharing through medical records systems with community based Health Information Exchanges, and orders/results interfaces with laboratory and radiology systems.

Completed Meaningful Use measures requiring local health agencies to electronically accept health surveillance data.

Reduced the vacancy rate to an average of 15%.

Achieved approximately 80% of annual performance evaluations in a timely manner.

Temporarily accommodated 80% of employees with industrial injuries, either in the employee's current position or with other work.

Achieved an average customer satisfaction rating of 3.5 or higher based on surveys completed through the electronic work order system.

Developed opportunities for aligning Health Department programs with Strategic Plan Initiatives and summarized opportunities in action plan matrix.

Developed four accreditation training modules for staff.

Provided Health in All Policies (HiAP) training to over 1,300 city and county elected officials and key staff and partner organizations' personnel.

Budget Year Goals

Complete 80% of routine maintenance requests within five days utilizing the online work order system that captures comprehensive reporting.

Participate in the customization of a new online work order system for facility, information technology and human resources requests in partnership with County Information Technology Department.

Support Behavioral Health and Clinic Services efforts to establish additional/replacement facilities to assure continued provision of critical services.

Maintain 99.99% uptime on department technology systems.

Continue efforts to expand data exchange and sharing through medical records systems with community based Health Information Exchanges, and orders/results interfaces with laboratory and radiology systems.

Reduce the vacancy rate to an average of 10%.

Prepare 90% of annual performance evaluations in a timely manner.

Temporarily accommodate 80% of employees with industrial injuries, either in the employee's current position or with other work.

Develop opportunities for aligning Health Department programs with Strategic Plan Initiatives.

Develop accreditation training modules for staff.

Provide Health in All Policies training to city and county elected officials and key staff.

Achieve an average customer satisfaction rating of 3.5 or higher based on surveys completed through the electronic work order system.

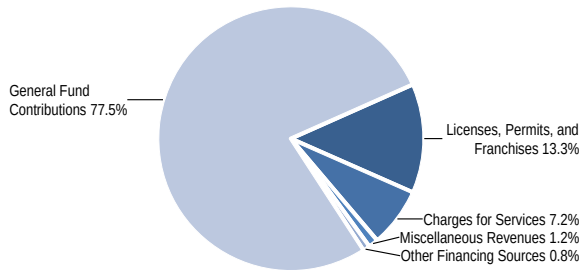
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
11A09	DIRECTOR HEALTH SERVICES	1.00
12E04	BUREAU CHIEF	1.00
14B21	ASSOCIATE PERSONNEL ANALYST	2.00
14B32	SENIOR PERSONNEL ANALYST	1.00
14B66	DEPARTMENTAL HR MANAGER	1.00
14C30	MANAGEMENT ANALYST II	2.00
14C31	MANAGEMENT ANALYST III	2.00
14C48	PUBLIC HEALTH PROGRAM MANAGER II	1.00
14G02	MANAGEMENT ANALYST I	2.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	4.00
14N06	OPERATIONS MANAGER	1.00
16C87	BUSINESS TECHNOLOGY ANALYST II	2.00
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	1.00
20B95	FINANCE MANAGER I	1.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00
50J11	CHRONIC DISEASE PREVENTION SPECIALIST II	1.00
50J21	CHRONIC DISEASE PREVENTION COORDINATOR	2.00
50N11	PUBLIC HEALTH EPIDEMIOLOGIST II	1.00
52A97	NURSE PRACTITIONER II	1.00
72A23	BUILDING MAINTENANCE WORKER	2.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00
80E22	OFFICE ASSISTANT III	1.00
80J22	SENIOR ACCOUNT CLERK	1.00
80J30	ACCOUNTING TECHNICIAN	2.00
Total		36.00

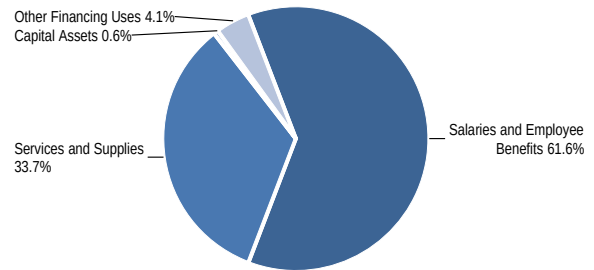
Animal Services

(Unit 8442— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	0	0	0	1,107,145	1,107,145	1,107,145
Services and Supplies	0	0	0	605,249	605,249	605,249
Capital Assets	0	0	0	10,000	10,000	10,000
Other Financing Uses	0	0	0	73,886	73,886	73,886
Subtotal	\$0	\$0	\$0	\$1,796,280	\$1,796,280	1,796,280

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Licenses, Permits, and Franchises	0	0	0	238,500	238,500	238,500
Charges for Services	0	0	0	129,600	129,600	129,600
Miscellaneous Revenues	0	0	0	21,000	21,000	21,000
Other Financing Sources	0	0	0	15,000	15,000	15,000
Subtotal	\$0	\$0	\$0	\$404,100	\$404,100	404,100
General Fund Contributions	\$0	\$0	\$0	\$1,392,180	\$1,392,180	1,392,180
Total Source of Funds	\$0	\$0	\$0	\$1,796,280	\$1,796,280	1,796,280

Unit Description

Animal Services protects, promotes and enhances the health, safety and quality of life for companion animals as well as for the people of Monterey County. Animal Services provides field response for dangerous animals, licensing, spay and neuter services and shelter for approximately 4,000-4,500 animals annually, which largely consist of animals coming in as stray, roaming animals.

Prior Year Accomplishments

Impounded about 960 animals and issued 160 citations. This reduction is due to Officers no longer picking up healthy stray animals, a non-mandated service. Officers continue to pick animals that may pose a threat to health.

Performed approximately 343 surgeries in the Animal Services Clinic. Surgeries are down from the previous total of 752 due to several staffing issues.

Decreased the euthanasia rate by 19.5%.

Drafted a standardized protocol manual for all program procedures and job training for all staff positions.

Developed a system to track dog licensing compliance. This tracking will help to ensure Animal Services collects revenue commensurate with the number of potentially licensable dogs within the Animal Services jurisdiction.

Secured a grant, in collaboration with the City of Salinas, for a pilot program called Community Cats.

Outsourced the printing and mailing of animal licenses. This change improved the efficiency of the billing process, decreased the net cost compared to that of previous billing methods, and freed up staff time

Budget Year Goals

Finalize the protocols for all operations and staff training.

Develop programs that help to assure live outcomes for all animals.

Work with the City of Salinas in the implementation of the Community Cats pilot program.

Collaborate with the City of Salinas to develop a joint Volunteer Recruitment Program.

Develop and implement a new process to allow online license purchases and automatic renewal emails to increase efficiency and agency interaction with the public.

Recommended 2014-15 Positions

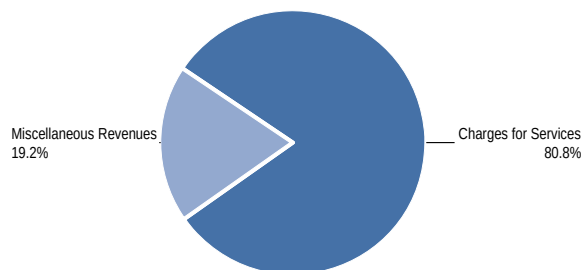
Classification Code	Classification Label	Recommended Budget 2014-2015
14N06	OPERATIONS MANAGER	1.00
34C01	ANIMAL CONTROL OFFICER	2.00
34C02	SENIOR ANIMAL CONTROL OFFICER	1.00
50M21	REGISTERED VETERINARY TECHNICIAN	0.75
70B01	ANIMAL CARE TECHNICIAN I	0.50
70B03	ANIMAL CARE TECHNICIAN II	4.00
70B04	SENIOR ANIMAL CARE TECHNICIAN	1.00
80E21	OFFICE ASSISTANT II	2.00
80E22	OFFICE ASSISTANT III	1.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.00
Total		14.25

Bienestar Clinic

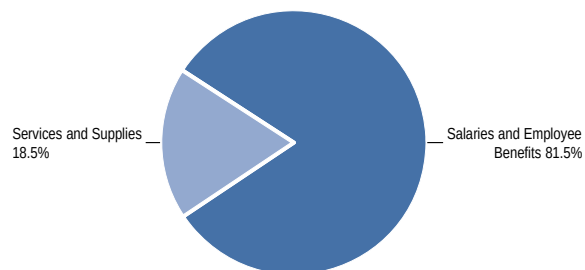
(Unit 8446— Fund 001)

Health

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	0	0	0	151,156	151,156	151,156
Services and Supplies	0	0	0	34,422	34,422	34,422
Subtotal	\$0	\$0	\$0	\$185,578	\$185,578	185,578

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Charges for Services	0	0	0	225,989	225,989	225,989
Miscellaneous Revenues	0	0	0	53,736	53,736	53,736
Subtotal	\$0	\$0	\$0	\$279,725	\$279,725	279,725
General Fund Contributions	\$0	\$0	\$0	(\$94,147)	(\$94,147)	(94,147)
Total Source of Funds	\$0	\$0	\$0	\$185,578	\$185,578	185,578

Unit Description

Bienestar Clinic of Clinic Services provides primary care services to Seriously Mentally Ill (SMI) patients. The clinic is located in Building 400, Floor two of the Natividad Medical Center campus and is funded by a Substance Abuse and Mental Health Services Administration (SAMHSA) Grant.

Prior Year Accomplishments

Visit counts are estimated at 425 visits.

Opened the Clinic in Spring 2013 and established a regular patient base.

Budget Year Goals

The budget year visit count goal is 1,400 visits.

Become sustainable by achieving full FQHC satellite status and increase patient visit counts

Coordinate with Behavioral Health Bureau staff to ensure all SMI patients' primary care needs are being met.

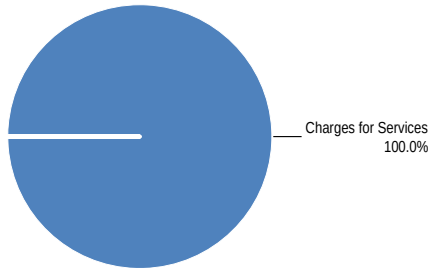
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
50U42	MEDICAL ASSISTANT	1.00
54C02	PHYSICIAN ASSISTANT II	1.00
Total		2.00

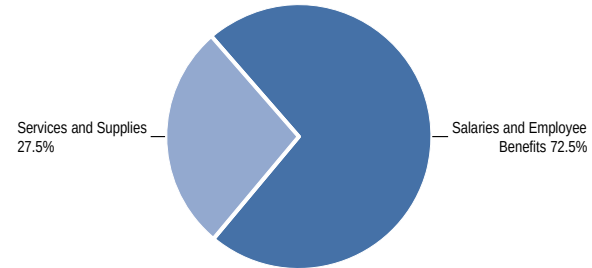
Marina Integrative Clinic

(Unit 8447— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	0	0	0	152,859	152,859	152,859
Services and Supplies	0	0	0	58,119	58,119	58,119
Subtotal	\$0	\$0	\$0	\$210,978	\$210,978	210,978

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Charges for Services	0	0	0	237,551	237,551	237,551
Subtotal	\$0	\$0	\$0	\$237,551	\$237,551	237,551
General Fund Contributions	\$0	\$0	\$0	(\$26,573)	(\$26,573)	(26,573)
Total Source of Funds	\$0	\$0	\$0	\$210,978	\$210,978	210,978

Unit Description

The Marina Integrated Care Primary Care Clinic is scheduled to open in Fall 2014. It is equipped with four exam rooms and is co-located with a Behavioral Health clinic in Marina. The clinic provides comprehensive primary care services to Seriously Mentally Ill patients and serves as an overflow clinic of Seaside and Marina Clinics of the Health Department.

Open the clinic for patients and establish regular patient populations.

Implement a team care plan coordinated with Behavioral Health for the shared patient population.

Prior Year Accomplishments

Completed construction and equipment ordering.

Budget Year Goals

Visit goals for FY 2014-15 are 1,400 visits.

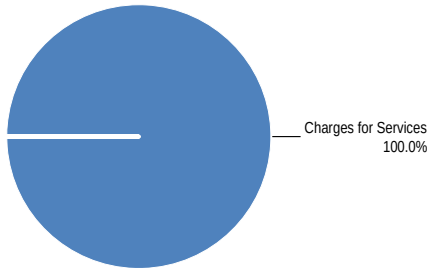
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
50U42	MEDICAL ASSISTANT	1.00
54C02	PHYSICIAN ASSISTANT II	0.50
Total		1.50

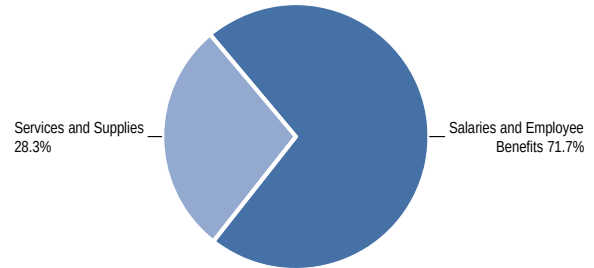
Bridge to Care Clinic

(Unit 8448— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	0	0	0	349,194	349,194	349,194
Services and Supplies	0	0	0	137,729	137,729	137,729
Subtotal	\$0	\$0	\$0	\$486,923	\$486,923	486,923

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Charges for Services	0	0	0	799,688	799,688	799,688
Subtotal	\$0	\$0	\$0	\$799,688	\$799,688	799,688
General Fund Contributions	\$0	\$0	\$0	(\$312,765)	(\$312,765)	(312,765)
Total Source of Funds	\$0	\$0	\$0	\$486,923	\$486,923	486,923

Unit Description

Bridge to Care Clinic is an expansion clinic from Laurel Family Practice Residency program and is scheduled to open no later than Spring 2015. Its emphasis is to provide continuity of care for hospital and emergency room discharged patients. It will serve walk-in clients to divert excessive emergency room utilization and connect patients with providers at the clinic for future primary care needs.

Connect 1,000 patients to primary care clinics and providers.

Assist patients with third party payor eligibility (Medi-Cal, Covered California and other state programs).

Prior Year Accomplishments

Completed the design phase of the clinic.

Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
50U42	MEDICAL ASSISTANT	4.00
54B12	CONTRACT PHYSICIAN	2.00
54C02	PHYSICIAN ASSISTANT II	1.00
Total		7.00

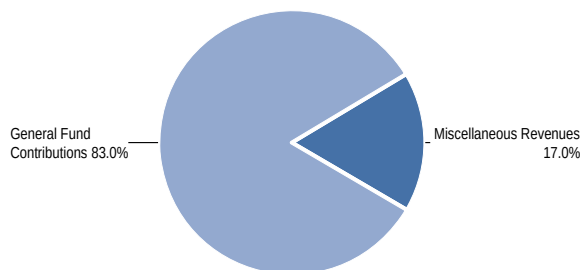
Budget Year Goals

Visit goals for FY 2014-15 are 5,200 visits.

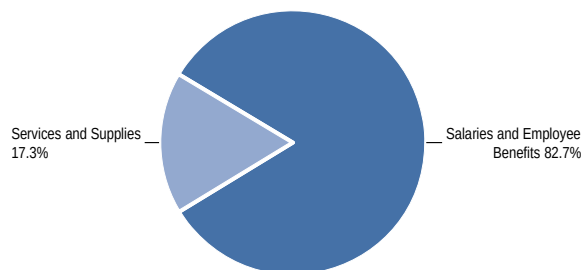
Quality Assurance Team

(Unit 8449— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	0	0	0	617,203	617,203	617,203
Services and Supplies	0	0	0	129,402	129,402	129,402
Subtotal	\$0	\$0	\$0	\$746,605	\$746,605	746,605

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Miscellaneous Revenues	0	0	0	127,264	127,264	127,264
Subtotal	\$0	\$0	\$0	\$127,264	\$127,264	127,264
General Fund Contributions	\$0	\$0	\$0	\$619,341	\$619,341	619,341
Total Source of Funds	\$0	\$0	\$0	\$746,605	\$746,605	746,605

Unit Description

Quality Improvement (QI) Team is a newly created unit to centralize quality improvement efforts in the Bureau by conducting quality monitoring, medical record requests, and implementing policies and procedures and staff training. The unit will develop and implement standards for medical record documentations and data entry into Bureau's Electronic Medical Record system. It also provides Information Technology support/maintenance of the electronic medical record and database functions.

Increase care-based incentives for all clinics by 3%.

Create and implement a random sample chart audit protocol that evaluates documentation and coding for visits.

Prior Year Accomplishments

Quality Improvement (QI) Team is a newly created unit and therefore has no Prior Year Accomplishments.

Budget Year Goals

Complete Stage Two Meaningful Use applications for all eligible providers.

Recommended 2014-15 Positions

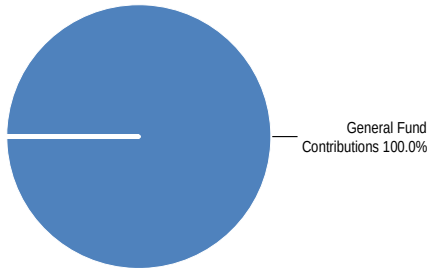
Classification Code	Classification Label	Recommended Budget 2014-2015
43J04	DEPARTMENTAL INFORMATION SYSTEMS SPECLIST	1.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	1.00
52A22	SENIOR CLINIC NURSE	1.00
54B13	CLINIC SERVICES MEDICAL DIRECTOR	1.00
XXXXX	ALLOCATION TO BE DETERMINED	1.00
Total		6.00

Customer Service Center

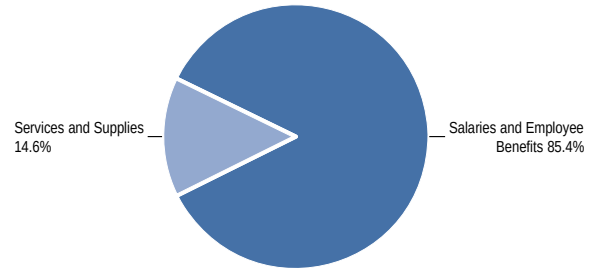
(Unit 8450— Fund 001)

Health

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	0	0	0	739,519	739,519	739,519
Services and Supplies	0	0	0	126,244	126,244	126,244
Subtotal	\$0	\$0	\$0	\$865,763	\$865,763	865,763

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$0	\$0	\$0	\$865,763	\$865,763	865,763
Total Source of Funds	\$0	\$0	\$0	\$865,763	\$865,763	865,763

Unit Description

The Customer Service Center of Clinic Services is the first contact point for Clinic Services patients. The unit schedules appointments, answers questions and documents any information requests. It provides dedicated customer focused services to all clinics and Clinic Services customers.

Prior Year Accomplishments

Implemented standard protocols in handling customer contacts and created uniform appointment templates.

Budget Year Goals

Reduce the number of dropped calls by 5%.

Assimilate new clinics into the customer service center operation.

Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
80K20	CLINIC OFFICE SUPERVISOR	1.00
80L02	PATIENT SERVICES REPRESENTATIVE II	9.00
Total		10.00



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Social Services

The Department of Social Services (DSS) budgetary structure is divided into four structural components: Social Services Operations and Administration, Entitlement Programs, Other Community Programs, and Military and Veterans' Affairs Office. The structure is configured to reflect funding processes.

The Department itself is organized around components of community services and program alignments and is made up of six operating branches: 1) The Director's Office leads the organization and includes the Area Agency on Aging and the Community Action Partnership; 2) Administrative Services which represents finances, procurement, information systems support, facilities management, fleet, mail, and records retention; 3) Adult and CalWORKs Employment Services which handles welfare-to-work employment services, administers the In-Home Supportive Services (IHSS) program, and Adult Protective Services; 4) Community Benefits provides eligibility services for Medi-Cal, CalFresh (formerly known as Food Stamps), CalWORKs, and General Assistance; 5) Family and Children Services provides child abuse prevention and intervention services including child abuse and neglect investigations, foster care, adoptions and independent living skills services; 6) Human Resources functions are a shared responsibility with the County's Central Human Resources Department; 7) Military and Veterans Affairs Office is co-managed with the County Administration Office and assists veterans and their families with Veterans' Administration claims and other related veterans services.

STRATEGIC INITIATIVES: The Board of Supervisors' Strategic Initiatives are supported as follows:

HEALTH AND HUMAN SERVICES STRATEGIC INITIATIVE: Improve health and quality of life through County supported policies, programs, and services; promoting access to equitable opportunities for healthy choices and health environments in collaboration with communities. Examples are participation in implementing ViaCare, a Low Income Health Plan and the Affordable Care Act; aging programs; In-Home Supportive Services; CalFresh; and Medi-Cal Supplemental Security Income (SSI) Advocacy and Veterans' Benefits advocacy.

PUBLIC SAFETY INITIATIVE: Reduce violent crime and homicides, create a safe environment for people to achieve their potential, leading businesses and communities to thrive and grow. Examples are working collaboratively with the County's Gang Prevention Initiative, and regional initiatives such as Community Alliance for Safety and Peace, Four Cities for Peace and the Seaside Blue Ribbon Panel; participation with the Community Corrections Partnership; supporting Medi-Cal eligibility efforts for inmates and individuals on probation; Child Welfare Services; and Adult Protective Services.

ECONOMIC DEVELOPMENT INITIATIVE: Through collaboration, strengthen economic development to ensure a diversified and healthy economy. Examples are funds invested into the CalWORKs recipient wage subsidy program to economically assist families and businesses in training and jobs and the impact of Federal stabilization resources, such as CalFresh (Food Stamps) for families and benefitting businesses-approximately \$85 million in FY 2013-14.

ADMINISTRATION INITIATIVE: Promote an organization that practices efficient and effective resource management and is recognized for responsiveness, strong customer orientation, accountability and transparency. DSS centralized Human Resources; and re-engineered and streamlined work processes to improve community responsiveness by utilizing Contact Center technology.



Child Welfare



Health Insurance



Elder Care



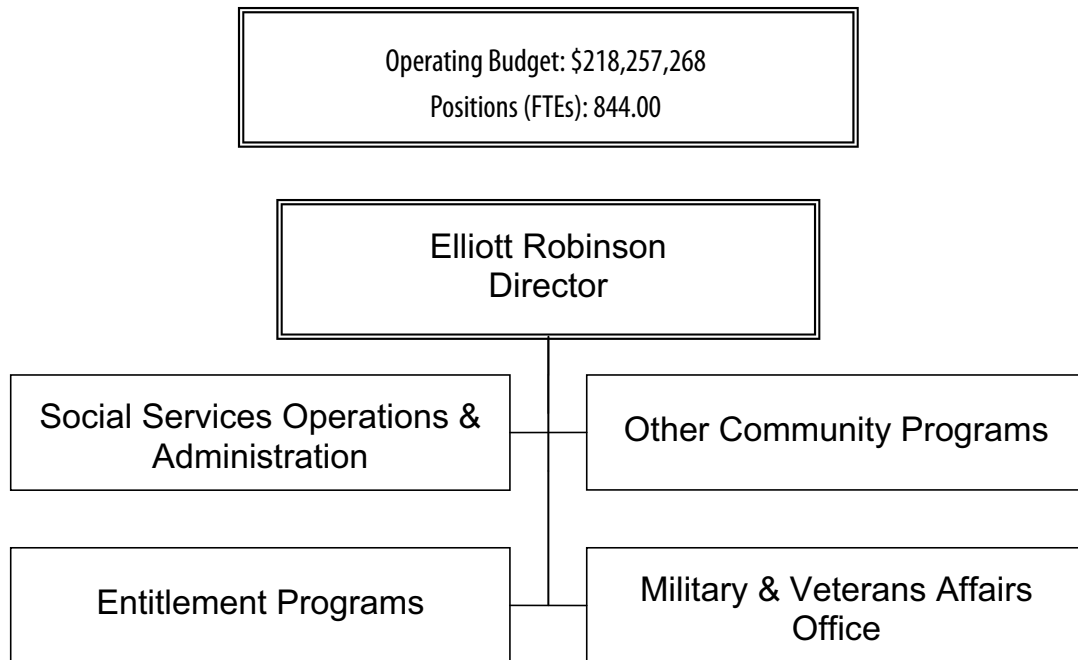
Welfare to Work



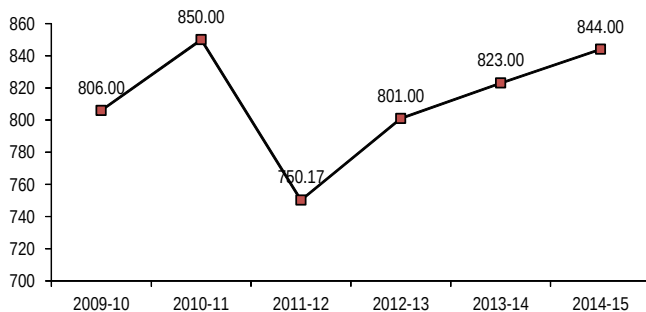
Safety Net Services



Food Assistance



Staffing Trends



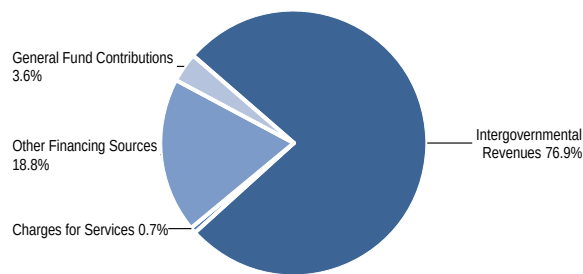
Expenditure/Revenue History (in thousands)



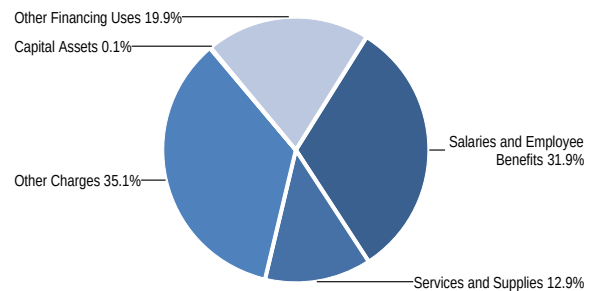
The following effectiveness measures demonstrate the Department's efforts and performance in improving the social and economic security of county residents and assisting veterans and their families.

Key Performance Measures	Actual 2011-12	Actual 2012-13	To Date 2013-14
Average percent of CalWORKs applications processed timely.	98%	98%	99%
Percent of CalFresh applications processed timely	100%	100%	100%
Percent of no recurrence of child maltreatment within 6 months.	97.3%	97.8%	N/A
Percent of no re-entry after family reunification within 12 months.	93%	95.6%	N/A
Number of Veterans served in the office.	1,058	5,104	3,126
Federal Benefit dollars obtained.	\$7,424,324	\$8,282,446	\$11,449,193

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	60,803,080	69,053,643	64,971,762	72,326,662	69,646,285	592,642
Services and Supplies	22,635,030	27,542,285	28,359,952	29,094,263	28,190,469	648,184
Other Charges	69,665,379	71,408,053	73,039,681	76,699,685	76,699,685	5,291,632
Capital Assets	1,091,869	724,419	0	250,000	250,000	(474,419)
Other Financing Uses	37,591,350	43,685,154	41,572,606	43,470,829	43,470,829	(214,325)
Subtotal	\$191,786,707	\$212,413,554	\$207,944,001	\$221,841,439	\$218,257,268	5,843,714

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Revenue from Use of Money & Property	729	682	682	682	682	0
Intergovernmental Revenues	148,348,330	118,942,635	157,915,943	169,332,423	167,729,623	48,786,988
Charges for Services	799,670	1,716,107	2,390,845	1,568,650	1,568,650	(147,457)
Miscellaneous Revenues	313,198	227,166	220,665	116,500	116,500	(110,666)
Other Financing Sources	36,625,368	83,519,150	39,056,684	40,833,881	41,021,788	(42,497,362)
Subtotal	\$186,087,295	\$204,405,740	\$199,584,819	\$211,852,136	\$210,437,243	6,031,503
Fund Balance	(1,340,400)	0	0	0	0	0
General Fund Contributions	\$7,039,810	\$8,007,814	\$8,359,182	\$9,989,303	\$7,820,025	(187,789)
Total Source of Funds	\$191,786,705	\$212,413,554	\$207,944,001	\$221,841,439	\$218,257,268	5,843,714

Summary of Recommendation

The Recommended Budget for the Department totals \$218,257,268 in appropriations, financed by \$210,437,243 in program revenue, and \$7,820,025 in General Fund Contribution (GFC). This represents an increased appropriation of \$5,843,714, increased estimated revenues of \$6,031,503, and a decrease of General Fund Contribution of \$187,789 from the FY2013-14 Adopted Budget.

Staff adjustments were made during FY 2013-14, where 2 positions were added for CalWORKS family stabilization component and 30 positions were added for program needs identified after final State budget action was taken. The additional funding allocation included several programs, such as, CalWORKS, CalFresh, Medi-Cal, IHSS and CWS. The FY 2014-15 recommendation includes an increase in the entitlement program costs and the elimination of 12 positions (9 filled, 3 vacant). The estimated costs of each division are as follows:

SOCIAL SERVICES OPERATIONS & ADMINISTRATION: This component, budgeted for in Unit 8262 and 8425, includes Community Benefits, Family & Children Services, Aging & Adult

Services, CalWORKS Employment Services, Human Resources, and Administrative Services. The recommendation includes appropriations of \$105,885,279, revenues of \$106,755,383, and a negative General Fund Contribution of \$870,104 which is a decrease of \$1,487,009 in appropriations, a decrease of \$339,975 in revenues, and a decrease of \$1,147,034 to the General Fund Contribution from the FY 2013-14 Adopted Budget.

Significant impacts to the unit include increased County share of cost due to the CalFresh Match Waiver ending June 30, 2014, increased costs in Enterprise Resource Planning /Information Technology Department infrastructure, staff salary increases, and the recommendation to eliminate \$429,442 in Child Welfare and Child Abuse Prevention contracts and twelve positions of which nine are filled and three are vacant consisting of: one Adult Social Worker Supervisor, one Adult Protective Services Social Worker V, two SSI Social Worker III for Aging and Adult Services; one Child Welfare Social Worker Supervisor, five Child Welfare Social Worker V, and one Management Analyst III for Family and Children Services; and one Systems Security Management Analyst II for Administrative Services.

The other significant change is a decrease in revenues of sales tax realignment which was redirected to increases in entitlement programs, specifically Out of Home Care.

ENTITLEMENT PROGRAMS: Entitlement Programs, budgeted in Units 8252, 8253, 8254, 8255, and 8425 include CalWORKs, General Assistance, In-Home Supportive Services, and Out-of-Home Care. The recommended budget includes appropriations of \$108,106,622, revenues of \$100,233,004, and General Fund Contribution of \$7,873,618. This is an increase of \$7,506,140 in appropriations, an increase of \$6,512,395 in revenues, and an increase of \$993,745 in the General Fund Contribution from the FY 2013-14 Adopted Budget.

The significant change in appropriations, revenues, and General Fund Contributions is due to a 5% Cost of Living Adjustment (COLA) in CalWORKs cash aid, 3.5% increase in the mandated In-Home Supportive Services Maintenance of Effort (MOE), and a 2.98% COLA on all Foster Care and Adoption Assistance programs.

OTHER COMMUNITY PROGRAMS: This division includes Community Action Partnership, IHSS Public Authority, Area Agency on Aging, and Other Community Programs. The Recommended Budget is appropriations of \$3,486,615, revenues of \$3,018,276, and General Fund Contributions of \$468,339 which is a decrease of \$176,800 in appropriations and revenue, with no change in the General Fund Contributions from the FY 2013-14 Adopted Budget.

The significant change to Other Community Programs is there will no longer be a fiscal agent to meet client's needs under the AB109 Initiative.

MILITARY AND VETERANS' AFFAIRS OFFICE: The recommendation of appropriations is \$778,752, revenues of \$430,580, and General Fund Contribution of \$348,172 which is an increase of \$1,383 in appropriations, an increase to revenue of \$35,883, and a decrease of \$34,500 to General Fund Contributions from the FY 2013-14 Adopted Budget.

The significant change to Military and Veterans' Affairs is a decrease of \$30,000 in appropriations and General Fund Contributions for the Veterans' Drop-In Center in Unit 8260. The remaining reduction in GFC of \$4,500 was due to a policy decision by the County Administration to move County Counsel/Legal costs to the County Wide Cost Allocation Plan (COWCAP).

Budget Impacts

CHILD WELFARE SERVICES: Reductions in Child Protective Services staffing will result in caseload increases for the remaining workforce and more difficulty in meeting mandated timeframes for assessing child safety in response to reports of child maltreatment. Services delivery for children and families involved in the foster care system will also be more challenged, including less capacity to monitor the well being of children in foster care, supervise birth families in efforts to meet requirements for reunifying with their children, and support for children's success navigating foster care (assuring appropriate educational services and overseeing placement).

Reductions in a Supervisor support position will eliminate ability to conduct regular reviews of case documentation as part of the Department's Child Welfare Quality Assurance program. Without

this case review component, the Quality Assurance program will be more geared to monitoring overall outcome measures, but will not be able to focus on quality review for individual casework and documentation.

Reductions in a Management Analyst support position will reduce capacity to implement child welfare policy and procedure modifications to stay current with State and Federal regulatory changes and local practice improvements. As the Department strives to backfill the most pressing elements of lost child welfare policy capacity, it would redirect staffing currently used to support the Director's Office in responding to the new Managing for Results efforts and strategic initiative milestones. DSS participation in these efforts would not be possible without undermining capacity to support our Child Welfare program.

Reductions in community-based service contracts will severely reduce community-based child abuse prevention and family strengthening work. Elimination of funding for the Family Ties program would take away the support network that the Department developed in partnership with the Kinship Center to assist relative caregivers, most of whom are not engaged in Child Welfare or Foster Care. Family Ties provides families caring for the children of relatives (primarily grandparents) with peer support, access to counseling, access to legal services, and case management geared towards preventing the need for formal Child Welfare involvement. Without this support, it is likely that relative caregivers would face more difficulty meeting their family's needs and that Foster Care costs will climb in future years. Reduction of funding for Pathways to Safety will decrease capacity to refer families to early intervention services designed to address child abuse and neglect before issues reach the crisis point where removal of the children from the family becomes necessary for safety. Pathways to Safety provides for community services when reports of child abuse and neglect are received by the Department, but the safety issues involved are not to a level of risk that would require court intervention and placement in foster care. Without this support it is likely that relative caregivers would face more difficulty meeting their family's needs and that Foster Care costs will climb in future years.

ADULT PROTECTIVE SERVICES: Reductions in Adult Protective Services staffing and supervision will increase the caseloads for the remaining workforce. Currently, protective services for frail seniors and individuals with disability are under-resourced. These reductions will restrict the ability to respond to only the most challenged allegations of elder abuse, neglect and exploitation. This leaves vulnerable adults at risk of physical abuse, neglect, or financial abuse/exploitation.

Reductions in SSI Advocacy will reduce costs in the budget year by eliminating support for disabled individuals on General Assistance as they pursue eligibility for Federal Supplemental Security Income (SSI) benefits. In future years it is likely that fewer disabled individuals will be successful in transitioning off of General Assistance and onto SSI thereby increasing County costs for the General Assistance program in future years.

INFORMATION SYSTEMS SECURITY: Elimination of Management Analyst support for the security of the Department's information systems will impact the ability to expand resources to monitor the security and the integrity of the computer networks and automated systems used to manage services and deliver public assistance benefits. In the past year, the Department experienced a substantial data breach that required working closely with State

control agencies, to inform over 145,000 individuals regarding the potential breach of their personal information. In the aftermath of that event, it was determined that it would be prudent to strengthen the internal capacity for monitoring the security of our information systems. Additionally, with the implementation of California's Healthcare Eligibility Enrollment & Retention (CalHEERS), new risks emerge for unauthorized use of our eligibility systems. This position was being designed to work on program integrity and fraud prevention as well as overall system security.

Prior Year Accomplishments

COMMUNITY BENEFITS: Transitioned 3,400 individuals enrolled in the Low Income Health Program (LIHP), ViaCare to Medi-Cal; enormous efforts for outreach to the community to inform and assist in the enrollment for Covered California; assisted over 19,000 community members with Covered California enrollment; transitioned approximately 19,000 children into Medi-Cal from the Healthy Families program. Managed the ongoing workload associated with the following caseloads: Medi-Cal - 42,000 cases, CalFresh - 19,000 cases, CalWORKs - 6,700 cases. Issued approximately \$85,000,000 of Cal Fresh food benefits spent in the local community; issued approximately \$35,000,000 of CalWORKs assistance payments to program recipients.

FAMILY AND CHILDREN SERVICES: Completed the County Self Assessment, (CSA) required by the State, that will guide the Department in the development of the SIP (Self Improvement Plan). Increased placement stability (a key element of our System Improvement Plan developed in partnership with community stakeholders and the State of California) by providing wraparound services, garnering familial support through Team Decision Making meetings and holding additional Family Team Meetings. These processes provide additional support in the placements of children in their homes or in the homes of caregivers.

CALWORKS EMPLOYMENT SERVICES: Managed the CalWORKs Employment Services program to increase participation in the enhanced Wage Subsidy program, where CalWORKs customers can redirect their cash assistance grant towards a wage subsidy alternative. In doing so, the programs promote support for a family to meet financial needs through employment rather than cash assistance. Currently in the process of implementing the Family Stabilization Program that will team employment workers, social workers and therapists to work with families in deep crisis to mitigate the barriers to employment.

AGING AND ADULT SERVICES: Designed and implemented a process to enhance services by assigning nurses to support the work of the In- Home Supportive Services (IHSS) social workers. By providing the resources, the results have been fewer backlogs of assessments; and the ability to channel more resources to meet increasing community demand for aging and long term care services. Managed a caseload of approximately 3,500 frail, elderly, or dependent adults or children that received IHSS services; and managed approximately 4,000 providers and caregivers for IHSS clients that includes background checks and application processing.

Budget Year Goals

DEPARTMENT OF SOCIAL SERVICES (DSS): Collaborate with public safety and health partners to reduce youth violence and to implement the Community Corrections Partnership plan. Work

with the Health Department's Behavioral Health Bureau to increase therapeutic resources for foster children, youth at risk for out of home placement and their families. Additionally, the Department will continue active participation in the County Welfare Directors Association of California (CWDA) and the American Public Human Services Association (APHSA) to advocate for increased regulatory flexibility and funding to meet the needs locally of low-income families, individuals, vulnerable children, frail seniors and individuals living with a disability.

COMMUNITY BENEFITS: Continue work to maximize enrollment in expanded Medi-Cal eligibility under the Affordable Care Act. This work includes: outreach to increase customer access to health insurance through Medi-Cal and nutrition assistance through CalFresh; continued development of the business process changes begun with implementation of the CB CARE Center and the Covered California Regional Call Center; and recruiting, hiring and training additional eligibility staff to manage the increased workload. At the same time the Department will continue implementing the many legislatively driven changes and protocols in CalFresh, CalWORKs, and Medi-Cal that occur annually.

FAMILY AND CHILDREN SERVICES: The Department is working to complete its five year System Improvement Plan (SIP) in Child Welfare. This plan is an important component of the Child Welfare Quality Improvement System for Family and Children Services. Additionally, Family and Children Services will work with Children's Behavioral Health to secure the intensive mental health services required under the Katie A settlement agreement for our Foster Youth and families.

CALWORKS EMPLOYMENT SERVICES: The Department is working towards increasing the Federally defined work participation rate (WPR). Key elements of this effort include: continued expansion of the wage subsidy program for job ready CalWORKs welfare-to-work participants who cannot find work on the open market; re-engagement services to customers who were deferred from participating in work activities in prior years due to State budget reductions; full implementation of the Family Stabilization component of the CalWORKs welfare-to-work program which will provide intensive case management services and expanded support to families in deep crisis; and implementation of the Work Incentives Nutrition Supplement (WINS) in partnership with Community Benefits.

AGING AND ADULT SERVICES: The Department has been working internally and with community stakeholders to build an Adult and Disability Resources Center that can support frail seniors and individuals with disability in navigating the health and social supports necessary to sustain healthy independence.

Pending Issues

CALWORKS FAMILY STABILIZATION: The funding for Family Stabilization is expected to increase in FY 2014-15, the level of increase will not be known until the conclusion of the State Budget process. While implementation of the Family Stabilization program is underway using existing funds, it is anticipated that more funding will be made available for supportive services such as housing assistance, legal services and short-term crisis assistance. The ability to include legal and housing services as well as more intensive behavioral health and domestic violence services, will assist in better outcomes for recipients in search of work and self sufficiency.

CHILD WELFARE SERVICES (CWS): The California Bureau of State Audits recently released a report that contained serious concerns about the CWS Program based on visits to Butte, Orange and San Francisco counties. The Department anticipates that the concerns raised in the audit will be discussed at great length with advocacy groups, the Legislature, the California Department of Social Services (CDSS) and counties (represented by CSAC and CWDA). A few examples of the concerns include: incomplete information related to initial family contact including risk factor analysis; background checks on temporary caregivers not always completed; development of a credible safety plan missing for children who remain in a home that presented a safety threat; and frequent lack of documented supervisory review. While the Department is proud of our quality assistance system and the outcomes of our child welfare system in general, many of the specific process and documentation findings by the Bureau of State Audits also occur in our County. This audit comes after a recent Blue Ribbon Commission report in Los Angeles County that was highly critical of the Department. DSS anticipates that the additional attention to this program will likely increase the workload on Social Workers at a time when the workforce has been reduced.

HOMELESS SERVICES: The number of homeless adults and families continues to be a community concern. Ongoing efforts to address this issue continue, however, currently there are no additional Monterey County funding options. A new partnership was established between the City of Salinas and the County of Monterey that created a "warming shelter" for homeless adults during the winter inclement weather season. Funding to repeat this effort in FY 2014-15 is requested as an augmentation.

MEDI-CAL /ACA: Implementation and enrollment activities of the Affordable Care Act of 2010 (ACA) is completed for this first year. There were major challenges in this effort due to delayed implementation of required automation interfaces and deficiencies in the interface when it was finally put in place. As of April 2014, the Department has over 15,000 pending applications' final

eligibility work on these applications has been made difficult and inefficient due to the interface problems with the statewide CALHEERS system. The Department looks forward to ongoing improvements in this necessary automated system.

MATCH WAIVER: The CalFresh Match Waiver that began during the economic downturn is scheduled to sunset at the end of FY 2013-14. Under the match waiver, instead of paying the 15% match requirement for the program, counties were able to use surplus State CalFresh funding instead of county matching funds. Efforts are underway by CWDA, CSAC and counties to advocate for phased elimination of the match waiver over a five year period. While no action has been taken by the Legislature at this time, counties are hopeful that some length of phase in prevails instead of the complete elimination in FY 2014-15. The existing funding mechanism currently saves \$920,000 in County funds.

IN HOME SUPPORTIVE SERVICES (IHSS): While this program has a County Maintenance of Effort (MOE), the financing mechanism includes an annual 3.5 percent increase to the MOE. The County cost impact in the FY 2014-15 budget is increased by \$334,642. The IHSS program has had numerous changes in the past few years to contain costs during the budget crisis. The statewide Case Management Information Payroll System (CMIPS) was replaced in November 2013. With this new web-based system, Social Workers will be able to access information from the field with mobile technology solutions that will be implemented in the budget year. Staff has also implemented an online provider enrollment system which allows individuals interested in becoming providers to apply from a computer and is also undertaking a document imaging project to convert the IHSS consumer and provider files to imaged files.

Policy Considerations

Policy considerations are inclusive in what are listed in the Pending Issues section.

Appropriation Expenditure Detail

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted	Fund Code	Org Code
CalWORKS / TANF (SOC001)	36,380,154	36,497,974	36,871,020	38,777,376	38,777,376	2,279,402	001	5010_8252
General Assistance (SOC002)	1,323,253	1,416,148	1,416,148	1,300,303	1,300,303	(115,845)	001	5010_8253
IHSS Wages / Benefits (SOC001)	11,444,316	10,819,003	10,819,003	11,991,345	11,991,345	1,172,342	001	5010_8254
Out of Home Care (SOC001)	22,519,209	23,388,026	23,553,533	25,507,008	25,507,008	2,118,982	001	5010_8255
Out of Home Care (SOC011)	7,789,432	9,242,552	8,323,056	10,442,241	10,442,241	1,199,689	022	5010_8255
Community Action Partnership (SOC007)	478,186	593,115	567,205	514,199	514,199	(78,916)	008	5010_8257
Community Programs (SOC004)	575,916	479,599	473,098	413,633	396,133	(83,466)	001	5010_8258
IHSS Public Authority (SOC008)	352,619	450,695	440,010	485,256	485,256	34,561	005	5010_8259
Military & Veterans Services (SOC003)	675,020	777,369	843,867	813,252	778,752	1,383	001	5010_8260
Social Services (SOC005)	78,401,879	92,246,550	89,491,129	96,483,083	92,950,912	704,362	001	5010_8262
Social Services (SOC011)	6,252,127	7,482,902	6,563,405	5,846,957	5,846,957	(1,635,945)	022	5010_8262
Area Agency on Aging (SOC010)	2,074,674	2,140,006	1,897,437	2,091,027	2,091,027	(48,979)	001	5010_8268
Social Services Realignment (SOC012)	23,519,922	26,879,615	26,685,090	27,175,759	27,175,759	296,144	025	5010_8425
Subtotal	\$191,786,707	\$212,413,554	\$207,944,001	\$221,841,439	\$218,257,268	5,843,714		

Units

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
CalWORKS / TANF	36,380,154	36,497,974	36,871,020	38,777,376	38,777,376	2,279,402
General Assistance	1,323,253	1,416,148	1,416,148	1,300,303	1,300,303	(115,845)
IHSS Wages / Benefits	11,444,316	10,819,003	10,819,003	11,991,345	11,991,345	1,172,342
Out of Home Care	30,308,642	32,630,578	31,876,589	35,949,249	35,949,249	3,318,671
Community Action Partnership	478,186	593,115	567,205	514,199	514,199	(78,916)
Community Programs	575,916	479,599	473,098	413,633	396,133	(83,466)
IHSS Public Authority	352,619	450,695	440,010	485,256	485,256	34,561
Military & Veterans Services	675,020	777,369	843,867	813,252	778,752	1,383
Social Services	84,654,006	99,729,452	96,054,534	102,330,040	98,797,869	(931,583)
Area Agency on Aging	2,074,674	2,140,006	1,897,437	2,091,027	2,091,027	(48,979)
Social Services Realignment	23,519,922	26,879,615	26,685,090	27,175,759	27,175,759	296,144
Subtotal	\$191,786,707	\$212,413,554	\$207,944,001	\$221,841,439	\$218,257,268	5,843,714

Social Services

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
11A12	DIRECTOR SOCIAL SERVICES	1.00	1.00	1.00	0.00
14B21	ASSOCIATE PERSONNEL ANALYST	3.00	3.00	3.00	0.00
14B32	SENIOR PERSONNEL ANALYST	1.00	1.00	1.00	0.00
14B51	DEPARTMENTAL HR MANAGER-MERIT SYSTEMS	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	18.00	16.00	16.00	0.00
14C31	MANAGEMENT ANALYST III	12.00	11.00	12.00	1.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	2.00	5.00	6.00	1.00
14C72	ADMINISTRATIVE SERVICES MANAGER	1.00	1.00	1.00	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	3.00	3.00	3.00	0.00
14H70	STAFF TRAINER II	10.00	10.00	11.00	1.00
16F40	DEPARTMENTAL INFORMATION SYSTEMS MANAGER I	0.00	1.00	1.00	0.00
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	1.00	1.00	1.00	0.00
20B10	ACCOUNTANT I	2.00	2.00	2.00	0.00
20B11	ACCOUNTANT II	3.00	3.00	3.00	0.00
20B12	ACCOUNTANT III	1.00	0.00	0.00	0.00
20B93	FINANCE MANAGER II	2.00	2.00	2.00	0.00
20B94	FINANCE MANAGER III	1.00	1.00	0.00	-1.00
20B95	FINANCE MANAGER I	2.00	1.00	0.00	-1.00
25E21	ELIGIBILITY WORKER II	150.00	179.00	186.00	7.00
25E22	ELIGIBILITY WORKER III	98.00	108.00	108.00	0.00
25E80	ELIGIBILITY SUPERVISOR	34.00	40.00	40.00	0.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	4.00	6.00	6.00	0.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	7.00	7.00	7.00	0.00
43J15	SUPERVISING DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	3.00	2.00	2.00	0.00
52E22	PUBLIC HEALTH NURSE II	2.00	2.00	2.00	0.00
60C22	SOCIAL WORKER III	18.00	17.00	19.00	2.00
60C24	SOCIAL WORKER V	70.00	70.00	68.00	-2.00
60C81	SOCIAL WORK SUPERVISOR II	17.00	18.00	18.00	0.00
60D10	SOCIAL SERVICES AIDE I	0.00	2.00	2.00	0.00
60D11	SOCIAL SERVICES AIDE II	41.00	50.00	58.00	8.00
60G21	WIB EMPLOYMENT PROGRAMS REPRESENTATIVE II	22.00	0.00	0.00	0.00

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
60G33	WIB EMPLOYMENT PROGRAMS REPRESENTATIVE III	6.00	0.00	0.00	0.00
60G43	WIB EMPLOYMENT PROGRAMS SUPERVISOR	4.00	0.00	0.00	0.00
60H11	EMPLOYMENT & TRAINING WORKER II	4.00	7.00	7.00	0.00
60H21	EMPLOYMENT & TRAINING WORKER III	36.00	36.00	36.00	0.00
60H31	EMPLOYMENT & TRAINING SUPERVISOR	7.00	7.00	7.00	0.00
60H32	SUPERVISING STAFF TRAINER	1.00	1.00	1.00	0.00
60I01	DEPUTY DIRECTOR SOCIAL SERVICES	3.00	3.00	4.00	1.00
60I02	PROGRAM MANAGER II	13.00	13.00	13.00	0.00
60U20	MILITARY & VETERAN AFFAIRS OFFICER	1.00	1.00	1.00	0.00
60U21	MILITARY & VETERANS REPRESENTATIVE III	4.00	4.00	4.00	0.00
60X01	COMMUNITY AFFILIATION MANAGER	1.00	1.00	1.00	0.00
70A21	CUSTODIAN	1.00	1.00	1.00	0.00
70F79	WAREHOUSE WORKER	1.00	2.00	2.00	0.00
70F80	SENIOR STOREKEEPER	1.00	0.00	0.00	0.00
70F82	SUPERVISING WAREHOUSE WORKER	1.00	1.00	1.00	0.00
70N01	OFFICE MAINTENANCE WORKER	2.00	2.00	3.00	1.00
80A31	SECRETARY	10.00	10.00	11.00	1.00
80A32	SENIOR SECRETARY	5.00	4.00	4.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00
80E21	OFFICE ASSISTANT II	93.00	91.00	90.00	-1.00
80E22	OFFICE ASSISTANT III	30.00	28.00	32.00	4.00
80E80	PRINCIPAL OFFICE ASSISTANT	17.00	17.00	16.00	-1.00
80E81	SUPERVISING OFFICE ASSISTANT I	14.00	15.00	17.00	2.00
80E82	SUPERVISING OFFICE ASSISTANT II	1.00	1.00	1.00	0.00
80E98	PRINCIPAL CLERK-CONFIDENTIAL	3.00	3.00	3.00	0.00
80J20	ACCOUNTING CLERICAL SUPERVISOR	2.00	2.00	2.00	0.00
80J22	SENIOR ACCOUNT CLERK	4.00	3.00	2.00	-1.00
80J30	ACCOUNTING TECHNICIAN	5.00	4.00	4.00	0.00
80W21	WORD PROCESSOR	1.00	1.00	0.00	-1.00
Total		802.00	823.00	844.00	21.00

Augmentation

Dept	Request Code	Request Name	Ranking Type	Requested Amount	FTEs	Cumm. Approved	Approved FTEs
5010	AUG10_5010_8262_001	Social Worker V-FC Cola	Mandated	52,640	1.00	0	0.00
5010	AUG11_5010_8262_001	SW Supervisor - Adult Svcs	Mandated	58,509	1.00	0	0.00
5010	AUG12_5010_8262_001	Social Worker V-FC Cola	Mandated	52,640	1.00	0	0.00
5010	AUG13_5010_8262_001	Social Worker III - Adult Svcs	Mandated	45,321	1.00	0	0.00
5010	AUG14_5010_8262_001	Social Worker III - Adult Svcs	Mandated	45,321	1.00	0	0.00
5010	AUG1_5010_8262_001	CalFresh Match Waiver	Mandated	690,184	0.00	0	0.00
5010	AUG15_5010_8262_001	Child Abuse Prevention	Base Level Maintenance	71,500	0.00	0	0.00
5010	AUG16_5010_8262_001	CalFresh Match Waiver	Mandated	0	0.00	0	0.00
5010	AUG17_5010_8262_001	Family Visitation Center	Not Mandated-New Program/Svc	300,000	0.00	0	0.00
5010	AUG18_5010_8260_001	Vets Drop-In Center	Not Mandated-New Program/Svc	30,000	0.00	0	0.00
5010	AUG19_5010_8258_001	Warming Shelter	Base Level Maintenance	17,500	0.00	0	0.00
5010	AUG20_5010_8262_001	MA II - Security Position	Mandated	7,391	1.00	0	0.00
5010	AUG21_5010_8262_001	MA III - FCS	Mandated	45,993	1.00	0	0.00
5010	AUG22_5010_8262_001	Eligibility Worker II	Mandated	0	1.00	0	1.00

Augmentation

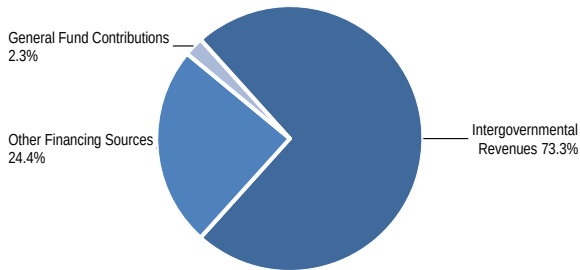
Dept	Request Code	Request Name	Ranking Type	Requested Amount	FTEs	Cumm. Approved	Approved FTEs
5010	AUG23_5010_8262_001	Eligibility Worker II	Mandated	0	1.00	0	1.00
5010	AUG24_5010_8262_001	Eligibility Worker II	Mandated	0	1.00	0	1.00
5010	AUG2_5010_8253_001	GA 3-Mo Time Limit	Base Level Maintenance	217,000	0.00	217,000	0.00
5010	AUG25_5010_8262_001	Eligibility Worker II	Mandated	0	1.00	0	1.00
5010	AUG26_5010_8262_001	Eligibility Worker II	Mandated	0	1.00	0	1.00
5010	AUG27_5010_8262_001	Eligibility Worker II	Mandated	0	1.00	0	1.00
5010	AUG28_5010_8262_001	Eligibility Worker II	Mandated	0	1.00	0	1.00
5010	AUG29_5010_8262_001	EW Supervisor	Mandated	0	1.00	0	1.00
5010	AUG30_5010_8262_001	Office Assistant II	Mandated	0	1.00	0	1.00
5010	AUG3_5010_8262_001	Social Worker V-FC Cola	Mandated	52,640	1.00	0	0.00
5010	AUG4_5010_8262_001	Family Ties Contract	Mandated	357,942	0.00	0	0.00
5010	AUG5_5010_8262_001	Social Worker V-FC Cola	Mandated	52,640	1.00	0	0.00
5010	AUG6_5010_8262_001	Pathways to Safety	Mandated	120,768	0.00	0	0.00
5010	AUG7_5010_8262_001	SW Supervisor - FC Cola	Mandated	58,509	1.00	0	0.00
5010	AUG8_5010_8262_001	Social Worker V - Adult Svcs	Mandated	52,640	1.00	0	0.00
5010	AUG9_5010_8262_001	Social Worker V-FC Cola	Mandated	52,640	1.00	0	0.00
Grand Total				2,381,778	21.00	217,000	9.00

Social Services

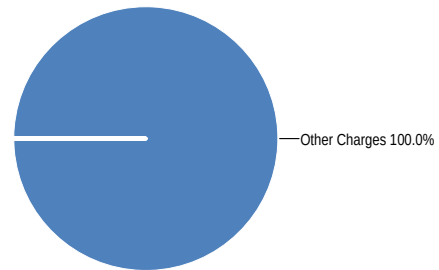
CalWORKS / TANF

(Unit 8252— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Other Charges	36,380,154	36,497,974	36,871,020	38,777,376	38,777,376	2,279,402
Subtotal	\$36,380,154	\$36,497,974	\$36,871,020	\$38,777,376	\$38,777,376	2,279,402

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Intergovernmental Revenues	26,528,901	26,605,876	27,202,740	28,433,249	28,433,249	1,827,373
Other Financing Sources	8,956,827	9,012,910	9,012,910	9,443,974	9,443,974	431,064
Subtotal	\$35,485,729	\$35,618,786	\$36,215,650	\$37,877,223	\$37,877,223	2,258,437
General Fund Contributions	\$894,425	\$879,188	\$655,370	\$900,153	\$900,153	20,965
Total Source of Funds	\$36,380,154	\$36,497,974	\$36,871,020	\$38,777,376	\$38,777,376	2,279,402

Unit Description

CalWORKs is the State's implementation of the Federal Temporary Assistance for Needy Families (TANF), a cash aid program for low income families to meet their basic needs. It also provides education, employment, and training programs to help families secure employment and move towards self-sufficiency. In California, customers are eligible for a maximum of 24 months of cash aid unless they are participating in allowable welfare-to-work activities. Child care, transportation, work expenses, and counseling are available for families in work activities. In March 2014, a 5% Cost of Living Adjustment(COLA) was granted to

CalWORKs participants which is funded through a State law change that utilizes 1991 Realignment general growth funds for CalWORKs grant increases.

Prior Year Accomplishments

Accomplishments for this unit included at the department level.

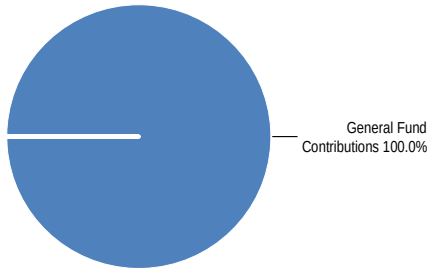
Budget Year Goals

Goals for this unit included at the department level.

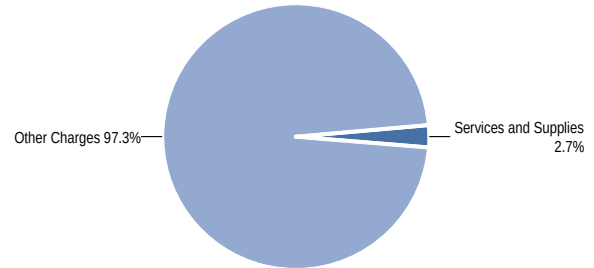
General Assistance

(Unit 8253— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Services and Supplies	29,325	31,500	33,075	35,000	35,000	3,500
Other Charges	1,293,928	1,384,648	1,383,073	1,265,303	1,265,303	(119,345)
Subtotal	\$1,323,253	\$1,416,148	\$1,416,148	\$1,300,303	\$1,300,303	(115,845)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$1,323,253	\$1,416,148	\$1,416,148	\$1,300,303	\$1,300,303	(115,845)
Total Source of Funds	\$1,323,253	\$1,416,148	\$1,416,148	\$1,300,303	\$1,300,303	(115,845)

Unit Description

General Assistance is a County funded program that provides cash and "in-kind" assistance to extremely low-income residents who are not eligible for other public assistance programs. There are two parts to this aid program: 1) Regular General Assistance payments for indigents who are able bodied; and 2) Interim Assistance which is paid to persons who are applying for Supplemental Security Income/State Supplementary Program (SSI/SSP) because of a disability. Adults who are able to work are required to participate

in the Work Experience Program that secures work with government or non-profit agencies.

Prior Year Accomplishments

Accomplishments for this unit included at the department level.

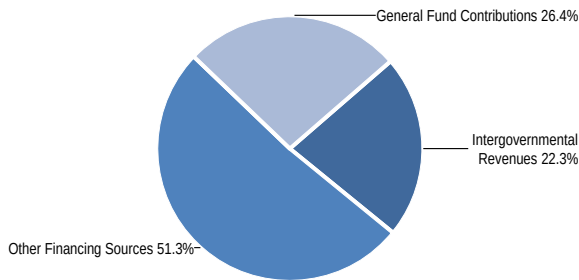
Budget Year Goals

Goals for this unit included at the department level.

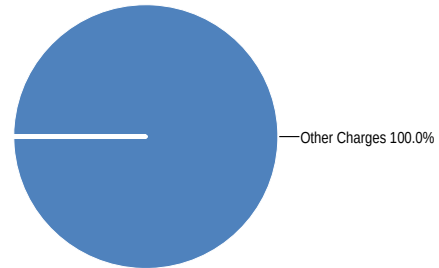
IHSS Wages / Benefits

(Unit 8254— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Services and Supplies	60,825	95,221	0	0	0	(95,221)
Other Charges	11,374,196	10,644,752	10,819,003	11,991,345	11,991,345	1,346,593
Other Financing Uses	9,296	79,030	0	0	0	(79,030)
Subtotal	\$11,444,316	\$10,819,003	\$10,819,003	\$11,991,345	\$11,991,345	1,172,342

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Intergovernmental Revenues	4,236,046	2,292,519	2,616,563	2,672,317	2,672,317	379,798
Other Financing Sources	4,569,451	5,690,823	5,366,779	6,149,244	6,149,244	458,421
Subtotal	\$8,805,496	\$7,983,342	\$7,983,342	\$8,821,561	\$8,821,561	838,219
General Fund Contributions	\$2,638,820	\$2,835,661	\$2,835,661	\$3,169,784	\$3,169,784	334,123
Total Source of Funds	\$11,444,316	\$10,819,003	\$10,819,003	\$11,991,345	\$11,991,345	1,172,342

Unit Description

In-Home Supportive Services (IHSS) provides for the cost of home care services to support the independence of aged, blind, and disabled persons and to help them live safely in their own homes and community. Services range from personal care, meal preparation, and housekeeping. Individuals can receive IHSS if they are eligible for Supplemental Security Income/State Supplementary Program (SSI/SSP) and live independently. The appropriations are for the IHSS MOE (Maintenance of Effort) and the total costs of health benefits. The IHSS MOE represents the County share of cost for the following: service provider wages, IHSS administrative costs, health benefits for caregivers, and the administration of the IHSS Public Authority. The State and Federal shares of the provider wages are appropriated at the State-level. As part of the MOE negotiations between the Administration, CSAC and Department of Social Services, counties will be required to increase the MOE by 3.5 percent annually beginning in FY 2014-15 until the Coordinated Care Initiative (CCI) is fully operational by all counties.

Prior Year Accomplishments

Accomplishments for this unit included in the department level.

Budget Year Goals

Goals for this unit included at the department level.

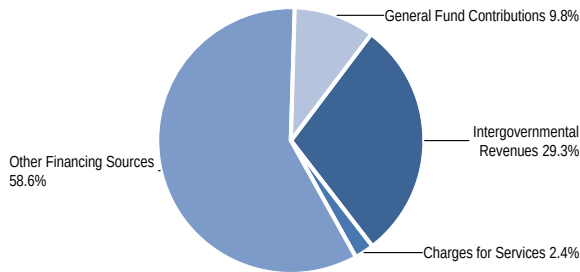
Pending Issues

IN HOME SUPPORTIVE SERVICES (IHSS): While this program has a County Maintenance of Effort (MOE), the financing mechanism includes an annual 3.5 percent increase to the MOE. The County cost impact in the FY 2014-15 budget is increased by \$334,642. The IHSS program has had numerous changes in the past few years to contain costs during the budget crisis. The statewide Case Management Information Payroll System (CMIPS) was replaced in November 2013. With this new web-based system, Social Workers will be able to access information from the field with mobile technology solutions that will be implemented in the budget year. Staff has also implemented an online provider enrollment system which allows individuals interested in becoming providers to apply from a computer and is also undertaking a document imaging project to convert the IHSS consumer and provider files to imaged files.

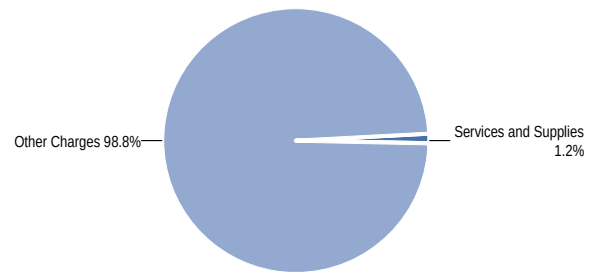
Out of Home Care

(Unit 8255— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Services and Supplies	290,160	351,000	300,000	295,000	295,000	(56,000)
Other Charges	22,229,049	23,037,026	23,253,533	25,212,008	25,212,008	2,174,982
Subtotal	\$22,519,209	\$23,388,026	\$23,553,533	\$25,507,008	\$25,507,008	2,118,982

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Intergovernmental Revenues	7,525,818	7,863,552	7,408,111	7,466,258	7,466,258	(397,294)
Charges for Services	560,928	0	0	600,000	600,000	600,000
Other Financing Sources	12,844,042	13,775,598	13,821,360	14,937,372	14,937,372	1,161,774
Subtotal	\$20,930,787	\$21,639,150	\$21,229,471	\$23,003,630	\$23,003,630	1,364,480
General Fund Contributions	\$1,588,422	\$1,748,876	\$2,324,062	\$2,503,378	\$2,503,378	754,502
Total Source of Funds	\$22,519,209	\$23,388,026	\$23,553,533	\$25,507,008	\$25,507,008	2,118,982

Unit Description

The Out of Home Care unit includes:

Aid to Families with Dependent Children (AFDC) Foster Care (FC) provides the cost of foster care for children under the jurisdiction of the juvenile court as a result of parental unwillingness or inability to provide care. Foster care aid payments are on behalf of children placed in foster homes or institutions by Department of Social Services (DSS) social workers as well as by Probation Officers. DSS Social Workers and Probation Officers provide case management. Aid payments and related administrative costs in DSS and Probation are funded with Federal, sales tax realignment and County funds.

Aid to Adoptive Parents (AAP) supports the cost of care for families adopting children with special needs. Aid payments, as well as the related administrative costs, are funded with Federal, sales tax realignment and County funds.

County Court Dependent Children provides the cost of foster care for children placed by court order that are not eligible under AFDC-FC program. This aid is funded from the County General Fund.

Out of home care has annual Cost of Living Adjustments (COLA) that increase the monthly foster care rate for group homes, foster homes, foster family agencies, and AAP. The increases are a result of settlement agreements between advocacy groups and the State Department of Social Services. Future COLA adjustments will be a financial obligation of the County and partially reimbursed by sales tax funds associated with Realignment 1991 and 2011.

Emergency Placements provides for the cost of care for children placed in emergency short-term foster homes while court jurisdiction is established. Financial support is provided by Federal, sales tax realignment, and County funds.

Wraparound Program funds comprehensive supportive social services to assist foster and adopted children with serious emotional challenges to live safely with families within the community in lieu of high cost residential treatment. Financial support is provided by sales tax realignment and County funds.

Transitional Housing Placement Program (THPP) helps participants ages 16 to 20 (since January 2014, the youth has been able to continue receiving assistance until their 21st birthday) transition to adulthood successfully by providing a safe environment for youth to thrive and reach their potential. Within

THPP, participating youth practice the skills learned in the Independent Living Program (ILP). Participants may live alone, with departmental approval, or with roommates in apartments and single-family dwellings with regular support and supervision provided by THPP agency staff, ILP Coordinators, and county social workers/probation officers. Support services include regular visits to participants' residences, educational guidance, employment counseling, and assistance reaching emancipation goals outlined in participants' transitional independent living plans and the emancipation readiness portion of a youth's case plan.

THP-Plus is a transitional housing placement opportunity for former foster youth, aged 18-24, who exited the foster care child

welfare system after age eighteen. The goal of the program is to provide a safe living environment with services and support that assist the youth learn life skills and achieve self-sufficiency.

Prior Year Accomplishments

Accomplishments for this unit included at the department level.

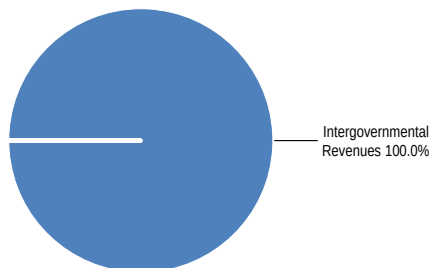
Budget Year Goals

Goals for this unit included at the department level.

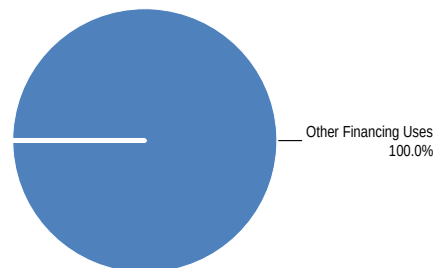
Out of Home Care

(Unit 8255— Fund 022)

Source of Funds



Use of Funds



Social Services

Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Other Financing Uses	7,789,432	9,242,552	8,323,056	10,442,241	10,442,241	1,199,689
Subtotal	\$7,789,432	\$9,242,552	\$8,323,056	\$10,442,241	\$10,442,241	1,199,689

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Intergovernmental Revenues	7,001,491	0	8,323,056	10,442,241	10,442,241	10,442,241
Other Financing Sources	0	9,242,552	0	0	0	(9,242,552)
Subtotal	\$7,001,491	\$9,242,552	\$8,323,056	\$10,442,241	\$10,442,241	1,199,689
Fund Balance	787,941	0	0	0	0	0
Total Source of Funds	\$7,789,432	\$9,242,552	\$8,323,056	\$10,442,241	\$10,442,241	1,199,689

Unit Description

Realignment legislation adopted in 2011 and reaffirmed by Proposition 30, requires counties to be responsible for payments of the non-federal portion of Adult Protective Services, Adoption Assistance Program (AAP), Foster Care (FC), and many Child Welfare Services Programs. To fund these new local costs the State Controller's Office transfers sales taxes to the counties. Fund 022 is established to provide transparency of receipts and transfers of sales taxes associated with Services Subaccount of the Protective Services Account for 2011 Public Safety Realignment. A new process is in place that includes operating transfers between the General Fund 001 (Units 8255 and 8262) and Fund 022 for the realigned programs.

Prior Year Accomplishments

Accomplishments for this unit included at the department level.

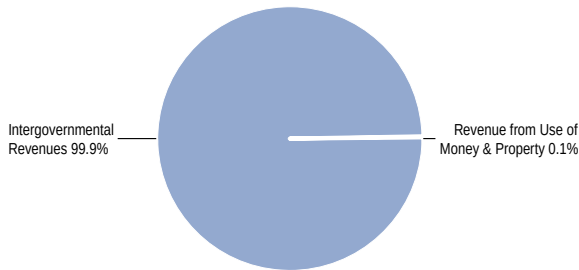
Budget Year Goals

Goals for this unit included at the department level.

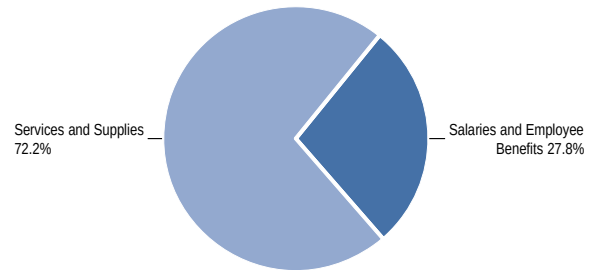
Community Action Partnership

(Unit 8257— Fund 008)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	141,268	146,828	145,606	150,215	150,215	3,387
Services and Supplies	341,084	467,961	460,123	390,538	390,538	(77,423)
Other Charges	(4,166)	(21,674)	(38,524)	(26,554)	(26,554)	(4,880)
Subtotal	\$478,186	\$593,115	\$567,205	\$514,199	\$514,199	(78,916)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Revenue from Use of Money & Property	689	682	682	682	682	0
Intergovernmental Revenues	422,091	592,081	566,171	513,353	513,353	(78,728)
Miscellaneous Revenues	663	0	0	0	0	0
Other Financing Sources	347	352	352	164	164	(188)
Subtotal	\$423,790	\$593,115	\$567,205	\$514,199	\$514,199	(78,916)
Fund Balance	54,396	0	0	0	0	0
Total Source of Funds	\$478,186	\$593,115	\$567,205	\$514,199	\$514,199	(78,916)

Unit Description

Community Action Partnership (CAP) administers the Federal Community Services Block Grant (CSBG). CAP contracts with non-profit community-based organizations to provide programs to advance and advocate for low-income and vulnerable populations. The CAP combines CSBG-funded efforts with resources from restricted and general discretionary funds budgeted in Unit 8258 to amplify the impact of limited Federal resources. Priority program areas include safety-net services such as: rental assistance, shelter services, food access, information and referral, domestic violence prevention and intervention, youth and family counseling, gang and drug awareness and prevention training, and homeless planning and coordination services.

Prior Year Accomplishments

The Community Action Partnership staff worked collaboratively in support of the Affordable Care Act with Covered California and the Central Coast counties to develop and pursue implementation of Outreach and Education to the community. This Outreach and Education efforts resulted in Monterey County achieving set goals

for enrollment into health care coverage. Additionally, the agency had a key role in the development and implementation of the DSS Community Benefits Call Center which started its operations on August 2013. The Community Action Partnership continues providing Outreach and Education about the Affordable Care Act. to community groups and faith-based organizations.

Budget Year Goals

Funding for the Community Action Partnership is impacted by Federal sequestration which reduces available funding. Managing with reduced funding levels will pose challenges given the deep poverty which struck our community with the 2008 recession and still lingers.

The primary goals for the coming year will be to continue assessing the needs of low-income people in Monterey County and develop, maintain, and evaluate community services that empower low-income persons and improve their quality of life. In addition, the Community Action Partnership will continue to provide support to the Affordable Care Act.

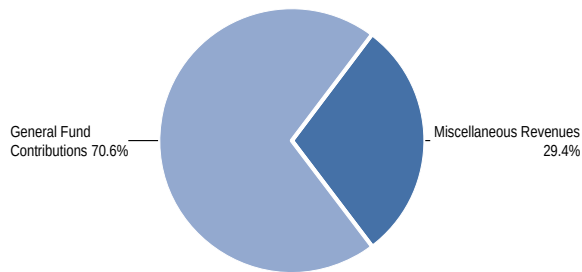
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
60X01	COMMUNITY AFFILIATION MANAGER	1.00
Total		1.00

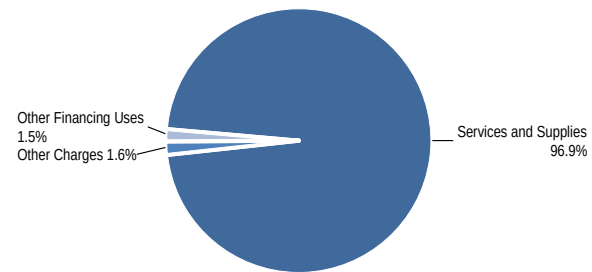
Community Programs

(Unit 8258— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Services and Supplies	507,745	405,359	398,877	401,261	383,761	(21,598)
Other Charges	47,598	73,185	73,166	6,500	6,500	(66,685)
Other Financing Uses	20,573	1,055	1,055	5,872	5,872	4,817
Subtotal	\$575,916	\$479,599	\$473,098	\$413,633	\$396,133	(83,466)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Intergovernmental Revenues	129,377	0	0	0	0	0
Miscellaneous Revenues	132,266	227,166	220,665	116,500	116,500	(110,666)
Other Financing Sources	81,692	0	0	0	0	0
Subtotal	\$343,335	\$227,166	\$220,665	\$116,500	\$116,500	(110,666)
General Fund Contributions	\$232,582	\$252,433	\$252,433	\$297,133	\$279,633	27,200
Total Source of Funds	\$575,916	\$479,599	\$473,098	\$413,633	\$396,133	(83,466)

Unit Description

Other Community Programs provides services within the community using restricted revenues and County General Fund discretionary revenues. The contracts are primarily with private non-profit community-based organizations to purchase services such as child care, respite care, sexual assault counseling, and homeless prevention and re-housing services. The services and programs in this budget are financed by restricted trust fund for Domestic Violence and the County General Fund.

fire incidents in Monterey County. In addition, the Community Action Partnership facilitated the provision of emergency Motel Vouchers to prevent individuals and families from exposure to cold and wet climate conditions.

Budget Year Goals

Goals for this unit included in Unit 8257, Community Action Partnership.

Pending Issues

HOMELESS SERVICES: The number of homeless adults and families continues to be a community concern. Ongoing efforts to address this issue continue, however currently there are no additional Monterey County funding options. A new partnership was established between the City of Salinas and the County of Monterey that created a "warming shelter" for homeless adults during the winter inclement weather season. Funding to repeat this effort in FY 2014-15 is requested as an augmentation.

Prior Year Accomplishments

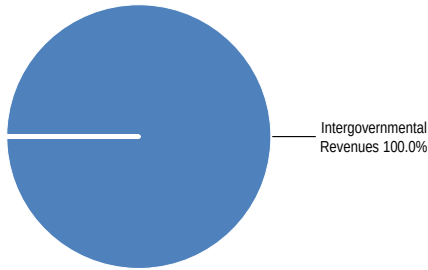
The Community Action Partnership in collaboration with the City of Salinas collaborated in establishing a Seasonal Warming Shelter for homeless individuals in Salinas. The shelter opened for the first time in December 2013.

The Community Action Partnership was also a key player in the emergency response related to immediate needs for victims of two

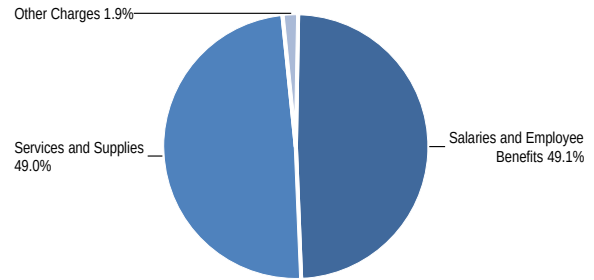
IHSS Public Authority

(Unit 8259— Fund 005)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	181,469	212,089	206,448	238,162	238,162	26,073
Services and Supplies	162,025	229,481	233,562	237,969	237,969	8,488
Other Charges	9,125	9,125	0	9,125	9,125	0
Subtotal	\$352,619	\$450,695	\$440,010	\$485,256	\$485,256	34,561

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Revenue from Use of Money & Property	40	0	0	0	0	0
Intergovernmental Revenues	308,246	370,970	439,307	484,928	484,928	113,958
Miscellaneous Revenues	121	0	0	0	0	0
Other Financing Sources	10,512	79,725	703	328	328	(79,397)
Subtotal	\$318,919	\$450,695	\$440,010	\$485,256	\$485,256	34,561
Fund Balance	33,700	0	0	0	0	0
Total Source of Funds	\$352,619	\$450,695	\$440,010	\$485,256	\$485,256	34,561

Unit Description

The In-Home Supportive Services (IHSS) Public Authority assists IHSS recipients in locating providers by recruiting, performing background checks, and maintaining availability lists from which the recipients can hire providers. The Public Authority also assists providers in accessing training opportunities to enhance their caregiver skills.

Prior Year Accomplishments

Accomplishments for this unit included at the Department level.

Budget Year Goals

Goals for this unit included at the Department level.

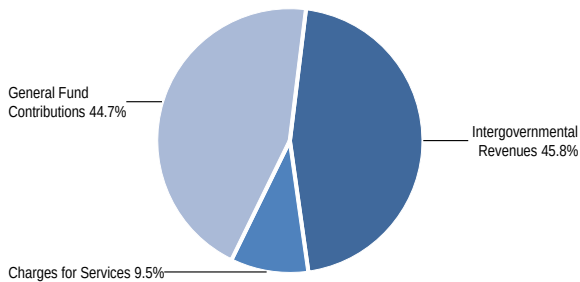
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
60C24	SOCIAL WORKER V	1.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.00
Total		2.00

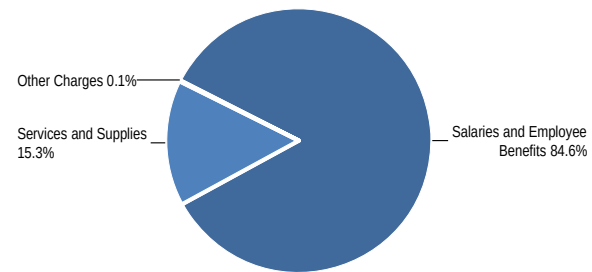
Military & Veterans Services

(Unit 8260— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	569,882	620,634	616,737	658,438	658,438	37,804
Services and Supplies	105,138	155,656	226,051	153,735	119,235	(36,421)
Other Charges	0	1,079	1,079	1,079	1,079	0
Subtotal	\$675,020	\$777,369	\$843,867	\$813,252	\$778,752	1,383

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Intergovernmental Revenues	304,884	320,975	387,473	356,858	356,858	35,883
Charges for Services	63,096	73,722	73,722	73,722	73,722	0
Miscellaneous Revenues	184	0	0	0	0	0
Subtotal	\$368,164	\$394,697	\$461,195	\$430,580	\$430,580	35,883
General Fund Contributions	\$306,856	\$382,672	\$382,672	\$382,672	\$348,172	(34,500)
Total Source of Funds	\$675,020	\$777,369	\$843,867	\$813,252	\$778,752	1,383

Unit Description

The Military and Veterans' Affairs Offices (MVAO) assist veterans and their families with Veterans Administration claims which include Dependent Indemnity Compensation, Aid & Attendance benefits, pensions, and all disability claims. Additional MVAO support and advocacy includes: help in obtaining discharge upgrade applications, assisting in securing services and medical records, and providing access to job counseling/placement services, substance abuse recovery programs, information about the GI Bill, VA home loans and VA Vocational Rehabilitation.

MVAO services are available in four locations: Salinas, Monterey, King City, and the VA Medical Clinic at Ft. Ord. The San Benito County contracts with MVAO to provide services in Hollister. MVAO manages and operates a free passenger van service for local veterans to the Department of Veterans Affairs Medical Center in Palo Alto, assists with placement in VA and State medical and domiciliary facilities, and approves waiver of tuition and fees at California state-funded colleges and universities for children of disabled veterans. Other tasks include survivor assistance for the families of military personnel, verification of benefit payments for

Medi-Cal, development and coordination of homeless veterans' service events and other programs.

MVAO provides administrative support to the County of Monterey Military & Veterans' Affairs Advisory Commission and the Fort Ord Veterans' Cemetery Citizens' Advisory Committee. MVAO is also working with other County programs, community non-profit programs, and County veterans' service organizations including the American Legion, Veterans of Foreign Wars, Disabled American Veterans, the United Veterans Council of Monterey, Housing Resource Center of Monterey County, Veterans, Resource Center of Monterey County, Veterans Transition Center, Vocational Rehabilitation Incorporated and the Salvation Army. MVAO collaborates with local colleges, the US Department of Veterans' Affairs, the California Department of Veterans' Affairs along with local Social Services Agencies, Aging Adult Services and Adult Protective Services. Partnerships are established with Soledad State Prison to assist incarcerated veterans inside the justice system during their transition back to society. MVAO advises and assists in the development of collaborative services and resource programs for returning combat veterans and their families, veterans service events and other programs.

Prior Year Accomplishments

MVAO received one time funding in the amount of \$36,498 through the California Department of Veterans' Affairs (CDVA) subvention program. Funding was used to hire three (3) part time staff to support MVAO operations in Monterey and San Benito counties and to purchase office equipment that can be used remotely for counseling and claims assistance in the field. Permanent funding is pending in the form of AB 2703. MVAO attended the initial Assembly hearing at the state capitol to support AB 2703 for permanent funding to support the County Veterans Service Officer Program.

MVAO transitioned from the client server Vital Image Management System (VIMS) to the web based VETPRO system providing MVAO access to the application in the four service offices - and in the field during outreach efforts such as homeless veteran "Stand Downs", County health fairs, job fairs, and other community events. This system change will save the County \$3600 annually by the elimination of a client server based system and achieve other resource savings through the use of a web based system.

MVAO offices went "online" with the Department of Veterans Affairs (DVA), gaining access to DVA federal benefits systems. This allows MVAO to access multiple VA systems that assist veterans and their dependants in Monterey and San Benito counties to determine the status of pending issues before the DVA.

MVAO also achieved full accreditation of its service officers by the California Department of Veterans Affairs and the National Association of County Veterans Services Officers (NACVSO). These accreditations are instrumental for federal access to multiple organizations.

MVAO has advocated for and assisted over 5,500 veterans' their dependants and survivors in filing and securing benefits from the Department of Veterans Affairs (DVA) generating compensation,

pension, education and widows benefits payments to residence of Monterey County.

According to the California Department of Veterans' Affairs; MVAO generated \$24,847,338 in "spendable income" that went into the local economy. MVAO staff also participated in veteran events in Salinas, Hollister, Seaside, Monterey, Marina, and at the Defense Language Institute by sharing information to veterans about benefits and employment opportunities.

Budget Year Goals

Refine long-term funding options for the Drop-In Center (DIC) to bring this project online. Secure permanent funding from the State of California to support the County Veterans Service Officer Program in the form of pending legislation AB 2703. Continue ongoing cooperation and collaboration with Behavioral Health, Office for Employment Training, Department of Social Services, and the Health Department to develop a collaborative program with the US Department of Veterans Affairs' (DVA) and California Department of Veterans to provide counseling and other services to returning combat veterans and their dependents.

Explore solutions to the logistical and economic challenges of establishing a Monterey County Veterans' Drug Treatment Court within the Superior Court of Monterey County's Drug Court that is designed specifically to address unique circumstances of veterans for alternatives to incarceration.

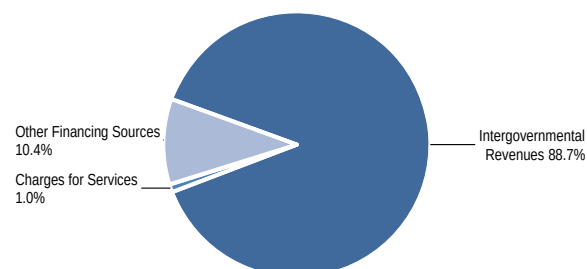
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
14C30	MANAGEMENT ANALYST II	1.00
60U20	MILITARY & VETERAN AFFAIRS OFFICER	1.00
60U21	MILITARY & VETERANS REPRESENTATIVE III	4.00
80E80	PRINCIPAL OFFICE ASSISTANT	1.00
Total		7.00

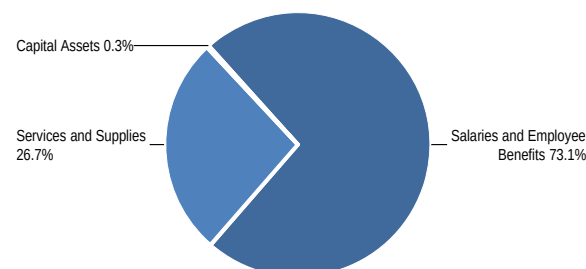
Social Services

(Unit 8262— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	59,529,230	67,685,022	63,630,980	70,871,617	68,191,240	506,218
Services and Supplies	19,339,604	23,959,041	25,079,862	25,758,316	24,906,522	947,481
Other Charges	(1,558,823)	(121,932)	780,287	(396,850)	(396,850)	(274,918)
Capital Assets	1,091,869	724,419	0	250,000	250,000	(474,419)
Subtotal	\$78,401,879	\$92,246,550	\$89,491,129	\$96,483,083	\$92,950,912	704,362

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Intergovernmental Revenues	68,496,785	78,418,052	76,712,651	84,592,692	83,177,799	4,759,747
Charges for Services	175,647	1,642,385	2,317,123	894,928	894,928	(747,457)
Miscellaneous Revenues	179,626	0	0	0	0	0
Other Financing Sources	9,647,818	11,909,183	10,184,425	9,748,289	9,748,289	(2,160,894)
Subtotal	\$78,499,876	\$91,969,620	\$89,214,199	\$95,235,909	\$93,821,016	1,851,396
General Fund Contributions	(\$97,997)	\$276,930	\$276,930	\$1,247,174	(\$870,104)	(1,147,034)
Total Source of Funds	\$78,401,879	\$92,246,550	\$89,491,129	\$96,483,083	\$92,950,912	704,362

Unit Description

This unit administers a variety of social services programs including: eligibility for CalWORKs cash payments and welfare-to-work services to low-income families; eligibility for General Assistance cash payments to individuals; eligibility for CalFresh (formerly known as Food Stamps) nutrition assistance; Medi-Cal eligibility; eligibility and assessment of levels of support for In-Home Supportive Services; Child Welfare Services, Child Abuse Prevention programs, Foster Family Licensing, and Adoption Services; advocacy to support General Assistance recipients in applying for federal Supplemental Security Income (SSI) and Adult Protective Services.

These programs are primarily funded by the California Department of Social Services, and the California Department of Health Services. State and Federal governments and sales tax realignment contribute to the funding of most of these programs under sharing formulas, which vary from program to program. Generally, the State cost reimbursements are capped while most Federal funding,

with the exception of CalWORKs, is open-ended. The operation of the various programs is subject to State and Federal mandates, which may impose fiscal or other sanctions for non-compliance. Social Services Operation and Administration consists of the following main areas:

COMMUNITY BENEFITS: CalFresh, Medi-Cal, CalWORKs/Temporary Assistance for Needy Families Eligibility, Foster Care Eligibility, Quality Control, and Fraud Prevention;

FAMILY AND CHILDREN'S SERVICES: Child Protective Services, Child Abuse Prevention programs, Emergency Response, Family Maintenance, Family Reunification, Permanent Foster Care Placement, Adoptions, Foster Family Home Licensing, Promoting Safe and Stable Families Program, and Transitional Services for Former Foster Youth;

AGING AND ADULT SERVICES: In-Home Supportive Services Assessments, Adult Protective Services, Supplemental Security Income (SSI) Advocacy, Information and Referral;

CALWORKS EMPLOYMENT SERVICES: Welfare to Work Services for CalWORKs recipients including child care and transportation assistance, Family Stabilization, and a CalWORKs Wage Subsidy Program;

HUMAN RESOURCES: Employee relations, recruitment, retention, payroll, complaint investigations, civil rights and ADA compliance, employee safety, and Department-wide Staff Development; and

ADMINISTRATIVE SERVICES: Financial planning, revenue maximization, accounting, statistical reporting, information systems, procurement, records retention, copying and mail distribution center, facilities management and fleet operations.

Prior Year Accomplishments

Accomplishments for this unit included at the department level.

Budget Year Goals

Goals for this unit included at the department level.

Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
11A12	DIRECTOR SOCIAL SERVICES	1.00
14B21	ASSOCIATE PERSONNEL ANALYST	3.00
14B32	SENIOR PERSONNEL ANALYST	1.00
14B51	DEPARTMENTAL HR MANAGER-MERIT SYSTEMS	1.00
14C30	MANAGEMENT ANALYST II	15.00
14C31	MANAGEMENT ANALYST III	11.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	6.00
14C72	ADMINISTRATIVE SERVICES MANAGER	1.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	3.00
14H70	STAFF TRAINER II	11.00
16F40	DEPARTMENTAL INFORMATION SYSTEMS MANAGER I	1.00
16F41	DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	1.00
20B10	ACCOUNTANT I	2.00
20B11	ACCOUNTANT II	2.00
20B93	FINANCE MANAGER II	2.00
25E21	ELIGIBILITY WORKER II	186.00

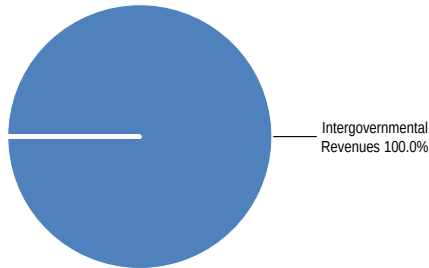
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
25E22	ELIGIBILITY WORKER III	108.00
25E80	ELIGIBILITY SUPERVISOR	40.00
43J05	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	6.00
43J09	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	7.00
43J15	SUPERVISING DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	2.00
52E22	PUBLIC HEALTH NURSE II	2.00
60C22	SOCIAL WORKER III	19.00
60C24	SOCIAL WORKER V	67.00
60C81	SOCIAL WORK SUPERVISOR II	18.00
60D10	SOCIAL SERVICES AIDE I	2.00
60D11	SOCIAL SERVICES AIDE II	58.00
60H11	EMPLOYMENT & TRAINING WORKER II	7.00
60H21	EMPLOYMENT & TRAINING WORKER III	36.00
60H31	EMPLOYMENT & TRAINING SUPERVISOR	7.00
60H32	SUPERVISING STAFF TRAINER	1.00
60I01	DEPUTY DIRECTOR SOCIAL SERVICES	4.00
60I02	PROGRAM MANAGER II	12.00
70A21	CUSTODIAN	1.00
70F79	WAREHOUSE WORKER	2.00
70F82	SUPERVISING WAREHOUSE WORKER	1.00
70N01	OFFICE MAINTENANCE WORKER	3.00
80A31	SECRETARY	11.00
80A32	SENIOR SECRETARY	4.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00
80E21	OFFICE ASSISTANT II	90.00
80E22	OFFICE ASSISTANT III	32.00
80E80	PRINCIPAL OFFICE ASSISTANT	14.00
80E81	SUPERVISING OFFICE ASSISTANT I	17.00
80E82	SUPERVISING OFFICE ASSISTANT II	1.00
80E98	PRINCIPAL CLERK-CONFIDENTIAL	3.00
80J20	ACCOUNTING CLERICAL SUPERVISOR	2.00
80J22	SENIOR ACCOUNT CLERK	2.00
80J30	ACCOUNTING TECHNICIAN	4.00
Total		831.00

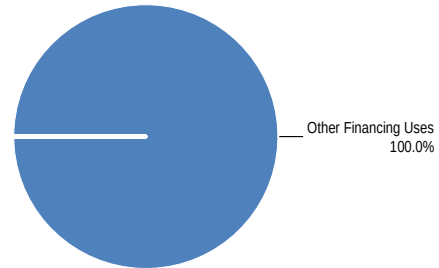
Social Services

(Unit 8262— Fund 022)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Other Financing Uses	6,252,127	7,482,902	6,563,405	5,846,957	5,846,957	(1,635,945)
Subtotal	\$6,252,127	\$7,482,902	\$6,563,405	\$5,846,957	\$5,846,957	(1,635,945)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Intergovernmental Revenues	6,245,378	0	6,563,405	5,846,957	5,846,957	5,846,957
Other Financing Sources	0	7,482,902	0	0	0	(7,482,902)
Subtotal	\$6,245,378	\$7,482,902	\$6,563,405	\$5,846,957	\$5,846,957	(1,635,945)
Fund Balance	6,748	0	0	0	0	0
Total Source of Funds	\$6,252,126	\$7,482,902	\$6,563,405	\$5,846,957	\$5,846,957	(1,635,945)

Unit Description

Realignment legislation adopted in 2011 and reaffirmed by Proposition 30, requires counties to be responsible for payments of the non-federal portion of Adult Protective Services, Adoption Assistance Program (AAP), Foster Care (FC), and many Child Welfare Services Programs. To fund these new local costs the State Controller's Office transfers sales taxes to the counties. Fund 022 is established to provide transparency of receipts and transfers of sales taxes associated with Services Subaccount of the Protective Services Account for 2011 Public Safety Realignment. A new process is in place that includes operating transfers between the General Fund 001 (Units 8255 and 8262) and Fund 022 for the realigned programs.

Prior Year Accomplishments

Accomplishments for this unit included at the department level.

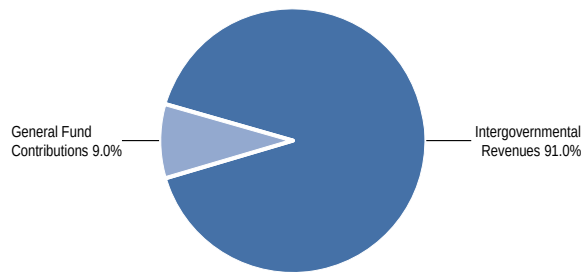
Budget Year Goals

Goals for this unit included at the department level.

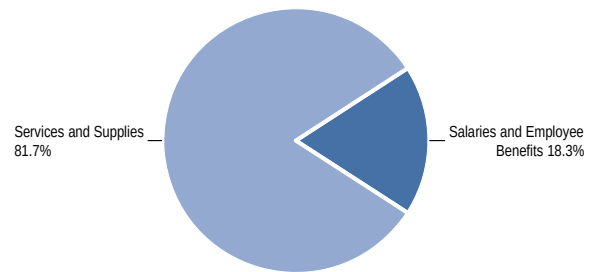
Area Agency on Aging

(Unit 8268— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	381,232	389,070	371,991	408,230	408,230	19,160
Services and Supplies	1,799,123	1,847,066	1,628,402	1,822,444	1,822,444	(24,622)
Other Charges	(105,681)	(96,130)	(102,956)	(139,647)	(139,647)	(43,517)
Subtotal	\$2,074,674	\$2,140,006	\$1,897,437	\$2,091,027	\$2,091,027	(48,979)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Intergovernmental Revenues	1,920,886	1,924,100	1,681,531	1,902,321	1,902,321	(21,779)
Miscellaneous Revenues	338	0	0	0	0	0
Subtotal	\$1,921,224	\$1,924,100	\$1,681,531	\$1,902,321	\$1,902,321	(21,779)
General Fund Contributions	\$153,450	\$215,906	\$215,906	\$188,706	\$188,706	(27,200)
Total Source of Funds	\$2,074,674	\$2,140,006	\$1,897,437	\$2,091,027	\$2,091,027	(48,979)

Unit Description

The Area Agency on Aging (AAA) was established through the Federal Older Americans Act amendments of 1977 with a mission to plan, advocate, and coordinate services for persons 60 years of age and older. Led by a 15-member advisory council, planning efforts focus upon home and community-based long-term services and supports.

Annually, the AAA allocates funds to local non-profit organizations serving seniors and their family caregivers with the objective of improving their physical and social well-being. Among the program services provided through contracts with various agencies are the Health Insurance Counseling and Advocacy Program (HICAP), Ombudsman for Long-Term Care, family caregiver support services, senior nutrition, health promotion, legal services and a senior service information and referral call center. These activities are funded by the Older American Act and the Older Californians Act with State and Federal revenues, supplemented by a County share for administrative expenses.

Prior Year Accomplishments

The Area Agency on Aging continues to lead local efforts in a redesign of the service delivery system to better integrate and coordinate Long Term Services and Supports, also known as social supports, with health care providers. On the advocacy front, the Area Agency on Aging Advisory Council has been active in identifying issues important to seniors and working with policy makers to strengthen social security and Medicare, bring attention to the problem of elder and dependent adult abuse, and call for parity in the provision of mental health services and treatment for older adults.

Budget Year Goals

Funding for the Area Agency on Aging is impacted by Federal sequestration which reduces available funding. Managing with reduced funding levels will pose challenges given the growing numbers of seniors and those whose lives became even more precarious with the loss of assets during the 2008 recession.

The primary goals for the coming year will be to continue to advance the integration and coordination of Long Term Services and Supports with the health care sector and to advocate for the

protection of Social Security, Medicare and Medi-Cal, to bring attention to the problem of elder and dependent adult abuse, and to call for parity in the provision of mental health services and treatment for older adults. The Area Agency on Aging has been convening partners supporting both the physical health and social support needs of older adults and individuals with disability to establish an Aging and Disability Resource Center.

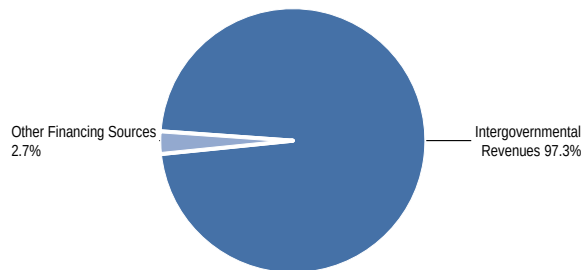
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
14C31	MANAGEMENT ANALYST III	1.00
20B11	ACCOUNTANT II	1.00
60I02	PROGRAM MANAGER II	1.00
Total		3.00

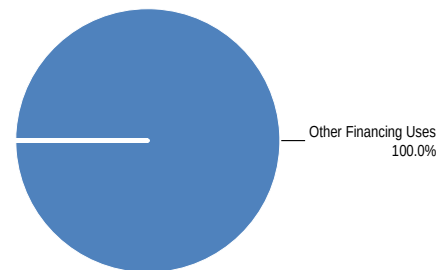
Social Services Realignment

(Unit 8425— Fund 025)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Other Financing Uses	23,519,922	26,879,615	26,685,090	27,175,759	27,175,759	296,144
Subtotal	\$23,519,922	\$26,879,615	\$26,685,090	\$27,175,759	\$27,175,759	296,144

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Intergovernmental Revenues	25,228,428	554,510	26,014,935	26,621,249	26,433,342	25,878,832
Other Financing Sources	514,679	26,325,105	670,155	554,510	742,417	(25,582,688)
Subtotal	\$25,743,106	\$26,879,615	\$26,685,090	\$27,175,759	\$27,175,759	296,144
Fund Balance	(2,223,185)	0	0	0	0	0
Total Source of Funds	\$23,519,921	\$26,879,615	\$26,685,090	\$27,175,759	\$27,175,759	296,144

Unit Description

The 1991 Realignment (Realignment) legislation refers to a fiscal arrangement between the State and counties which dedicates portions of Vehicle License Fee (VLF) and Sales Tax revenues to county health, mental health and social services programs. The Realignment transferred programs from State to County control, altered cost-sharing ratios, and provided counties with the VLF and Sales Tax as dedicated revenues to pay for the programs. The 1991 Realignment differs from the 2011 Public Safety Realignment.

The Realignment impacted the Department of Social Services (DSS) in such programs as: CalWORKs, CalFresh, Foster Care, Adoptions, Child Welfare Services, and In-Home Supportive Services (IHSS). The sales tax and VLF are collected and

distributed on a monthly basis by the State Controller Office. The county receives over \$16,000,000 for these activities which is deposited into Fund 025 and distributed out to various budget units within Social Services, Probation and Health departments through operating transfers. Growth funds above the base are distributed by a defined process and estimated annually by the Department of Finance.

Prior Year Accomplishments

Accomplishments for this unit included at the Department level.

Budget Year Goals

Goals for this unit included at the Department level.



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Library

The Monterey County Free Libraries (MCFL) is a public library system whose mission is to bring ideas, inspiration, information and enjoyment to the community. MCFL was established by the Monterey County Board of Supervisors on August 6, 1912, under the authority of the County Library Law of 1911. It is a special taxing authority and, as such, its operations are funded primarily through its own share of the property tax.

MCFL actively addresses the following Strategic Initiatives of the Board of Supervisors:

Economic Development Strategic Initiative: Through collaboration, strengthen economic development to ensure a diversified and healthy economy.

Health and Human Services Strategic Initiative: Improve health and quality of life through County supported policies, programs, and services; promoting access to equitable opportunities for healthy choices and health environments in collaboration with communities.

Public Safety Strategic Initiative: Reduce violent crime and homicides, create a safe environment for people to achieve their potential, leading businesses and communities to thrive and grow.

MCFL's vision is that of Monterey County as a community where everyone has the opportunity to achieve their potential and pursue happiness. It works to achieve this vision and fulfill its mission by offering a variety of services and programs to the public. Details of these services and programs are available at MontereyCountyFreeLibraries.org/services.html.

Public Services (80%) form the core of MCFL and are offered through a network of 17 branches (2 are currently closed for repair), three bookmobiles, a virtual branch/website, and Library by Mail. Services offered include: borrowing print, electronic, and audiovisual (AV) materials; reference and reader advisory; children's and teen services; programs for adults and youth; homework assistance for K-12 students; literacy programs for adults and families; free access to computers, the Internet, downloadable e-books and audiobooks, and several subscription databases.

Support Services (14%) provide the services that help MCFL coordinate activities behind the scenes, including the selection, acquisition, cataloging, physical preparation, and distribution of library materials; database management; borrowing and lending of materials between library systems; and maintenance and management of the automated library system and the public access computers.

Administrative Services (6%) functions include: planning; policy formation and implementation; fiscal, personnel, and organizational management; staff development and training; public information; community relations and participation in the local library consortium (MOBAC/PLP); and library system infrastructure and facilities management.

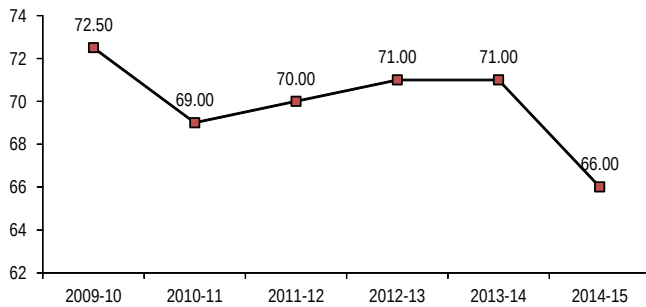


Operating Budget: \$8,451,751
Positions (FTEs): 66.00

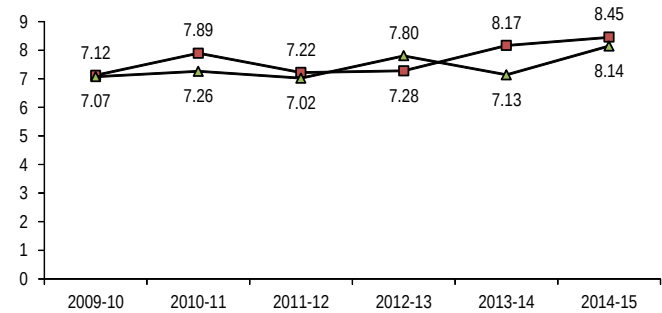
Jayanti Addleman
County Librarian

Library

Staffing Trends



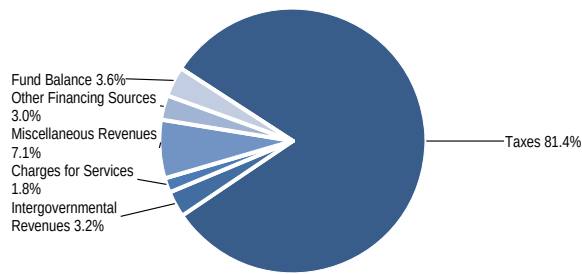
Expenditure/Revenue History (in thousands)



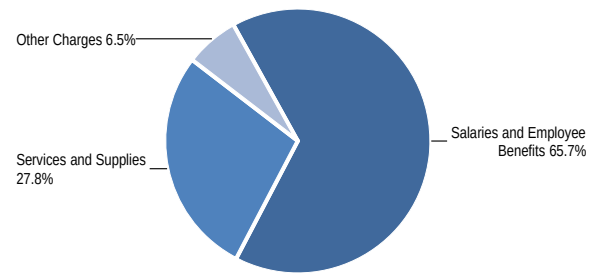
The Library envisions Monterey County as a place where everyone has the opportunity to achieve their potential and pursue happiness. Their mission is to bring ideas, inspiration, information and enjoyment to the community.

Key Performance Measures	Actual 2011-12	Actual 2012-13	To Date 2013-14
Registered library users/Active library card holders	145,023	152,423	148,394
Program attendance – all ages	34,259	86,100	21,788
Computer usage of public access computers in the library – number of uses regardless of length of use	276,000	207,062	108,935

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	4,344,725	5,209,645	5,217,021	5,693,846	5,556,153	346,508
Services and Supplies	2,400,344	2,319,827	2,408,823	2,345,730	2,345,598	25,771
Other Charges	529,978	529,253	529,253	550,000	550,000	20,747
Capital Assets	0	17,610	10,000	0	0	(17,610)
Subtotal	\$7,275,047	\$8,076,335	\$8,165,097	\$8,589,576	\$8,451,751	375,416

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Taxes	6,345,339	6,316,220	6,316,220	6,875,271	6,875,271	559,051
Revenue from Use of Money & Property	7,565	1,000	1,000	3,000	3,000	2,000
Intergovernmental Revenues	525,923	257,560	257,560	266,500	266,500	8,940
Charges for Services	141,412	152,000	130,000	150,000	150,000	(2,000)
Miscellaneous Revenues	595,211	247,000	250,000	600,000	600,000	353,000
Other Financing Sources	187,177	179,622	179,622	250,000	250,000	70,378
Subtotal	\$7,802,627	\$7,153,402	\$7,134,402	\$8,144,771	\$8,144,771	991,369
Fund Balance	(527,579)	922,933	1,030,695	444,805	306,980	(615,953)
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$7,275,048	\$8,076,335	\$8,165,097	\$8,589,576	\$8,451,751	375,416

Summary of Recommendation

The Fiscal Year (FY) 2014-15 County Library Recommended Budget appropriations increased by \$375,416, an approximately 4.6% increase over the FY 2013-14 Adopted Budget.

Salaries and Benefits increased by \$346,508, an approximately 6.6% increase over FY 2013-14.

MCFL is implementing position changes based on a salary study completed last year.

Temporary help services decreased by \$11,000, an approximately 5.2% decrease over FY 2013-14 Adopted Budget.

The County Library continues to actively seek alternative and diversified sources of funding to supplement its budget in order to fill the ongoing gap between fiscal resources and community needs. Majority of the County Library's budget goes to paying staff salaries, maintaining multiple locations, and shared county costs. The library staffing levels are tight, but the funds available for books, computers and other library materials are very limited. The

County Library collaborates with various Friends of the Library groups and the Foundation for Monterey County Free Libraries on fundraising events, grant applications, book sales and various outreach efforts to increase their funding contributions.

The FY 2013-14 Recommended Budget Revenue is projected to increase over the FY 2013-14 Adopted Budget. This is due to increases occurring in Property Tax Revenue, as well as a projected refund from the Redevelopment Property Tax Trust Fund.

Budget Impacts

The recommended budget provides for maintaining Library Services at basic levels for the 2014-2015 fiscal year.

Demand for library services remain high because the prolonged economic challenges and because of lack of alternative resources in many of the communities MCFL serves. The majority of MCFL's budget goes toward maintaining multiple locations and for staff salaries; resources for the purchase of books, computers and other library materials remain limited.

Intermittent vacancies have helped the library meet its balanced budget goals. The temporary closure of two branches, though having a negative effect on MCFL's ability to provide service, has contributed to narrowing the budget gap. However, continued deferred maintenance contributed to the temporary closure of these two branches, and have caused concern about basic condition of several of the library facilities.

MCFL continues to seek ways to minimize the imbalance between revenues and the increased expenditures while simply maintaining service levels. The change in Redevelopment Agency (RDA) property tax impacts have resulted in a slight increase in the property tax income for the Library and in 2013-2014 MCFL is cautiously restarted the process of exploring new projects and ideas.

Demand for library services remain at high levels partly because of ongoing economic and educational challenges in many of the areas served, and the lack of alternate cultural resources, but also because of the high quality services that MCFL provides.

Prior Year Accomplishments

MCFL completed or started several projects that further the mission of the County Library through the following:

Continued implementation of a new three-year (2013-2016) Strategic Plan.

Completed a salary study for library classifications and implemented the recommended salary changes.

Continued on planning and construction on the San Lucas library.

Improved broadband infrastructure by providing high speed fiber-optic access to the internet at 10 of the larger branches.

Increased e-resources available to the public, including offering live streaming of videos through IndieFlix.

Completed an evaluation of library facilities that identified immediate repair/replacement needs.

Completed a community needs assessment for Carmel Valley and started planning for a long-term facility.

Aggressively sought and received financial and in-kind grants for new programs including a STREAM (Science, Technology, Reading, Agriculture, Math) programs for preschoolers, arts exhibits, teen programs, conversational English group programs, grant trainings, community branchlets outreach programs, etc.

Collaborated extensively with community partners and County Departments in serving the public through programs like "Together we Play, Together we Learn", Affordable Care Act information and enrollment sessions, etc.

Continued to expand youth engagement and long term crime/gang prevention programs like Homework Centers, reading groups, music and art programs, movie and gaming nights, and storytimes and crafts.

Budget Year Goals

During FY 2014-15, MCFL will address the Board of Supervisors' Strategic Initiatives through pursuing the following goals:

Continue to implement the 2013-2016 MCFL Strategic Plan with a focus on equity of services, efficiency, sustainability, and responding to community needs, including reevaluating programs and services, seeking diversified and stable funding sources.

Continue progress on clearing the new San Lucas library site and commence construction of the new building.

Work with the City of Seaside on improving the library building, seek options for replacing the currently closed Parkfield Library, and investigate long term options for the Carmel Valley. expanding the Family Place program to other branches.

Follow up on recommendations in the facilities evaluations reports and continue to seek options for improving library facilities to respond to community and library service needs.

Explore options for replacing the North County bookmobile.

Continue to grow computer, online and digital resources.

Continue to grow programs for youth and adults including cultural/ arts programs, afterschool homework programs, conversational English programs, etc.

Pending Issues

Planning and reconstruction of the new San Lucas branch library is underway.

The Parkfield branch library is currently closed and a new facility is needed to adequately serve this remote and isolated community. MCFL will be exploring options for replacing this building and providing service to this remote community which has very limited alternatives for library or other services.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted	Fund Code	Org Code
Library (LIB001)	7,275,047	8,076,335	8,165,097	8,589,576	8,451,751	375,416	003	6110_8141
Subtotal	\$7,275,047	\$8,076,335	\$8,165,097	\$8,589,576	\$8,451,751	375,416		

Units

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Library	7,275,047	8,076,335	8,165,097	8,589,576	8,451,751	375,416
Subtotal	\$7,275,047	\$8,076,335	\$8,165,097	\$8,589,576	\$8,451,751	375,416

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
11A05	LIBRARY DIRECTOR	1.00	1.00	1.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	1.00	0.00
43J04	DEPARTMENTAL INFORMATION SYSTEMS SPECLIST	1.00	1.00	1.00	0.00
65A10	LITERACY PROGRAM ASSISTANT	1.00	1.00	0.00	-1.00
65A11	LITERACY PROGRAM SPECIALIST	1.00	1.00	0.00	-1.00
65A31	LIBRARIAN I	2.00	1.00	1.00	0.00
65A33	LIBRARIAN II	12.00	12.00	11.00	-1.00
65A40	LIBRARIAN III	3.00	3.00	3.00	0.00
65A85	MANAGING LIBRARIAN	3.00	3.00	3.00	0.00
80C01	LIBRARY ASSISTANT I	11.50	12.00	11.00	-1.00
80C21	LIBRARY ASSISTANT II	22.50	22.50	21.50	-1.00
80C22	LIBRARY ASSISTANT III	10.00	10.50	10.50	0.00
80J21	ACCOUNT CLERK	1.00	1.00	1.00	0.00
80J22	SENIOR ACCOUNT CLERK	1.00	1.00	1.00	0.00
Total		71.00	71.00	66.00	-5.00

Library

Augmentation

Dept	Request Code	Request Name	Ranking Type	Requested Amount	FTEs	Cumm. Approved	Approved FTEs
6110	AUG1_6110_8141_003	Library Budget	New Prog/Svc w/ Outside funding	137,825	1.00	0	0.00
Grand Total				137,825	1.00	0	0.00



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Cooperative Extension Service

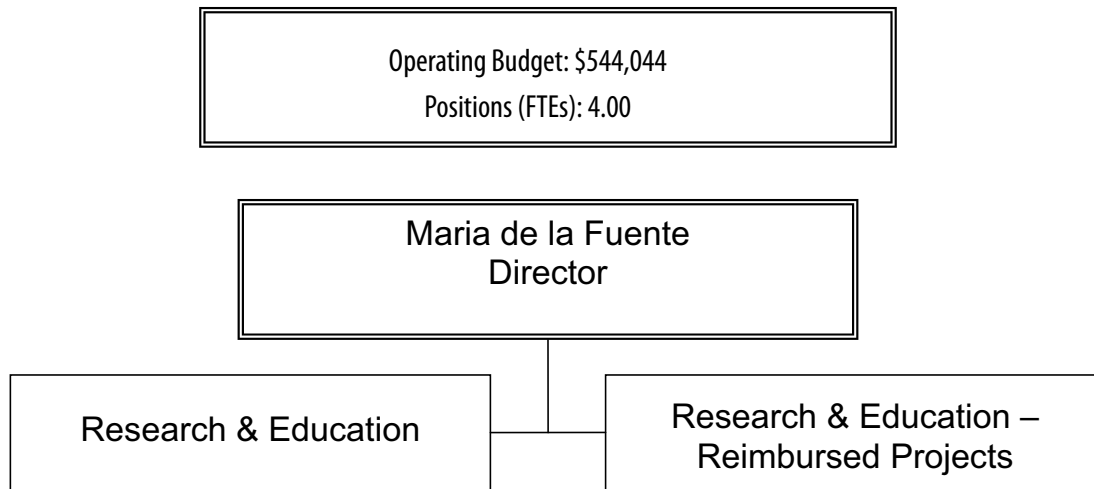
Cooperative Extension is one of the oldest departments in the County. At the request of Monterey County, the University of California and the County started the local Cooperative Extension office in 1918 for the betterment of the County's economy and quality of life. Cooperative Extension is a national program under the United States Department of Agriculture and the land grant university of each state. Cooperative Extension was authorized in 1914 by the Federal Smith Lever Act to bring the research and knowledge of the land grant universities directly to counties. Cooperative Extension is a department that is jointly supported by Monterey County, the University of California and the United States Department of Agriculture. It is considered to be a part of the statewide educational arm of the University of California, Division of Agriculture and Natural Resources. The Department in Monterey County conducts research and educational programs in three principal areas: Agriculture, 4-H Youth Development and Leadership Training, and Natural Resources. The Strategic Initiatives that Cooperative Extension actively addresses: Active engagement in appropriate economic development, promoting the use of alternative energy sources and related best practices that benefit the environment, and creating approaches aimed at increasing the overall well-being and quality of life for Monterey County residents.

AGRICULTURAL PROGRAM: The Agricultural Program is conducted by the Farm Advisors (U.C. paid academics) who were selected because of their expertise and degrees in their disciplines, in addition to their abilities to teach and work with people. Their mission is to conduct frequent needs assessments and to provide local actionable research and education that is geared to protecting and promoting Monterey County's farm-based economy, the number one industry. The Agricultural Program has five Farm Advisors with programs in Entomology; Irrigation; Water Quality and Water Policy; Plant Pathology and Food Safety; Viticulture; Weed Science and Vegetable Crops; Strawberries; Ornamental Horticulture; Agricultural Economics and Farm Management; Natural Resources; Pomology; and Rangeland Management. The programs promote the economic viability of the agricultural industry and the protection of environmental resources. Research and educational programs encompass several target areas such as sustainable, safe, nutritious food production and delivery, economic success in a global economy, and a sustainable, healthy, productive environment focusing on two of the USDA and UC strategic initiatives: Water Quality, Quantity and Security and Sustainable Food Systems.

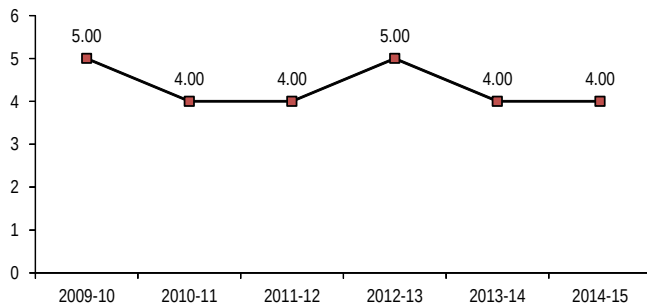
4-H YOUTH PROGRAM: The mission of the 4-H Youth Development Program is to instill leadership, citizenship and life skills in our youth through hands-on learning and community service. In Monterey County there are 16 clubs/groups serving young people ages 5 through 19 in areas such as health and leisure, leadership, family and consumer science, engineering, computer science, and resource science, as well as animal science and plant science programs. Volunteer leaders assist the University-staffed Youth Development Advisor and Program Representatives. University-backed research and publications provide the curriculum for the 4-H projects. The local Cooperative Extension has acquired special state funding in support of 4-H for military youth. Based on research that shows the United States is significantly trailing other nations in science education, Monterey County is now participating in the national 4-H SET initiative (Science, Engineering and Technology). Also, 4-H represents a community based Thrive Program made up of teens learning their value and worth - that they have something unique to offer the world and the courage to act on their gifts.

NATURAL RESOURCES PROGRAM: Advisors work to solve local issues such as pine pitch canker, Monterey pine tree health, Sudden Oak Death (SOD), rangeland management, water quality, soil conservation, and land use. Cross-county Advisors add to the in-County expertise, and UC campus specialists are contacted to collaborate and bring additional knowledge to bear on specific County issues as they arise.

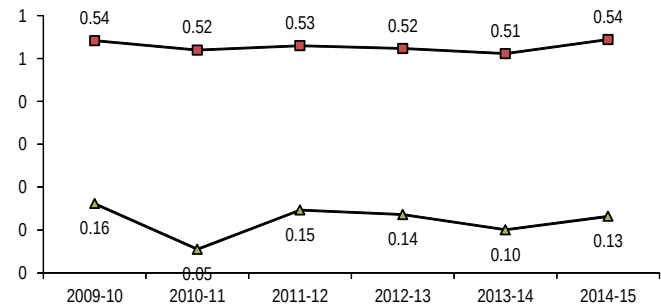




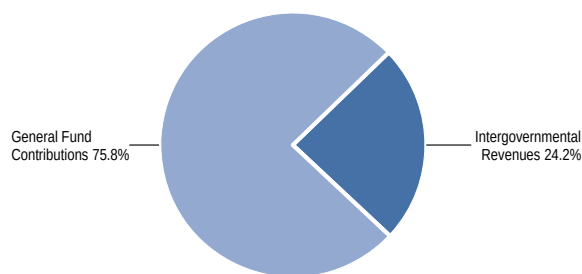
Staffing Trends



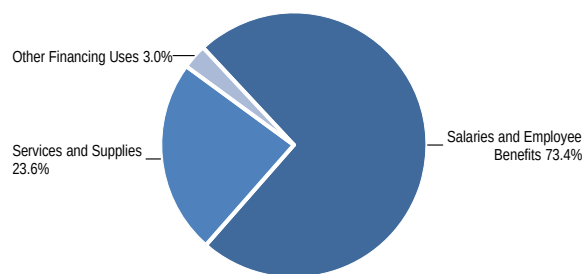
Expenditure/Revenue History (in thousands)



Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	417,580	379,863	361,618	465,786	399,360	19,497
Services and Supplies	105,550	136,293	133,269	154,430	128,420	(7,873)
Other Financing Uses	0	16,264	16,264	16,264	16,264	0
Subtotal	\$523,130	\$532,420	\$511,151	\$636,480	\$544,044	11,624

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Intergovernmental Revenues	135,498	120,403	100,165	131,735	131,735	11,332
Miscellaneous Revenues	269	0	0	0	0	0
Subtotal	\$135,767	\$120,403	\$100,165	\$131,735	\$131,735	11,332
General Fund Contributions	\$387,364	\$412,017	\$410,986	\$504,745	\$412,309	292
Total Source of Funds	\$523,130	\$532,420	\$511,151	\$636,480	\$544,044	11,624

Summary of Recommendation

The Recommended Budget for the department totals \$544,044 in appropriations, financed by \$131,735 in program revenue and \$412,309 in General Fund Contribution (GFC).

Budget Impacts

The Recommended Budget provides for basic maintenance of services at basic levels for FY 2013-2014.

Prior Year Accomplishments

GENERAL: Brought to the County for the betterment of its economy, people and natural resources: \$1,483,816 in non-restricted research grants, 78 specific research grant projects, managing up to \$1,998,416 for these specific grants. Provided volunteer services (at \$25.25, as published by the Independent Sector, 2009 National Average for value of volunteer time) worth approximately \$1,573,220 for youth development and community plant beautification and restoration projects. Provided 1,055 diagnostic tests/identifications (insects, plant diseases, weeds, other plant disorders) to the agricultural industry, pest management industry and homeowners.

ENTOMOLOGY RESEARCH PROGRAM: Entomology research and extension program was targeted on vegetable pests in the past year. The major arthropod pests studied were cabbage maggot, springtails, garden symphylan, western flower thrips, bagrada bug,

and lygus bug. A survey was conducted to determine the root maggot species affecting the brassicas and lettuce in the Salinas Valley. All brassicas studied were infested by cabbage maggot whereas, lettuce and spinach had onion maggot. The time of field-level incidence of cabbage maggot was studied with life table surveys and three exclusion cage studies throughout the growing season in seeded-broccoli. This information is critical for cabbage maggot management in the Salinas Valley as organophosphate insecticides such as chlorpyrifos and diazinon were heavily regulated and not being used by most of the growers. We evaluated the efficacy of reduced-risk insecticides in laboratory bioassays on cabbage maggot and this work was extended to field bioassays. Field efficacy studies for cabbage maggot investigated timing and application methods (sprays at plant base, seedling tray drench, transplant water, and seed dressing). Few insecticide active ingredients showed effective against cabbage maggot in both lab and field studies. Research also provided insights into springtails biology and management on lettuce. Few insecticides with distinctly different modes of action were evaluated against garden symphylans through lab bioassays and will need further investigation. We conducted an insecticide trial for thrips in lettuce because there are very few insecticides known that can suppress adult thrips. Thus, growers are repeatedly spraying insecticides belonging to the same class (spinosad), which caused few thrips populations in the Salinas Valley to become resistant. Bagrada bug is new to Salinas Valley. A study was conducted to determine the effects of trap color on bagrada bug captures and black colored traps collected significantly greater number of bagrada bugs. This research will have implications on development of monitoring devise for bagrada bug. New finds were extended to growers

through trade journals, various blogs, and annual entomology meeting.

PLANT PATHOLOGY RESEARCH PROGRAM: Two new soilborne diseases of strawberry (*Macrophomina* charcoal rot, *Fusarium* wilt), previously found only in the south coast region, are now present and spreading in Monterey and Santa Cruz counties. We provided diagnostic services to strawberry growers so that new outbreaks can be confirmed. We are conducting research into the nature of the pathogens and development of the disease so that we can develop means of controlling these problems; spinach and lettuce downy mildews continue to be the two most important foliar problems on these leafy crops. We have been identifying races of the spinach downy mildew pathogen so that growers can plant resistant cultivars, if available. In the past year, one new race of the spinach downy mildew pathogen was confirmed in coastal California. For lettuce downy mildew we are working to develop new fungicide tools for the farmers; with increasing acres of spinach being produced in the county, root rot diseases are increasing in importance. We have identified the agents causing this problem and have advised growers on IPM strategies to combat these diseases; we provide diagnostic services to all segments of the agricultural industry, including large corporate farms, small acreage growers, as well as limited resource growers who speak only Spanish. Through our unique diagnostic program (the only one of its kind in California) we discovered new diseases of minor crops such as rappini, radicchio, epazote, and parsley.

IRRIGATION AND WATER QUALITY RESEARCH PROGRAM: Developed and/or evaluated affordable conservation practices that can mitigate agricultural run-off from storm and irrigation events. Field trials evaluating vegetated ditches and activated carbon socks have shown that chlorpyrifos pesticide can be mitigated to non-toxic levels in irrigation run-off. These practices also remove suspended sediments and associated pesticides. Evaluation of denitrification bioreactors have shown that this is an affordable method to remove nitrate from tile drainage and irrigation run-off so that water can meet environmental water quality standards. In addition to these research trials, we have a strong research and outreach program to assist the agricultural industry in reducing nitrate impacts to ground water and conserve water through improved management of irrigation systems. We have conducted the first year of trials that have assessed the fertilizer value of background levels of nitrate in ground water for production of vegetable crops. We have conducted on farm trials that verified that the online decision support tool, CropManage (ucanr.edu/cropmanage), which UCCE Monterey developed, can help growers reduce the use of nitrogen fertilizer by an average of 30%. The software also assists growers in conserving water by recommending an appropriate amount of water based on the development stage of the crop and using weather data from the 6 CIMIS stations located in Monterey County. We are also providing or participated in more than 20 trainings to help growers and irrigators improve the efficiency of their irrigation systems. We assisted the USDA-ARS station in establishing a new CIMIS weather station in South Salinas. Additionally, we have secured funding and capacity to conduct both irrigation efficiency and scheduling evaluations for growers. All of these resources and research should greatly assist the agricultural industry in weathering the drought and addressing new water quality regulations.

VEGETABLE AND WEED SCIENCE RESEARCH PROGRAM: Conducted trials with growers to evaluate nitrogen uptake dynamics of cole crops to better use their ability to scavenge nitrate from deeper in the soil profile and reduce nitrate leaching.

Evaluated new fertilizer technologies such as nitrification inhibitors and controlled release fertilizers to help growers better and manage nitrogen fertilization and reduce nitrate losses in at-risk crops such as the leafy green vegetables. Evaluated technologies to remove nitrate from tile waters that drain into coastal estuaries. Conducted trials on new, high-tech mechanical cultivators to help move the vegetable industry forward in the area of new technology and to help reduce weeding costs and improve the efficiency of weed removal. Conducted research on weed control in onions, cilantro, spinach, lettuce and peppers to provide growers with tools to more effectively and economically control weeds.

VITICULTURE RESEARCH PROGRAM: Evaluated management tools for powdery mildew and nematode control in coastal vineyards. Long-term trials to evaluate grape clonal selections and rootstocks for their field performance under local conditions have been established and evaluation of these sites has continued. Studies of planting and training cultural practices are being evaluated for their potential to promote earlier vine development and productivity for newly developed vineyards. Promoted awareness of local grape growers to assist in the detection of invasive and endemic pest issues of coastal vineyards.

4-H YOUTH PROGRAM: Provided 367 adult 4-H volunteers who offered activities and supervision for the youth of Monterey County. Supported 4-H youth groups who provided community service. Participated in three Farm Days. Promoted and rewarded youth leadership by providing scholarships, sending youth to leadership conferences locally as well as at the state level.

Budget Year Goals

Promote the economic sustainability of the County's economic base from the agricultural industry by conducting research to solve current pest problems. Provide diagnostic services that lead to the discovery of new diseases that can be stopped before they spread. Provide anti-bioterrorism diagnostic services for the agricultural industry. Maintain and enhance the resources of the region by conducting food safety (*E. coli*) research for local growing conditions.

ENTOMOLOGY RESEARCH PROGRAM: Research on biology and management of cabbage maggot, thrips, garden symphytan, springtails and bagrada bug will continue.

PLANT PATHOLOGY RESEARCH PROGRAM: Continue to investigate and study the two new strawberry diseases that are now in Monterey County. Continue surveying, detecting, and identifying the races of spinach downy mildew. Complete the study on the causes of root rot disease of spinach. Continue to provide diagnostic services to all components of the agricultural industry.

IRRIGATION AND WATER QUALITY RESEARCH PROGRAM: Increase assistance to growers to improve irrigation and nitrogen use efficiency. Establish a new CIMIS weather station near Soledad. Assist growers in implementing practices to improve water quality, such as vegetated ditches and denitrification bioreactors. Continue trials on assessing the fertilizer value of background levels of nitrate in ground water. Continue trials evaluating methods to reduce chlorpyrifos pesticide in irrigation run-off.

VEGETABLE AND WEED SCIENCE RESEARCH PROGRAM: Develop information on the depth to which various vegetables extract nitrate from the soil profile and use this information in

designing fertilization programs. Evaluate efficient nitrogen fertilization of cool season vegetables to assist growers comply with the new restrictions on the use of fertilizer by the Regional Water Quality Control Board. Research new technology for thinning and weeding lettuce to help make crop production more efficient and economical. Develop an effective late season weed control system for cool and warm season vegetables to reduce weeding costs and safeguard yield.

VITICULTURE RESEARCH PROGRAM: Continue long-term studies evaluating cultivar clonal selections and rootstocks for their performance under local conditions. Continue studies to measure the effects of plant material and cultural practices to promote the early development and productivity of newly established vineyards. Continue to evaluate the potential of both endemic and invasive pest issues in becoming production problems for coastal vineyards

Improve the quality of life for the County's youth, seniors and families by training adult volunteers to work directly with youth. Provide opportunities for youth to become engaged in positive,

research-based activities and develop responsibility and leadership through community service. Train Master Gardener volunteers who conduct community enhancement service projects.

Maintain and enhance the natural resources of the County by: Providing information through classes, workshops, newsletters, personal consultations and web-site that leads to the use of softer or less chemicals for pest control or effective alternatives to chemical controls. Provide farmers and policy makers unbiased, research-based information. Develop alternatives to pesticides that might degrade water quality or air quality.

Pending Issues

There are no pending issues.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted	Fund Code	Org Code
Cooperative Extension (EXT001)	420,969	412,017	410,986	504,745	412,309	292	001	6210_8021
Cooperative Ext -Reimbursed Projects (EXT001)	102,162	120,403	100,165	131,735	131,735	11,332	001	6210_8022
Subtotal	\$523,130	\$532,420	\$511,151	\$636,480	\$544,044	11,624		

Units

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Cooperative Extension	420,969	412,017	410,986	504,745	412,309	292
Cooperative Ext -Reimbursed Projects	102,162	120,403	100,165	131,735	131,735	11,332
Subtotal	\$523,130	\$532,420	\$511,151	\$636,480	\$544,044	11,624

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	1.00	0.00
43T23	FARM ADVISOR ASSISTANT III	2.00	1.00	1.00	0.00
80A31	SECRETARY	1.00	1.00	1.00	0.00
80J30	ACCOUNTING TECHNICIAN	1.00	1.00	1.00	0.00
Total		5.00	4.00	4.00	0.00

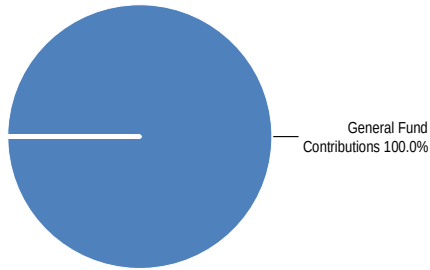
Augmentation

Dept	Request Code	Request Name	Ranking Type	Requested Amount	FTEs	Cumm. Approved	Approved FTEs
6210	AUG1_6210_8021_001	Restore Services and Supplies	Mandated	25,900	0.00	0	0.00
6210	AUG2_6210_8021_001	Restore additional Farm Advisor Asst. III	Base Level Maintenance	66,536	0.00	0	0.00
Grand Total				92,436	0.00	0	0.00

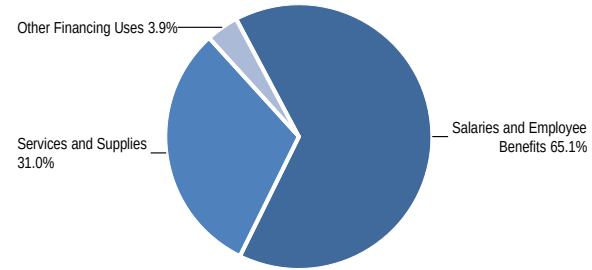
Cooperative Extension

(Unit 8021— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	319,022	264,893	263,694	334,683	268,257	3,364
Services and Supplies	101,946	130,860	131,028	153,798	127,788	(3,072)
Other Financing Uses	0	16,264	16,264	16,264	16,264	0
Subtotal	\$420,969	\$412,017	\$410,986	\$504,745	\$412,309	292

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Miscellaneous Revenues	142	0	0	0	0	0
Subtotal	\$142	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$420,827	\$412,017	\$410,986	\$504,745	\$412,309	292
Total Source of Funds	\$420,969	\$412,017	\$410,986	\$504,745	\$412,309	292

Unit Description

This Budget Unit description is the same as the Department Description. The programs listed in the Department Description: Agriculture, 4-H Youth, and Natural Resources are all programs funded by the County of Monterey General Fund.

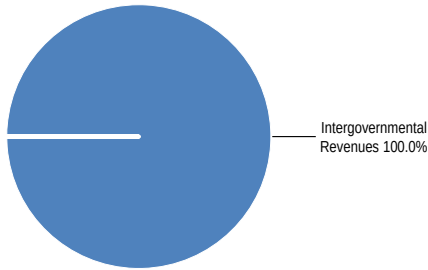
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00
80A31	SECRETARY	1.00
80J30	ACCOUNTING TECHNICIAN	1.00
Total		3.00

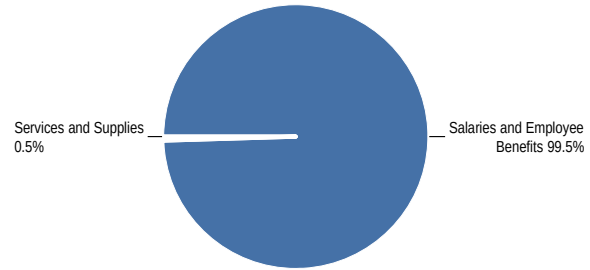
Cooperative Ext -Reimbursed Projects

(Unit 8022— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	98,558	114,970	97,924	131,103	131,103	16,133
Services and Supplies	3,604	5,433	2,241	632	632	(4,801)
Subtotal	\$102,162	\$120,403	\$100,165	\$131,735	\$131,735	11,332

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Intergovernmental Revenues	135,498	120,403	100,165	131,735	131,735	11,332
Miscellaneous Revenues	127	0	0	0	0	0
Subtotal	\$135,625	\$120,403	\$100,165	\$131,735	\$131,735	11,332
General Fund Contributions	(\$33,463)	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$102,162	\$120,403	\$100,165	\$131,735	\$131,735	11,332

Unit Description

This Budget Unit supports the Agriculture Program described in the Department Description. All expenses of this Budget Unit are reimbursed by the University of California (UC). The UC grant funding supports research and education programs in vegetable diseases, plant nutrition/cultural practices, weed science, viticulture, insect control, natural resources, irrigation, water quality and water policy.

Prior Year Accomplishments

This unit serves a specific, defined financial purpose in that all expenditures are reimbursed by the University of California.

Accomplishments for Cooperative Extension can be found under Unit 8021.

Budget Year Goals

This unit serves a specific, defined financial purpose in that all expenditures are reimbursed by the University of California. Goals for Cooperative Extension can be found under Unit 8021.

Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
43T23	FARM ADVISOR ASSISTANT III	1.00
Total		1.00



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Parks

The Monterey County Parks System benefits the local community by providing an assortment of outdoor and recreational activities, as well as boosting local tourism and economic activity. The Department budget is accounted for in three funds: Fund 001-General Fund; Fund 452- Lakes Resorts Enterprise Fund; and Fund- 006 Fish & Game Commission. These funds generally separate three distinct areas of operations: day use and camping parks, enterprise parks, and fish and game activities.

The Monterey County Board of Supervisors' Strategic Initiatives address key policy areas which have countywide significance. The Parks System plays a critical role in these policy areas. Active management and stewardship over a system of county parks provides for outdoor recreation which improves the quality of life for County residents and supports the local economy. These outdoor recreation resources are managed to preserve, promote, and interpret the natural, historical, and cultural values of Monterey County. They are operated to provide opportunities for public enjoyment, inspiration, education, cultural enrichment and personal development.

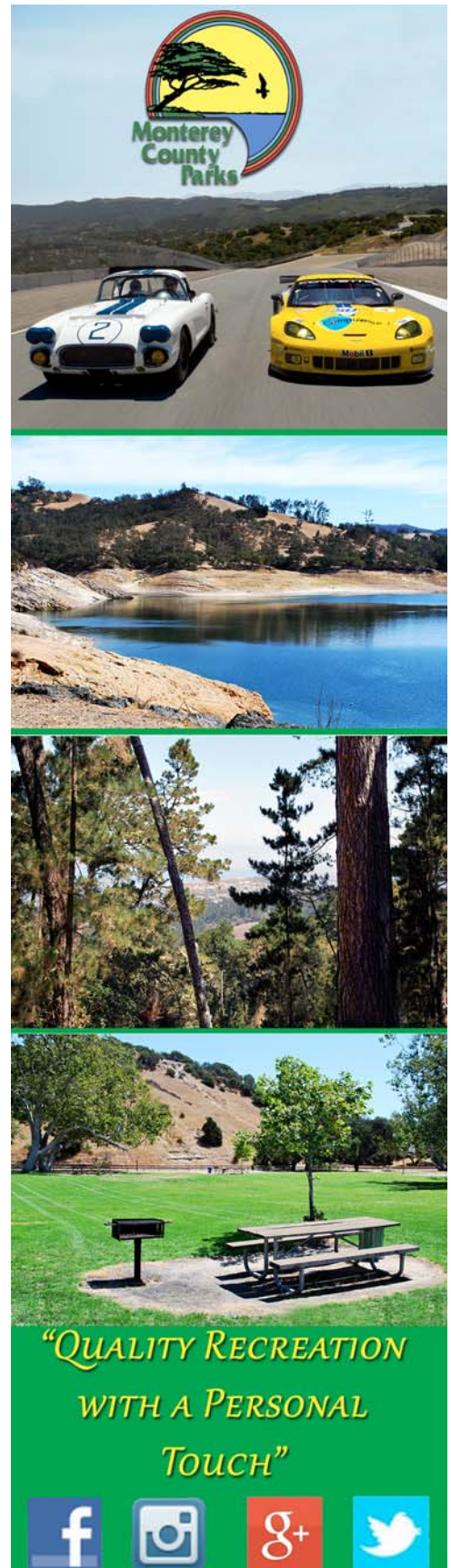
MAJOR PROGRAMS/DIVISIONS:

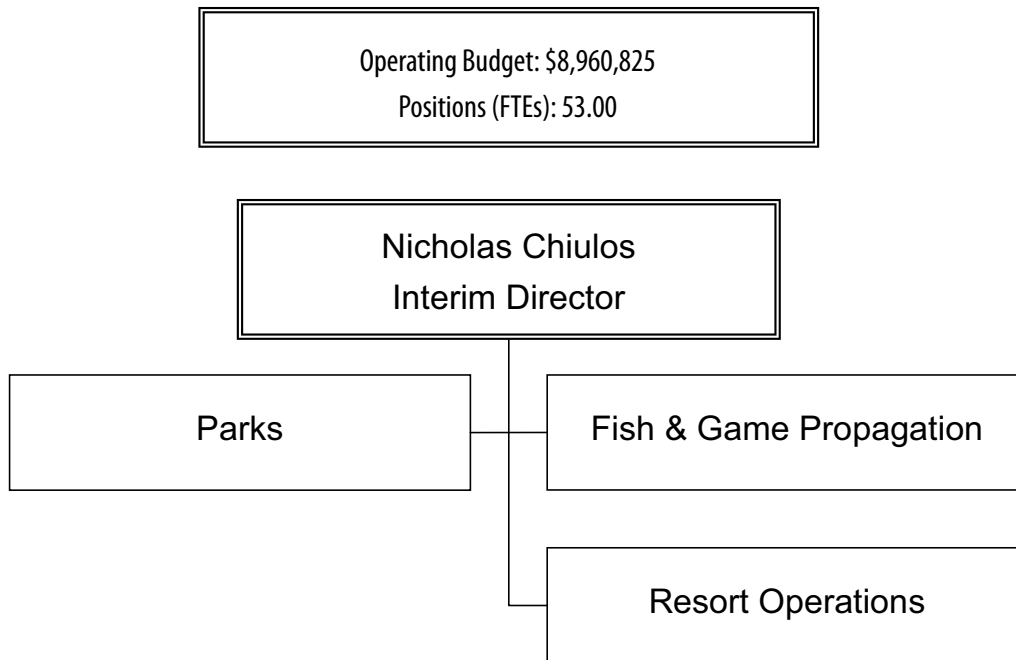
NORTH COUNTY PARKS - Toro, Jacks Peak, Royal Oaks and Manzanita Parks. The four day use parks cover 6,900 acres and are located near Salinas. The parks include over 52 miles of riding, hiking and biking trails, family picnic areas, playgrounds, horseshoe pits, tennis courts, basketball and volleyball courts, and ball fields. The parks also have popular youth camping areas. These areas host various youth activities, including school field trips, high school league and division cross country meets, Scout day camps, nature study classes, and others.

LAGUNA SECA RECREATION AREA - Located between Monterey and Salinas on Monterey-Salinas Highway 68 is Laguna Seca Recreation Area, home of the world famous Mazda Raceway at Laguna Seca. This unique 500-acre park also includes a campground with 175 developed sites, large group picnic areas, group meeting rooms, festival area and a rifle and pistol range. The Department coordinates both major and minor events, such as automobile racing events in conjunction with the Sports Car Racing Association of the Monterey Peninsula, Sea Otter Classic Sports Festival, and music concerts.

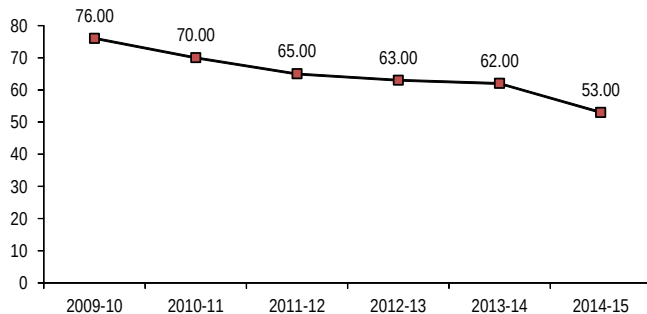
SOUTH COUNTY PARKS: San Lorenzo Park - San Lorenzo Park is located just outside King City along the Salinas River and is the home of the Monterey County Agricultural and Rural Life Museum. The historic museum includes antique farm equipment, a working blacksmith shop, Spreckels Farmhouse, La Gloria (a one room, 19th century schoolhouse), King City train depot, exhibit barn and the Salinas Valley irrigation museum. The 200 acre park also has a campground with 99 developed sites, group picnic areas, and developed day-use facilities including playgrounds, horseshoe pits, volleyball courts, soccer and other ball fields. Several group meeting rooms are available along with a Victorian style gazebo.

LAKES RESORT PARKS: Lake San Antonio North Shore and South Shore, Lake Nacimiento - At the southernmost end of the County is Lake San Antonio North Shore and South Shore, and across the border in San Luis Obispo County is Lake Nacimiento. These parks offer camping, fishing, hiking, equestrian trails, swimming, picnicking, boating and water skiing. North Shore has shoreline camping, an activity area, boat launching facilities and an outdoor amphitheater. Group facilities are maintained for family reunions, retreats and equestrian outings. The South Shore has three developed campgrounds with 482 improved and 500 unimproved campsites, two marinas, a museum, a visitor center, a youth activity area, a group building and barbecue areas. Special events held include the Wildflower Festival/Triathlon and Eagle Watch Tours.

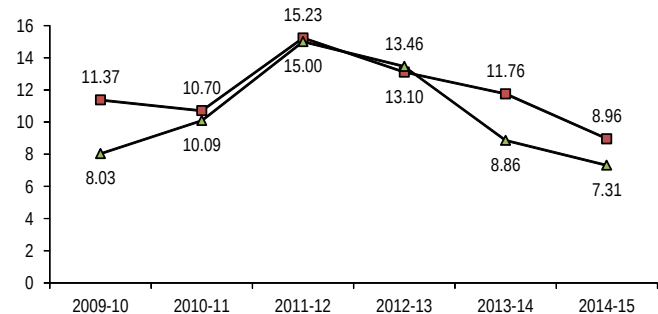




Staffing Trends



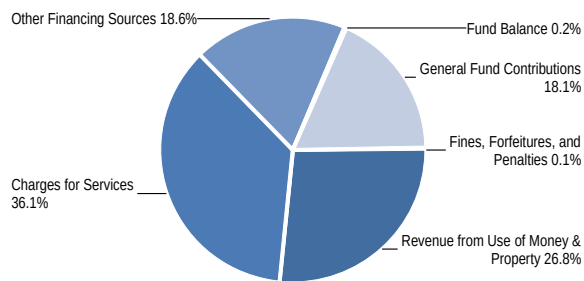
Expenditure/Revenue History (in thousands)



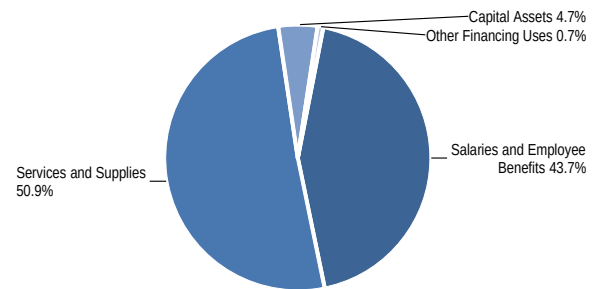
Key performance measures are used to determine outcomes of our mission and goals while creating efficiencies in operation processes.

Key Performance Measures	Actual 2011-12	Actual 2012-13	To Date 2013-14
Number of K-12 students served in the San Lorenzo Park environmental and heritage education program.	1,200	1,347	1,454
Number of K-12 students served in the Toro Park environmental and heritage education program.	2,460	3,330	3,830
Number of Quagga mussel inspections conducted.	28,625	26,896	10,515

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	5,806,658	5,650,580	5,497,737	5,139,000	3,917,424	(1,733,156)
Services and Supplies	6,833,715	6,695,278	5,666,358	4,981,774	4,560,806	(2,134,472)
Other Charges	406,977	148,030	148,030	(2,220)	(2,220)	(150,250)
Capital Assets	52,028	425,000	385,000	425,000	425,000	0
Other Financing Uses	0	58,028	58,028	59,815	59,815	1,787
Subtotal	\$13,099,377	\$12,976,916	\$11,755,153	\$10,603,369	\$8,960,825	(4,016,091)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	14,499	11,500	11,500	11,500	11,500	0
Revenue from Use of Money & Property	6,164,905	4,618,730	3,618,730	2,782,261	2,396,675	(2,222,055)
Intergovernmental Revenues	3,200	0	0	0	0	0
Charges for Services	4,648,761	5,991,000	4,507,500	3,234,968	3,234,968	(2,756,032)
Miscellaneous Revenues	1,578,981	1,750	1,750	1,750	1,750	0
Other Financing Sources	1,049,284	721,786	721,786	721,786	1,668,930	947,144
Subtotal	\$13,459,631	\$11,344,766	\$8,861,266	\$6,752,265	\$7,313,823	(4,030,943)
Fund Balance	(977,330)	7,212	1,269,359	1,846,154	22,064	14,852
General Fund Contributions	\$617,077	\$1,624,938	\$1,624,528	\$2,004,950	\$1,624,938	0
Total Source of Funds	\$13,099,377	\$12,976,916	\$11,755,153	\$10,603,369	\$8,960,825	(4,016,091)

Summary of Recommendation

The Recommended Budget for the Department totals \$8,960,825 in appropriations financed by \$7,313,823 in program revenue, \$1,624,938 in General Fund Contributions (GFC) and \$22,064 in other fund balance. The GFC remained at status quo to the previous year's FY 2013-14 Budget.

As in prior years, a transfer in the amount of \$711,240 from the General Fund was made to Parks Resorts (Enterprise Fund) to offset the cost of annual debt services. In addition, a second transfer of \$946,904 from the General Fund to Parks Resorts (Enterprise Fund) is also included in the Recommended Budget with \$624,140 to be used for operations and \$322,764 for the salary & benefits costs of 14 positions for three months.

The Department is facing significant challenges in both the General Fund and Enterprise Fund units. Both have increased cost for the following: General Liability Insurance, Workers Compensation Insurance, salary increases, Information

Technology Department Capital Improvements, and ERP Upgrades.

In addition, the Parks Resorts (Enterprise Fund) is being substantially impacted by the extreme drought currently taking place in the State of California. The low water levels at both Lake Nacimiento and Lake San Antonio have forced revenue projections for FY 2014-15 to drop by 53% from FY 2013-14 projections. A reduction in visitation is anticipated and is already being experienced because of the low water levels.

Parks (General Fund) reached the GFC target by eliminating one filled position, reducing marketing and funding for buildings & maintenance. The Recommended Budget for the Parks Resorts (Enterprise Fund) was limited to the amount of projected revenue and includes the elimination of 14 filled positions and reduced funding for buildings & maintenance. A total of 23 augmentation requests totaling \$1,765,474 were submitted to mainly restore all the positions and provide for buildings & maintenance needs and marketing.

Budget Impacts

The Parks (General Fund) Recommended Budget reflects the elimination of one filled Historic & Cultural Affairs Manager position which will reduce the level of service in the management of Monterey County's historic preservation programs and collection of artifacts.

The Parks Resorts (Enterprise Fund) Recommended Budget includes the elimination of the following 14 filled positions which are currently funded for only three months in FY 2014-15: 1.0 FTE Park Building & Grounds Worker II position, 1.0 FTE Parks Ranger II position, 3.0 FTE's Parks Ranger III positions, 2.0 FTE's Park Ranger Supervisor positions, 1.0 FTE Park Ranger Manager position, 1.0 FTE Senior Account Clerk position, 1.0 FTE Service Aide III position, 1.0 FTE Park Utility & Water System Specialist position, 1.0 FTE Office Assistant II position, 1.0 FTE Mechanic II position, and 1.0 FTE Deputy Chief Ranger position. The staffing level in the Recommended Budget allows for the operation of Lake Nacimiento and caretaker status at Lake San Antonio which has no water for recreational purposes.

In addition, funding for marketing has been reduced and minimal funding for buildings & maintenance needs throughout the County parks system have been budgeted.

Prior Year Accomplishments

Accomplishments are discussed at the fund levels and/or individual unit levels.

Budget Year Goals

Goals are discussed at the fund levels and/or individual unit levels.

Pending Issues

Many of the Park's facilities and Park's assets have outlived their useful life. The cost to repair or upgrade facilities continues to rise as maintenance continues to be deferred rather than being addressed as the needs become apparent. Deferred maintenance has caused years of compounded facility issues and unforeseen expenses including emergency repairs leading to the depletion of budget appropriations otherwise slated for annual operations and scheduled maintenance. Crucial needs and safety compliance requirements do not have a dedicated funding source and continue to be paid from the Park's operating budget. Overtime, the quality of services has declined as the facilities are exhibiting the results of continued use and lack of maintenance.

Policy Considerations

Policy considerations are presented at the fund level.

Appropriation Expenditure Detail

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted	Fund Code	Org Code
Jacks Peak (PAR001)	17,165	13,035	13,035	39,136	19,136	6,101	001	7500_8143
Laguna Seca Park (PAR001)	430,417	640,777	657,417	571,152	571,152	(69,625)	001	7500_8144
Laguna Seca Rifle Range (PAR001)	167,962	166,553	167,514	170,700	170,700	4,147	001	7500_8145
Laguna Seca Track (PAR001)	615,036	1,093,499	1,094,239	1,128,860	1,128,860	35,361	001	7500_8146
Manzanita Park (PAR001)	99,425	37,200	24,700	22,700	22,700	(14,500)	001	7500_8147
Royal Oaks (PAR001)	145,020	213,331	199,822	291,320	241,320	27,989	001	7500_8148
San Lorenzo County Park (PAR001)	373,918	256,603	242,300	298,888	298,888	42,285	001	7500_8149
Special Events (PAR001)	135,550	120,912	119,543	124,696	124,696	3,784	001	7500_8150
Toro Park (PAR001)	701,272	639,611	613,260	786,379	706,568	66,957	001	7500_8151
Historian (PAR001)	213,679	203,718	205,274	208,153	78,423	(125,295)	001	7500_8152
Marketing (PAR001)	2,500	0	0	0	0	0	001	7500_8153
Park Administration (PAR001)	1,105,567	967,474	1,012,621	1,179,465	1,078,994	111,520	001	7500_8154
North County Administration (PAR001)	137,377	160,475	151,053	156,087	156,087	(4,388)	001	7500_8278
Resort at Nacimiento Lake (PAR004)	3,970,929	3,229,972	2,775,914	2,858,335	2,271,938	(958,034)	452	7500_8385
Resort at San Antonio Lake (PAR004)	1,508,244	1,472,526	822,421	397,991	14,126	(1,458,400)	452	7500_8386
Nacimiento Boat Patrol (PAR004)	154,207	4,490	4,490	0	0	(4,490)	452	7500_8387
North Shore Lake San Antonio (PAR004)	729,480	605,370	529,119	93,889	159,309	(446,061)	452	7500_8388
South Shore Lake San Antonio (PAR004)	1,029,699	938,388	922,892	528,251	424,020	(514,368)	452	7500_8389
Lakes Events (PAR004)	44,158	54,927	54,927	54,927	41,052	(13,875)	452	7500_8390
Lakes Administration (PAR004)	1,492,906	2,126,405	2,112,962	1,649,440	1,409,856	(716,549)	452	7500_8391
Subtotal	\$13,074,511	\$12,945,266	\$11,723,503	\$10,560,369	\$8,917,825	(4,027,441)		

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
11A11	CHIEF RANGER/PARKS DIRECTOR	1.00	1.00	1.00	0.00
20B10	ACCOUNTANT I	2.00	2.00	2.00	0.00
20B95	FINANCE MANAGER I	1.00	1.00	1.00	0.00
41F85	PARKS PLANNING MANAGER	1.00	1.00	1.00	0.00
65C10	PARKS MUSEUM ASSISTANT	1.00	1.00	1.00	0.00
65C23	HISTORIC & CULTURAL AFFAIRS MANAGER	1.00	1.00	0.00	-1.00
68A30	RANGE MASTER	1.00	1.00	1.00	0.00
68A41	COUNTY PARK RANGER II	15.00	14.00	9.00	-5.00
68A42	COUNTY PARK RANGER III	4.00	4.00	4.00	0.00
68A43	COUNTY PARK RANGER SUPERVISOR	5.00	5.00	4.00	-1.00
68B02	SPECIAL EVENTS MANAGER	1.00	1.00	1.00	0.00
68C02	RANGE AIDE	1.00	1.00	1.00	0.00
68C23	PARK SERVICES AIDE III	1.00	1.00	1.00	0.00
68E01	COUNTY PARK RANGER MANAGER	2.00	2.00	2.00	0.00
68E21	DEPUTY CHIEF RANGER/PARKS OPERATIONS MANAGER	2.00	2.00	2.00	0.00
72B31	PARKS BUILDING & GROUNDS WORKER II	13.00	13.00	12.00	-1.00
72B40	PARKS UTILITIES & WATER SYSTEMS SPECIALIST	3.00	3.00	3.00	0.00
72B41	SENIOR PARKS UTILITIES & WATER SYSTEMS SPECIALIST	1.00	1.00	1.00	0.00
72C23	MECHANIC II	1.00	1.00	1.00	0.00
72C26	MECHANIC III	1.00	1.00	0.00	-1.00
80A31	SECRETARY	1.00	1.00	1.00	0.00
80E21	OFFICE ASSISTANT II	2.00	1.00	1.00	0.00
80E22	OFFICE ASSISTANT III	1.00	1.00	1.00	0.00
80J21	ACCOUNT CLERK	1.00	1.00	1.00	0.00
80J22	SENIOR ACCOUNT CLERK	1.00	1.00	1.00	0.00
Total		64.00	62.00	53.00	-9.00

Augmentation

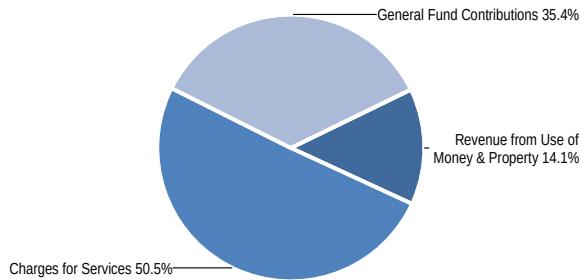
Dept	Request Code	Request Name	Ranking Type	Requested Amount	FTEs	Cumm. Approved	Approved FTEs
7500	AUG10_7500_8391_452	1.0 FTE PARKS UTILITY/WATER SYS SPEC	Base Level Maintenance	58,827	0.00	0	0.00
7500	AUG12_7500_8391_452	1.0 FTE MECHANIC II	Base Level Maintenance	84,617	0.00	0	0.00
7500	AUG1_7500_8152_001	1.0 FTE Historic & Cultural Affairs Mngr	Base Level Maintenance	97,298	0.00	0	0.00
7500	AUG17_7500_8386_452	RESORT MNGMNT & UTILITIES	Base Level Maintenance	12,405	0.00	0	0.00
7500	AUG20_7500_8385_452	RESORT BLDGS & MAINTENANCE	Base Level Maintenance	250,000	0.00	0	0.00
7500	AUG21_7500_8385_452	1.0 FTE County Park Ranger III	Base Level Maintenance	77,303	0.00	0	0.00
7500	AUG22_7500_8385_452	1.0 FTE Senior Acct Clerk	Base Level Maintenance	43,429	0.00	0	0.00
7500	AUG23_7500_8388_452	1.0 FTE County Park Ranger III	Base Level Maintenance	71,848	0.00	0	0.00
7500	AUG24_7500_8389_452	1.0 FTE County Park Ranger III	Base Level Maintenance	77,303	0.00	0	0.00
7500	AUG26_7500_8389_452	1.0 FTE Parks Bldg & Grnds Wrkr II	Base Level Maintenance	44,889	0.00	0	0.00
7500	AUG2_7500_8151_001	Toro Park Septic System & Roof Repairs	Base Level Maintenance	85,000	0.00	0	0.00
7500	AUG27_7500_8389_452	1.0 FTE Park Services Aide III	Base Level Maintenance	53,131	0.00	0	0.00
7500	AUG28_7500_8391_452	1.0 FTE Deputy Chief Ranger	Base Level Maintenance	125,346	0.00	0	0.00
7500	AUG30_7500_8391_452	1.0 FTE Office Asst III	Base Level Maintenance	46,926	0.00	0	0.00
7500	AUG31_7500_8391_452	RETIREMENT PAY-OUT	Base Level Maintenance	98,000	0.00	0	0.00
7500	AUG32_7500_8154_001	Vacation Buy-Backs	Base Level Maintenance	50,471	0.00	0	0.00
7500	AUG33_7500_8391_452	1.0 FTE County Park Ranger Manager	Base Level Maintenance	110,971	0.00	0	0.00
7500	AUG34_7500_8385_452	1.0 FTE CO PARK RANGER SUPERVISOR	Base Level Maintenance	88,686	0.00	0	0.00

Augmentation

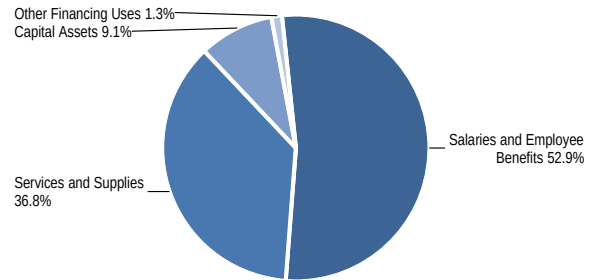
Dept	Request Code	Request Name	Ranking Type	Requested Amount	FTEs	Cumm. Approved	Approved FTEs
7500	AUG35_7500_8389_452	1.0 FTE CO PARK RANGER II	Base Level Maintenance	71,160	0.00	0	0.00
7500	AUG3_7500_8148_001	Royal Oaks Park Restroom & Bldg Repairs	Base Level Maintenance	50,000	0.00	0	0.00
7500	AUG4_7500_8143_001	Jacks Peak Restroom & Roof Repairs	Base Level Maintenance	20,000	0.00	0	0.00
7500	AUG5_7500_8154_001	Parks Marketing	Base Level Maintenance	50,000	0.00	0	0.00
7500	AUG6_7500_8389_452	1.0 FTE CO PARK RANGER SUPERVISOR	Base Level Maintenance	65,432	0.00	0	0.00
Grand Total				1,733,042	0.00	0	0.00

Parks (General Fund)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	2,570,002	2,572,589	2,605,888	2,703,736	2,473,535	(99,054)
Services and Supplies	1,526,799	1,567,791	1,562,082	1,869,205	1,719,394	151,603
Other Charges	8,728	(110,220)	(110,220)	(80,220)	(80,220)	30,000
Capital Assets	39,359	425,000	385,000	425,000	425,000	0
Other Financing Uses	0	58,028	58,028	59,815	59,815	1,787
Subtotal	\$4,144,888	\$4,513,188	\$4,500,778	\$4,977,536	\$4,597,524	84,336

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	1,705	1,500	1,500	1,500	1,500	0
Revenue from Use of Money & Property	2,286,843	648,500	648,500	648,500	648,500	0
Intergovernmental Revenues	200	0	0	0	0	0
Charges for Services	1,235,249	2,236,500	2,224,500	2,320,836	2,320,836	84,336
Miscellaneous Revenues	3,815	1,750	1,750	1,750	1,750	0
Subtotal	\$3,527,812	\$2,888,250	\$2,876,250	\$2,972,586	\$2,972,586	84,336
General Fund Contributions	\$617,077	\$1,624,938	\$1,624,528	\$2,004,950	\$1,624,938	0
Total Source of Funds	\$4,144,888	\$4,513,188	\$4,500,778	\$4,977,536	\$4,597,524	84,336

Unit Description

The Monterey County Parks system benefits the community in many ways by providing locations for a vast assortment of outdoor recreational activities. The diversity and breadth of Monterey County's parks offers something for everyone. Park sites throughout the County serve residents and visitors by promoting health and wellness. They provide outdoor space to play, exercise, access to nature, and facilities for self-directed or organized recreation. County Parks are a key resource for helping to build community image and a sense of place. Parks provide safe and secure venues for family gatherings and events. Additionally, parks provide positive alternatives for youth and families through environmental education and cultural interaction. These activities facilitate social connections and lifelong experiences for future generations to come.

The Parks Department administers, maintains and operates six park units in the General Fund: Royal Oaks, Jacks Peak, San

Lorenzo, Laguna Seca, Toro and Manzanita. In addition to recreation and outdoor space, the County Parks system offers special events, interpretive programs, youth camping, and organized youth sport facilities.

Summary of Recommendation

The FY 2014-15 Recommended Budget for the Parks (General Fund) units totals \$4,597,524 in appropriations financed by \$2,972,586 in program revenue and \$1,624,938 in General Fund Contributions (GFC). The GFC remained status quo from the previous fiscal year.

Budget Impacts

The Recommended Budget for Fiscal Year 2014-15, includes the elimination of a filled Historic & Cultural Affairs Manager position due to increase cost in salaries, Workers' Compensation, and General Liability Insurance.

The Parks Department will experience difficulties in maintaining core services with the budgeted appropriations. Some of the alternatives to mitigate the shortfall may include, shifting staff to cover core services, increasing active recruitment for live-on volunteers and working with other agencies and County departments that offer collaborative opportunities.

County Parks are in need of major infrastructure upgrades. The County's Park assets are serving years beyond their expected life and continue to compound deferred maintenance needs. Due to reductions in buildings & maintenance appropriations which are meant to fund routine, corrective and preventative maintenance projects throughout the year, the Park facilities will continue to deteriorate and future patronage will be affected. All efforts will be made by the Parks staff to operate a viable recreation Department and to utilize the limited resources by employing best practices and strategic planning.

Prior Year Accomplishments

Realized new strategies to spotlight and market the day-use & camping opportunities within the General Fund Parks to County residents and tourists by expanding the use of internet based tools such as social media and collaborative efforts with community partners such as California State University Monterey Bay.

Implemented the Target Safety Program providing online training for all Park employees regarding on-the-job safety guidelines and policies.

Implemented the Next Generation Radio program upgrades throughout the North County park system.

Launched the conversion to internet based online reservation system with Reserve America, increasing customer service offerings and disseminating more information to visitors about all the County Parks' amenities.

Identified and prioritized major maintenance, deferred maintenance, and capital infrastructure improvements throughout the park system recognizing that the majority do not have funding and require long term planning solutions.

Completed the following projects: annual paving maintenance at Laguna Seca Recreation Area, track drainage program at Turn 6 for the Bureau of Land Management easement right-of-way adjustment, new communication building at Laguna Seca, sewage water line in partnership with the Society for the Prevention of Cruelty to Animals (SPCA), replaced the domestic water supply pump and well house, installed surveillance cameras throughout the County Parks entry gates, upgraded safes, upgraded safe-room security measures, and refurbished the water tank at Manzanita Park.

Worked in collaboration with other County departments (e.g., Resource Management Agency), outside agencies (e.g., City of Monterey and Monterey Peninsula Regional Park District), and non-profits (e.g., The Big Sur Land Trust) to explore and build on public/private, public/public, and public/non-profit partnerships.

Partnered with various organizations on maintenance projects and educational programs. The Boy Scouts of America worked on various service projects throughout the parks system including rehabilitating fire pits at the Youth Overnight camping area, refurbishing hand rails, fences, and updating the tennis court

backboard at Royal Oaks. The Friends of Jacks Peak, a local community group, installed interpretive panels at Jacks Peak. The Parks Foundation and the Monterey County Rural Life Museum (MLCARM) supported environmental and heritage education programs at Toro Park and San Lorenzo parks for Monterey County School Districts.

Initiated contract with management firm to assess future opportunities for the Laguna Seca Recreation Area facility in order to best plan and maximize the County's return on future investment.

Cleared and demolished all structures on 150 acres of property on the former Ford Ord. The new park property will be retained as open space with minimal changes from its current and historical uses. The Department is now providing public safety and some visitor services to property known as the Travel Camp on the former Fort Ord.

Budget Year Goals

Develop a Parks Department Strategic Plan.

Create new goals and objectives with measurable indicators to measure performance and show statistical data for future management decision making.

Review Parks Department organizational structure.

Accelerate revenue generation by developing realistic and sustainable goals and objectives as well as external marketing programs.

Identify stable funding sources.

Pursue long term solutions to address deferred maintenance needs throughout the Monterey County Parks system.

Facilitate new development of ball fields at Toro Park.

Review issues related to public access fee collection.

Complete the replacement of classroom building in the paddock and the shower building at Turn 10 campground at Laguna Seca.

Develop modernized business tools that assist in developing and improving sustainable operations models.

Assess all current Parks contracts and agreements in order to develop best management practices and improve staff contract compliance practices.

Identify new strategies to spotlight and market the day-use & camping opportunities within the General Fund Parks.

Complete the full conversion of an internet based online reservation system.

Begin vetting the installation and implementation of Automated Pay Stations throughout the North County Parks facilities.

Update internal Monterey County Parks Department Policies and Procedures manuals and maintain them on a computerized data base for immediate access to staff.

Maintain standards and continue to implement improvements that provide customer service throughout the Parks System. This will ensure that the County values are incorporated in all aspects of the Department policies, procedures and employee training.

Continue collaboration with other County departments and outside agencies to explore and build on public/private, public/public, and public/non-profit partnerships.

Pending Issues

Internal cost drivers allocated across all Monterey County departments leading to budget constraints and reduced levels of service.

Maintenance and operational issues associated with new property acquisition at Fort Ord.

Adhering to the current use permit and noise restrictions while maximizing revenue and visitation at Laguna Seca.

Need for funding of major maintenance and infrastructure improvements needed throughout the Parks system.

Maintaining historical and cultural management programs through the Parks Department.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted	Fund Code	Org Code
Jacks Peak (PAR001)	17,165	13,035	13,035	39,136	19,136	6,101	001	7500_8143
Laguna Seca Park (PAR001)	430,417	640,777	657,417	571,152	571,152	(69,625)	001	7500_8144
Laguna Seca Rifle Range (PAR001)	167,962	166,553	167,514	170,700	170,700	4,147	001	7500_8145
Laguna Seca Track (PAR001)	615,036	1,093,499	1,094,239	1,128,860	1,128,860	35,361	001	7500_8146
Manzanita Park (PAR001)	99,425	37,200	24,700	22,700	22,700	(14,500)	001	7500_8147
Royal Oaks (PAR001)	145,020	213,331	199,822	291,320	241,320	27,989	001	7500_8148
San Lorenzo County Park (PAR001)	373,918	256,603	242,300	298,888	298,888	42,285	001	7500_8149
Special Events (PAR001)	135,550	120,912	119,543	124,696	124,696	3,784	001	7500_8150
Toro Park (PAR001)	701,272	639,611	613,260	786,379	706,568	66,957	001	7500_8151
Historian (PAR001)	213,679	203,718	205,274	208,153	78,423	(125,295)	001	7500_8152
Marketing (PAR001)	2,500	0	0	0	0	0	001	7500_8153
Park Administration (PAR001)	1,105,567	967,474	1,012,621	1,179,465	1,078,994	111,520	001	7500_8154
North County Administration (PAR001)	137,377	160,475	151,053	156,087	156,087	(4,388)	001	7500_8278
Subtotal	\$4,144,888	\$4,513,188	\$4,500,778	\$4,977,536	\$4,597,524	84,336		

Recommended 2014-15 Positions

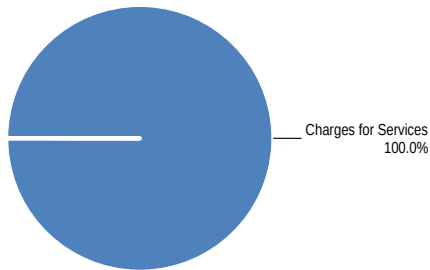
Classification Code	Classification Label	Recommended Budget 2014-2015
68A41	COUNTY PARK RANGER II	1.00
68A42	COUNTY PARK RANGER III	1.00
68A43	COUNTY PARK RANGER SUPERVISOR	1.00
72B31	PARKS BUILDING & GROUNDS WORKER II	1.00
72B40	PARKS UTILITIES & WATER SYSTEMS SPECIALIST	1.00
68A30	RANGE MASTER	1.00
68C02	RANGE AIDE	1.00
68A41	COUNTY PARK RANGER II	1.00
72B31	PARKS BUILDING & GROUNDS WORKER II	1.00
72B31	PARKS BUILDING & GROUNDS WORKER II	2.00
68A41	COUNTY PARK RANGER II	1.00
72B31	PARKS BUILDING & GROUNDS WORKER II	2.00
68B02	SPECIAL EVENTS MANAGER	1.00

Recommended 2014-15 Positions

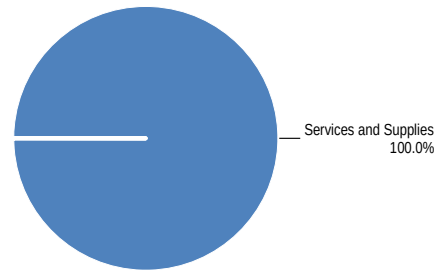
Classification Code	Classification Label	Recommended Budget 2014-2015
68A41	COUNTY PARK RANGER II	2.00
68A43	COUNTY PARK RANGER SUPERVISOR	1.00
72B31	PARKS BUILDING & GROUNDS WORKER II	2.00
65C10	PARKS MUSEUM ASSISTANT	1.00
11A11	CHIEF RANGER/PARKS DIRECTOR	1.00
20B10	ACCOUNTANT I	1.00
20B95	FINANCE MANAGER I	1.00
41F85	PARKS PLANNING MANAGER	1.00
80A31	SECRETARY	1.00
80E21	OFFICE ASSISTANT II	1.00
80J21	ACCOUNT CLERK	1.00
68E21	DEPUTY CHIEF RANGER/PARKS OPERATIONS MANAGER	1.00
Total		29.00

Jacks Peak
(Unit 8143— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Services and Supplies	17,165	13,035	13,035	39,136	19,136	6,101
Subtotal	\$17,165	\$13,035	\$13,035	\$39,136	\$19,136	6,101

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Charges for Services	23,898	23,000	25,000	23,000	23,000	0
Miscellaneous Revenues	(104)	0	0	0	0	0
Subtotal	\$23,794	\$23,000	\$25,000	\$23,000	\$23,000	0
General Fund Contributions	(\$6,629)	(\$9,965)	(\$11,965)	\$16,136	(\$3,864)	6,101
Total Source of Funds	\$17,165	\$13,035	\$13,035	\$39,136	\$19,136	6,101

Unit Description

Jacks Peak Park overlooks the spectacular Monterey Peninsula, and is located about two miles from Scenic Highway 68. A natural preserve, the park's 525 acres of ridge top is set amidst native Monterey Pines. The abundance of trees, flowers, and wildlife found at Jacks Peak make it the destination for nature enthusiasts. Almost 8.5 miles of riding and hiking trails wind through cathedral-like forests, and breathtaking vistas make it a unique experience in outdoor recreation.

Prior Year Accomplishments

Accomplishments are discussed at the fund level of Parks (General Fund).

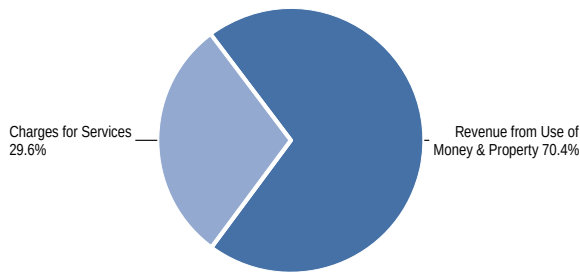
Budget Year Goals

Goals are discussed at the fund level for the Parks (General Fund).

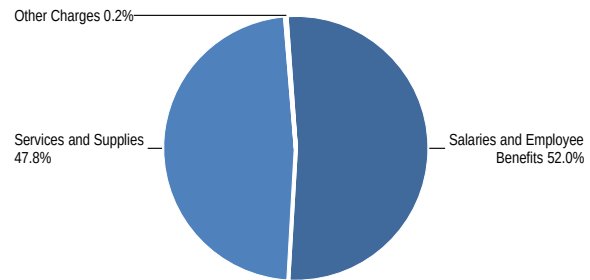
Laguna Seca Park

(Unit 8144— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	210,029	408,583	424,887	297,122	297,122	(111,461)
Services and Supplies	219,377	231,094	231,430	272,930	272,930	41,836
Other Charges	1,012	1,100	1,100	1,100	1,100	0
Subtotal	\$430,417	\$640,777	\$657,417	\$571,152	\$571,152	(69,625)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Revenue from Use of Money & Property	678,853	625,000	625,000	625,000	625,000	0
Charges for Services	324,918	250,000	234,000	262,500	262,500	12,500
Miscellaneous Revenues	(75)	0	0	0	0	0
Subtotal	\$1,003,695	\$875,000	\$859,000	\$887,500	\$887,500	12,500
General Fund Contributions	(\$573,277)	(\$234,223)	(\$201,583)	(\$316,348)	(\$316,348)	(82,125)
Total Source of Funds	\$430,417	\$640,777	\$657,417	\$571,152	\$571,152	(69,625)

Unit Description

At the Laguna Seca Recreation Area, visitors can camp on the surrounding hillsides for a serene view of the Salinas Valley. Both RV and tent camping are available in a clean, friendly environment. The park is just a short drive from the Monterey Peninsula, Salinas Valley, Carmel Valley and Big Sur. The Track View Pavilion is available for rent all throughout the year and is a unique venue for weddings, corporate events, etc. The Laguna Seca Recreation Area is also home to the world famous Mazda Raceway Laguna Seca, Sea Otter Classic Sports Festival, and Spirit West Coast.

Prior Year Accomplishments

Accomplishments are discussed at the fund level of the Parks (General Fund).

Budget Year Goals

Goals are discussed at the fund level of the Parks (General Fund).

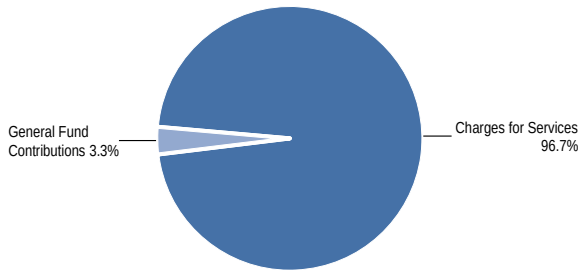
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
68A41	COUNTY PARK RANGER II	1.00
68A42	COUNTY PARK RANGER III	1.00
68A43	COUNTY PARK RANGER SUPERVISOR	1.00
72B31	PARKS BUILDING & GROUNDS WORKER II	1.00
72B40	PARKS UTILITIES & WATER SYSTEMS SPECIALIST	1.00
Total		5.00

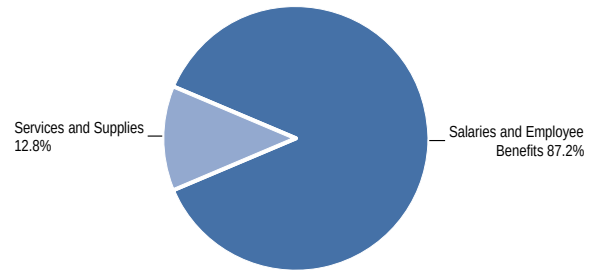
Laguna Seca Rifle Range

(Unit 8145— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	143,370	144,738	145,587	148,908	148,908	4,170
Services and Supplies	24,592	21,815	21,927	21,792	21,792	(23)
Subtotal	\$167,962	\$166,553	\$167,514	\$170,700	\$170,700	4,147

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Charges for Services	185,096	160,000	160,000	165,000	165,000	5,000
Subtotal	\$185,096	\$160,000	\$160,000	\$165,000	\$165,000	5,000
General Fund Contributions	(\$17,133)	\$6,553	\$7,514	\$5,700	\$5,700	(853)
Total Source of Funds	\$167,962	\$166,553	\$167,514	\$170,700	\$170,700	4,147

Unit Description

Laguna Seca Rifle and Pistol Range offers a safe shooting environment year round. The range includes 15 rifle stalls and 20 pistol stalls with various target frames. Ammunition can be purchased through the Parks Foundation at the range counter. Paper and reactive steel targets are available. The range can be reserved for groups and local law enforcement agencies.

Increase amount of ammunition and targets sold during hours of operation.

Conceive, design and implement new event ideas for the range.

Strive to maintain a best in class facility within the available resources. New programs are being developed to provide more offerings to customers that will increase the offering and experience at the facility.

Prior Year Accomplishments

Held First Annual "Great Pumpkin Shoot", in which patrons used pumpkins donated from local benefactors as targets in sporting competition.

Utilize social media and other marketing strategies to spotlight the Rifle Range and increase public utilization.

Created social media pages with the help of a marketing specialist.

Budget Year Goals

Analyze the success of new events and improve upon them for the 2015 Season.

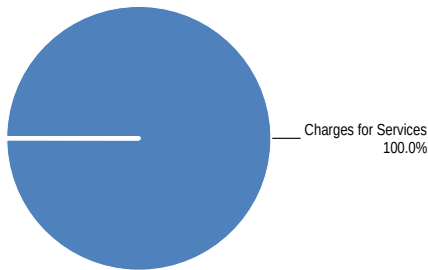
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
68A30	RANGE MASTER	1.00
68C02	RANGE AIDE	1.00
Total		2.00

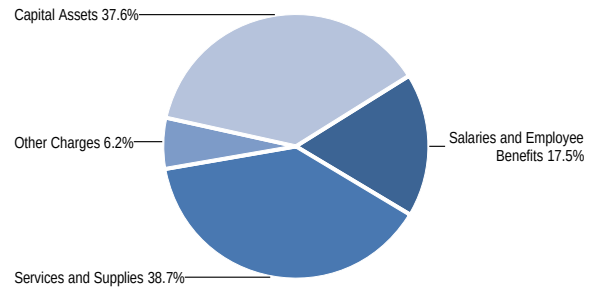
Laguna Seca Track

(Unit 8146— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	169,417	150,965	191,593	197,304	197,304	46,339
Services and Supplies	445,801	447,534	447,646	436,556	436,556	(10,978)
Other Charges	0	70,000	70,000	70,000	70,000	0
Capital Assets	(182)	425,000	385,000	425,000	425,000	0
Subtotal	\$615,036	\$1,093,499	\$1,094,239	\$1,128,860	\$1,128,860	35,361

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Revenue from Use of Money & Property	1,592,467	0	0	0	0	0
Charges for Services	0	1,093,500	1,093,500	1,129,336	1,129,336	35,836
Miscellaneous Revenues	32	0	0	0	0	0
Subtotal	\$1,592,499	\$1,093,500	\$1,093,500	\$1,129,336	\$1,129,336	35,836
General Fund Contributions	(\$977,463)	(\$1)	\$739	(\$476)	(\$476)	(475)
Total Source of Funds	\$615,036	\$1,093,499	\$1,094,239	\$1,128,860	\$1,128,860	35,361

Unit Description

In 1974, Monterey County acquired 542 acres from the Federal government, which was formerly part of Fort Ord to create the Laguna Seca Recreation Area. This resulted in establishing the Laguna Seca Track Rental Program. The County and Sports Car Racing Association of Monterey Peninsula (SCRAMP), under a concession agreement, have the joint duty to operate and maintain the existing raceway and park facilities, utility systems and maintenance programs from the proceeds of the track rentals.

Prior Year Accomplishments

Accomplishments are discussed at the fund level of the Parks (General Fund).

Budget Year Goals

Goals are discussed at the fund level of the Parks (General Fund).

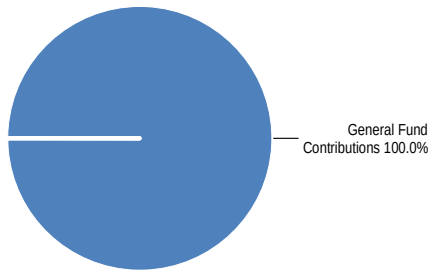
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
68A41	COUNTY PARK RANGER II	1.00
72B31	PARKS BUILDING & GROUNDS WORKER II	1.00
Total		2.00

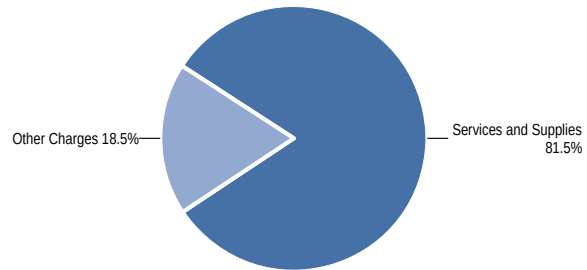
Manzanita Park

(Unit 8147— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Services and Supplies	55,716	33,000	20,500	18,500	18,500	(14,500)
Other Charges	4,167	4,200	4,200	4,200	4,200	0
Capital Assets	39,542	0	0	0	0	0
Subtotal	\$99,425	\$37,200	\$24,700	\$22,700	\$22,700	(14,500)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$99,425	\$37,200	\$24,700	\$22,700	\$22,700	(14,500)
Total Source of Funds	\$99,425	\$37,200	\$24,700	\$22,700	\$22,700	(14,500)

Unit Description

Manzanita Park is operated under a concession agreement between Monterey County and the North County Youth Recreation Association (NCYRA). The development, operation, and maintenance of the grounds and structural facilities on the premises are the sole responsibility of NCYRA. The water well, infrastructure and oversight of the Park Volunteers in the Turf Maintenance Program is the responsibility of the Parks Department.

Prior Year Accomplishments

Accomplishments are discussed at the fund level of the Parks (General Fund).

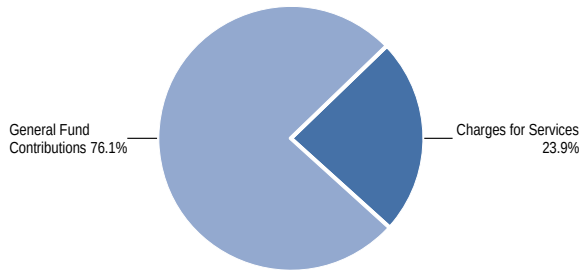
Budget Year Goals

Goals are discussed at the fund level of the Parks (General Fund).

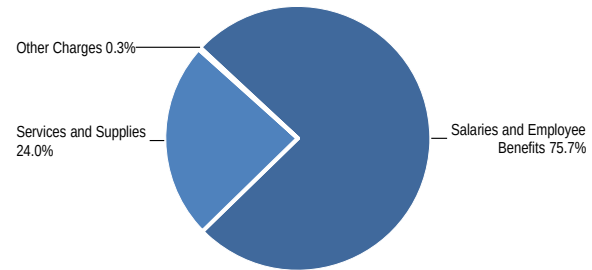
Royal Oaks

(Unit 8148— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	95,870	168,615	149,939	182,785	182,785	14,170
Services and Supplies	48,542	44,016	49,183	107,835	57,835	13,819
Other Charges	608	700	700	700	700	0
Subtotal	\$145,020	\$213,331	\$199,822	\$291,320	\$241,320	27,989

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Charges for Services	49,029	55,000	57,000	57,750	57,750	2,750
Miscellaneous Revenues	(70)	0	0	0	0	0
Subtotal	\$48,959	\$55,000	\$57,000	\$57,750	\$57,750	2,750
General Fund Contributions	\$96,061	\$158,331	\$142,822	\$233,570	\$183,570	25,239
Total Source of Funds	\$145,020	\$213,331	\$199,822	\$291,320	\$241,320	27,989

Unit Description

Royal Oaks Park is located in North Monterey County. Established in 1966, Royal Oaks is the oldest park in the Monterey County Park system. The 122 acre day-use facility is situated in a small valley studded with Coast Live Oaks. The setting makes it the ideal place for family outings, an excellent venue for group functions, or overnight camping for organized youth groups. Royal Oaks Park is a popular place for the surrounding community to enjoy a day in the park. Individual picnic sites or group picnic areas accommodate small and large groups. The facility also offers a softball field, playground equipment, basketball, volleyball and tennis courts, as well as several miles of hiking trails.

Prior Year Accomplishments

Accomplishments are discussed at the fund level of the Parks (General Fund).

Budget Year Goals

Goals are discussed at the fund level of the Parks (General Fund).

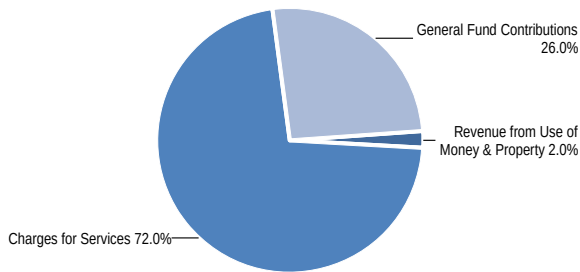
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
72B31	PARKS BUILDING & GROUNDS WORKER II	2.00
Total		2.00

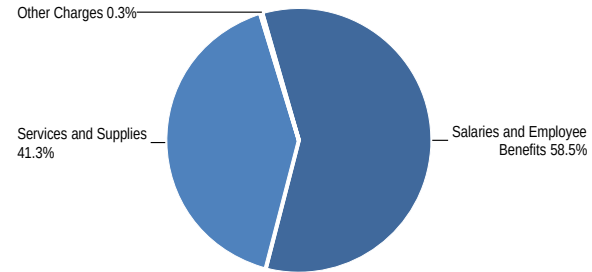
San Lorenzo County Park

(Unit 8149— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	237,609	142,221	127,750	174,729	174,729	32,508
Services and Supplies	135,535	113,602	113,770	123,379	123,379	9,777
Other Charges	775	780	780	780	780	0
Subtotal	\$373,918	\$256,603	\$242,300	\$298,888	\$298,888	42,285

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Revenue from Use of Money & Property	6,000	6,000	6,000	6,000	6,000	0
Charges for Services	202,675	205,000	205,000	215,250	215,250	10,250
Miscellaneous Revenues	(115)	0	0	0	0	0
Subtotal	\$208,560	\$211,000	\$211,000	\$221,250	\$221,250	10,250
General Fund Contributions	\$165,358	\$45,603	\$31,300	\$77,638	\$77,638	32,035
Total Source of Funds	\$373,918	\$256,603	\$242,300	\$298,888	\$298,888	42,285

Unit Description

San Lorenzo Park is located in King City. The park offers a shaded campground for tent camping, RV hook-ups and pull-through sites. Amenities include laundry facilities, a putting green, three group buildings and an internet access kiosk. Immaculate day-use facilities include group and individual areas, a gazebo, playgrounds, horseshoe pits, volleyball courts, softball areas and a walking trail along the banks of the Salinas River. San Lorenzo Park is also home to the Monterey County Agricultural & Rural Life Museum which acquires, preserves, and interprets artifacts, equipment and buildings related to Monterey County's agricultural heritage.

Prior Year Accomplishments

Accomplishments are discussed at the fund level of the Parks (General Fund).

Budget Year Goals

Goals are discussed at the fund level of the Parks (General Fund).

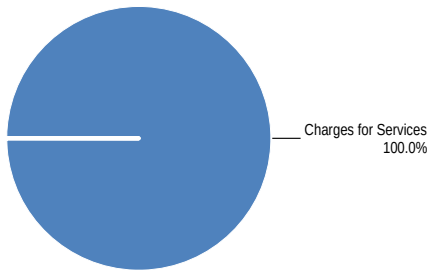
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
68A41	COUNTY PARK RANGER II	1.00
72B31	PARKS BUILDING & GROUNDS WORKER II	2.00
Total		3.00

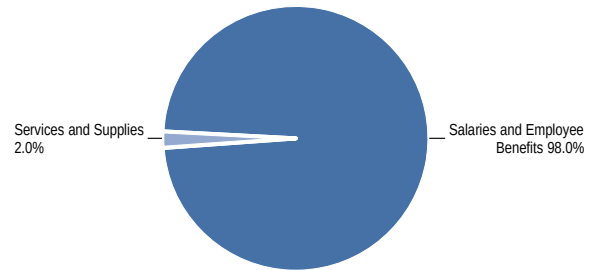
Special Events

(Unit 8150— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	131,383	119,638	118,213	122,228	122,228	2,590
Services and Supplies	4,167	1,274	1,330	2,468	2,468	1,194
Subtotal	\$135,550	\$120,912	\$119,543	\$124,696	\$124,696	3,784

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Charges for Services	157,153	180,000	180,000	180,000	180,000	0
Subtotal	\$157,153	\$180,000	\$180,000	\$180,000	\$180,000	0
General Fund Contributions	(\$21,603)	(\$59,088)	(\$60,457)	(\$55,304)	(\$55,304)	3,784
Total Source of Funds	\$135,550	\$120,912	\$119,543	\$124,696	\$124,696	3,784

Unit Description

Budgeted in this unit are the cost of administrative functions relating to a variety of special event activities intended to maximize the park's facilities usage and increase potential revenues.

Prior Year Accomplishments

Accomplishments are discussed at the fund level of the Parks (General Fund).

Budget Year Goals

Goals are discussed at the fund level of the Parks (General Fund).

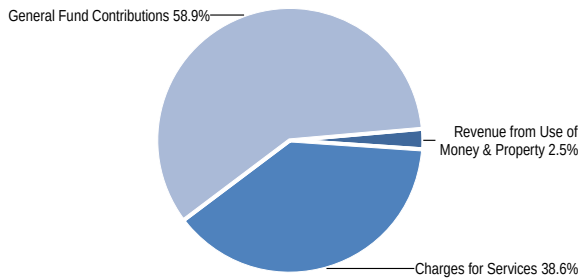
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
68B02	SPECIAL EVENTS MANAGER	1.00
Total		1.00

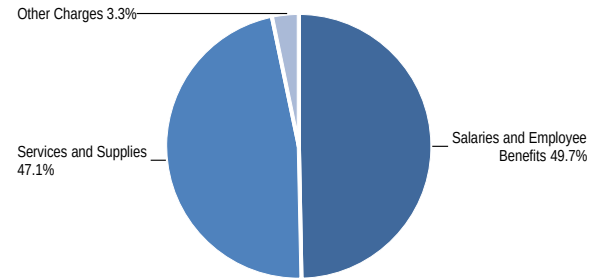
Toro Park

(Unit 8151— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	467,092	343,422	316,791	351,065	351,065	7,643
Services and Supplies	211,814	273,189	273,469	412,314	332,503	59,314
Other Charges	22,365	23,000	23,000	23,000	23,000	0
Subtotal	\$701,272	\$639,611	\$613,260	\$786,379	\$706,568	66,957

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Revenue from Use of Money & Property	9,400	17,500	17,500	17,500	17,500	0
Charges for Services	273,669	260,000	260,000	273,000	273,000	13,000
Miscellaneous Revenues	(488)	0	0	0	0	0
Subtotal	\$282,581	\$277,500	\$277,500	\$290,500	\$290,500	13,000
General Fund Contributions	\$418,690	\$362,111	\$335,760	\$495,879	\$416,068	53,957
Total Source of Funds	\$701,272	\$639,611	\$613,260	\$786,379	\$706,568	66,957

Unit Description

Toro Park covers 4,756 acres located six miles from downtown Salinas and 13 miles from the Monterey Peninsula. Toro's beautiful and peaceful pastoral setting makes it the ideal place for family outings or group functions such as weddings, corporate picnics, family reunions, etc. The park offers many amenities including softball fields, playgrounds, volleyball courts, horseshoe pits, and over 20 miles of trails that can be accessed for hiking, horseback riding, or mountain biking. The youth overnight area can be reserved by organized youth groups and contains a covered patio area with tables, restroom/shower facility, full kitchen, and a fishing pond with a pier.

Budget Year Goals

Goals are discussed at the fund level of the Parks (General Fund).

Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
68A41	COUNTY PARK RANGER II	2.00
68A43	COUNTY PARK RANGER SUPERVISOR	1.00
72B31	PARKS BUILDING & GROUNDS WORKER II	2.00
Total		5.00

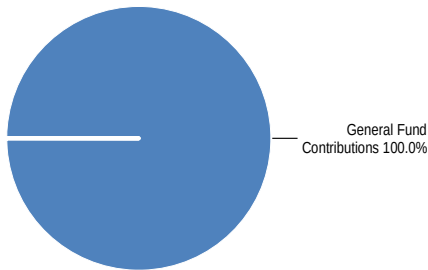
Prior Year Accomplishments

Accomplishments are discussed at the fund level of the Parks (General Fund).

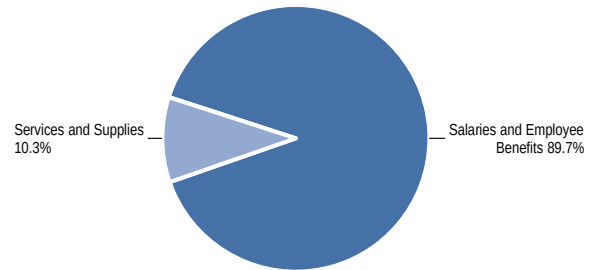
Historian

(Unit 8152— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	203,479	195,864	197,308	200,059	70,329	(125,535)
Services and Supplies	10,175	7,854	7,966	8,094	8,094	240
Other Charges	25	0	0	0	0	0
Subtotal	\$213,679	\$203,718	\$205,274	\$208,153	\$78,423	(125,295)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$213,679	\$203,718	\$205,274	\$208,153	\$78,423	(125,295)
Total Source of Funds	\$213,679	\$203,718	\$205,274	\$208,153	\$78,423	(125,295)

Unit Description

The Historian unit manages Monterey County's historic preservation program and the preservation and interpretation of the County's collection of archives and artifacts. The Historian oversees both historic and natural history education programs in the County Parks. This unit oversees the operations of the Monterey County Agricultural and Rural Life Museum (MCARLM) and the Toro Park Environmental Center, and provides staff support to a variety of historic and cultural boards and commissions and serving as cultural resources advisor and primary contact for issues related to Monterey County's history, historic facilities and cultural resources.

Prior Year Accomplishments

Received \$45,100 grant award from the Habitat Conservation Fund (State grant) to construct the Buckeye Trail which will link Toro Park with recently acquired Marks Ranch.

Produced Historical Advisory Commission Brochure, A Motorist's Guide for the Public Art of Jo Mora. Funded through private donations and an Arts Council grant.

Completed a new web page for MCARLM, funded through a Community Foundation grant.

Received \$20,000 in grant funding to support weekend museum guides at MCARLM.

Received \$32,000 in grant funding to support Parks Foundation's Learning Through Parks program (specifically for exhibitions, new gallery construction, Learning Lab garden construction).

Opened "Bittersweet Harvest: the Bracero Program", a Smithsonian exhibition, at San Lorenzo Park. Exhibit and programming attracted a record number of visitors from throughout northern California.

Contracted for Smithsonian exhibit "The Way We Worked", for Fiscal Year 2014-15.

Contracted for Gold Fever exhibit for 2014-15.

Completed Concept Development for Agricultural Aviation exhibit, scheduled to open in MCARLM's new gallery in 2015.

Completed first phase of construction of Learning-Lab garden.

Created ongoing partnerships with the Greenfield Community Science Network, Monterey County Master Gardeners and King City 4-H to lead Learning-Lab garden activities at San Lorenzo Park.

Contracted for fabrication of "Green Revolution", a Smithsonian exhibit, for outdoor interpretive panels for Learning Lab garden.

Realized a 51% increase in school participation at the Environmental Education program at Toro Park, for a total of 3,070 students.

San Lorenzo Park's interpretive program realized an increase of 18%, serving a total of 1,852 students.

Budget Year Goals

Complete remodel of new exhibition gallery (San Lorenzo).

Complete content/design of interpretive signs and as-built drawings for Buckeye Trail at Marks Ranch.

Install "The Way We Worked" and "Gold Fever exhibits."

Contract for 2016 & 2017 exhibitions for MCARLM.

Complete remodel of Museum entrance.

Continue construction and community programming for Learning Lab garden at San Lorenzo.

Seek funding from American Alliance of Museums to extend community garden partnership with the Casa K'inich Children's Museum in Honduras.

Construct new protective structure over Dutton Hotel.

Continue to partner with the Big Sur Land Trust, Nature Conservancy and other organizations on mutually beneficial projects and programs, including the potential acquisition of Miller's Ranch.

Seek continued funding for Environmental Center and MCARLM interpretive programs and projects.

Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
65C10	PARKS MUSEUM ASSISTANT	1.00
Total		1.00

Marketing
(Unit 8153— Fund 001)

Source of Funds

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Use of Funds

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Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Services and Supplies	2,500	0	0	0	0	0
Subtotal	\$2,500	\$0	\$0	\$0	\$0	0

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Charges for Services	(195)	0	0	0	0	0
Subtotal	(\$195)	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$2,695	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$2,500	\$0	\$0	\$0	\$0	0

Unit Description

This unit has historically held funding to develop an annual marketing campaign to spotlight the recreational opportunities available at all County Park facilities.

Prior Year Accomplishments

Started social media campaign using social media channels including Facebook, Twitter, Google +, Foursquare, Yelp, and Instagram, and many other new and emerging platforms.

Utilized social media and the Department website to communicate upcoming events and opportunities to the community for the 2014 season.

Created and produced marketing material for all events during the 2013-2014 off season.

Photographed each Parks' facilities to better enhance the community's perception of what is available to them and to acquire future marketing material.

Completed upgrade of Department website, including new backgrounds, media and content.

Attended multiple events to increase awareness of the County Parks system and distributed print media.

Created and updated media to reflect recent changes to County Parks System.

Created and oversaw a rebranding initiative which produced a new logo for the Department. Initiative included a New Logo Competition in collaboration California State University, Monterey Bay, School of Information Technology and Communication Design, to produce a new Department logo representing the Parks, the community, and its patrons. The Department joined forces with the community to select a winning entry for the competition.

Worked jointly with the County's Communication Coordinator to produce a modern documentary of Monterey County Parks to be displayed on the Department's website, social media and on the County's public access channel.

Took over all marketing efforts for both resorts at Lake San Antonio and Lake Nacimiento.

Budget Year Goals

Evaluate and improve upon marketing efforts from the 2014 season for 2015.

Complete incorporation of new logo into all aspects of the Department, including digital media, print media, signage, stationary, propaganda, paraphernalia, and future projects at Department's offices and park locations.

Launch a new Grass Roots Campaign to design and produce a Department mascot.

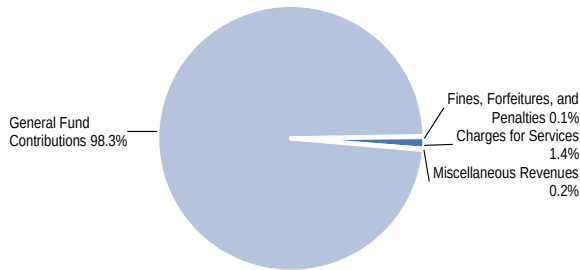
Attend events and trade shows to distribute marketing paraphernalia and stay informed of the latest trends and news effecting the Parks systems.

Conceive, design and implement new event ideas for the Department.

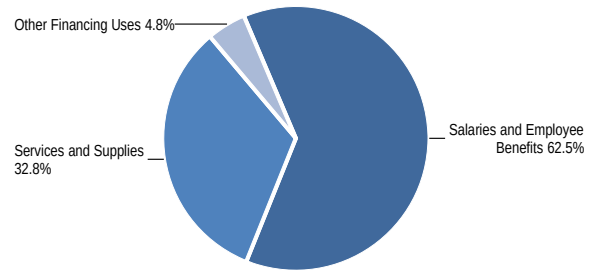
Park Administration

(Unit 8154— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	768,407	748,718	793,473	886,952	786,481	37,763
Services and Supplies	339,660	370,728	371,120	412,698	412,698	41,970
Other Charges	(2,500)	(210,000)	(210,000)	(180,000)	(180,000)	30,000
Other Financing Uses	0	58,028	58,028	59,815	59,815	1,787
Subtotal	\$1,105,567	\$967,474	\$1,012,621	\$1,179,465	\$1,078,994	111,520

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	1,705	1,500	1,500	1,500	1,500	0
Revenue from Use of Money & Property	124	0	0	0	0	0
Intergovernmental Revenues	200	0	0	0	0	0
Charges for Services	19,008	10,000	10,000	15,000	15,000	5,000
Miscellaneous Revenues	4,634	1,750	1,750	1,750	1,750	0
Subtotal	\$25,671	\$13,250	\$13,250	\$18,250	\$18,250	5,000
General Fund Contributions	\$1,079,896	\$954,224	\$999,371	\$1,161,215	\$1,060,744	106,520
Total Source of Funds	\$1,105,567	\$967,474	\$1,012,621	\$1,179,465	\$1,078,994	111,520

Unit Description

The Parks Administration unit is responsible for all aspects of administration, management, and support of all County Parks' operations, functions, program activities, departmental personnel, law enforcement and safety, budgets, accounting, fiscal management, facilities operations, and for coordination of community and commission/advisory body participation in establishing Department programs and activities.

Prior Year Accomplishments

Accomplishments are discussed at the fund level of the Parks (General Fund).

Budget Year Goals

Goals are discussed at the fund level of the Parks (General Fund).

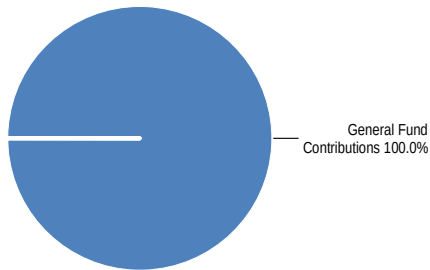
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
11A11	CHIEF RANGER/PARKS DIRECTOR	1.00
20B10	ACCOUNTANT I	1.00
20B95	FINANCE MANAGER I	1.00
41F85	PARKS PLANNING MANAGER	1.00
80A31	SECRETARY	1.00
80E21	OFFICE ASSISTANT II	1.00
80J21	ACCOUNT CLERK	1.00
Total		7.00

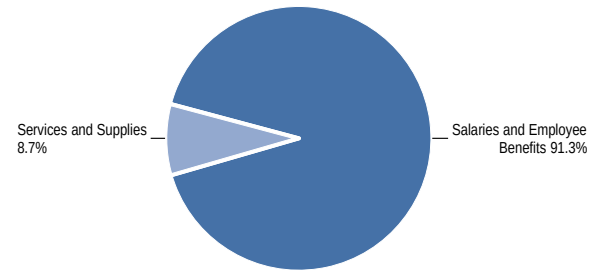
North County Administration

(Unit 8278— Fund 001)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	143,346	149,825	140,347	142,584	142,584	(7,241)
Services and Supplies	11,755	10,650	10,706	13,503	13,503	2,853
Other Charges	(17,723)	0	0	0	0	0
Subtotal	\$137,377	\$160,475	\$151,053	\$156,087	\$156,087	(4,388)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Subtotal	\$0	\$0	\$0	\$0	\$0	0
General Fund Contributions	\$137,377	\$160,475	\$151,053	\$156,087	\$156,087	(4,388)
Total Source of Funds	\$137,377	\$160,475	\$151,053	\$156,087	\$156,087	(4,388)

Unit Description

Under administrative direction of the Parks Director, staff plan, organize and manage the procedural and maintenance aspects of multi-park operations in the Northern areas of the County. Multi-park duties includes routine park operations, maintenance and improvement, recreation services, special events, safety and code enforcement, utilities, contract management, and concessionaire coordination.

Budget Year Goals

Goals are discussed at the fund level of the Parks (General Fund).

Recommended 2014-15 Positions

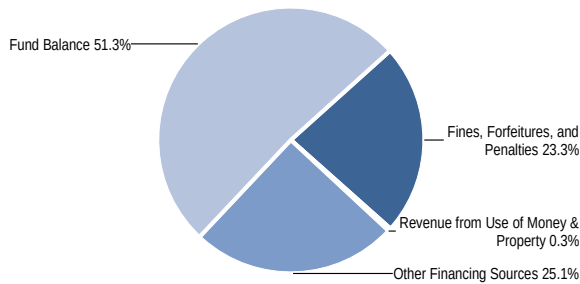
Classification Code	Classification Label	Recommended Budget 2014-2015
68E21	DEPUTY CHIEF RANGER/PARKS OPERATIONS MANAGER	1.00
Total		1.00

Prior Year Accomplishments

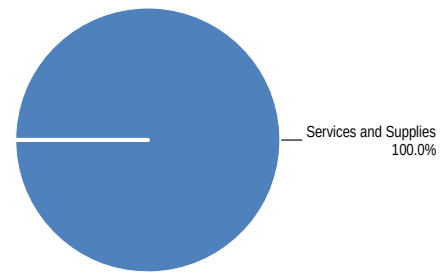
Accomplishments are discussed at the fund level of the Parks (General Fund).

Parks (Fish and Game)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Services and Supplies	24,867	31,650	31,650	43,000	43,000	11,350
Subtotal	\$24,867	\$31,650	\$31,650	\$43,000	\$43,000	11,350

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	12,795	10,000	10,000	10,000	10,000	0
Revenue from Use of Money & Property	62	150	150	150	150	0
Other Financing Sources	10,786	10,786	10,786	10,786	10,786	0
Subtotal	\$23,643	\$20,936	\$20,936	\$20,936	\$20,936	0
Fund Balance	1,224	10,714	10,714	22,064	22,064	11,350
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$24,867	\$31,650	\$31,650	\$43,000	\$43,000	11,350

Unit Description

The County's Fish and Game Commission consists of fifteen members, three from each supervisorial district, who are appointed for three year staggered terms. The Commission oversees the allocation of Fish and Game fines and grants to organizations and agencies undertaking fish and game wildlife propagation or educational projects. The Commission meets bi-monthly to discuss issues relating to enforcement, preservation and enhancement. Each April, the Commission meets to consider funding requests from organizations that promote projects to enhance fish and game conservation. The Commission generally awards five to eight grants annually ranging from \$1,000 to \$8,000. The Monterey County Parks Department acts as support staff to the Commission.

Summary of Recommendation

The Recommended Budget for FY 2014-15 is \$43,000, an increase of \$11,350 from the previous fiscal year. This budget includes \$20,936 in program revenue and \$22,064 in retained fund balance.

Prior Year Accomplishments

The Commission considered eligible grant projects for the Board of Supervisors' approval, consistent with its goal of making recommendations for the preservation and propagation of fish and wildlife.

Budget Year Goals

The Commission will consider eligible grant projects for the Board of Supervisors' approval, consistent with its goal of making recommendations for the preservation and propagation of fish and wildlife.

Pending Issues

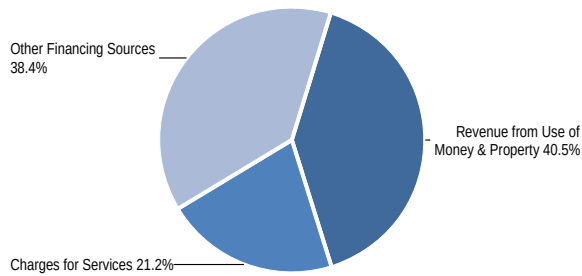
There are no pending issues.

Policy Considerations

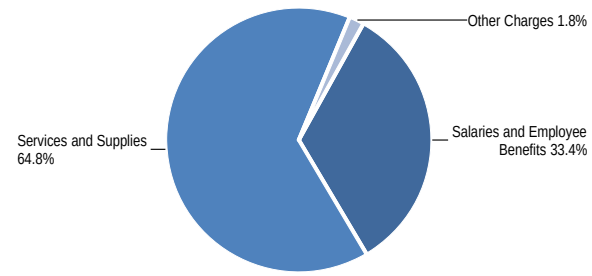
There are no policy considerations.

Parks Resorts

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	3,236,656	3,077,991	2,891,849	2,435,264	1,443,889	(1,634,102)
Services and Supplies	5,282,049	5,095,837	4,072,626	3,069,569	2,798,412	(2,297,425)
Other Charges	398,248	258,250	258,250	78,000	78,000	(180,250)
Capital Assets	12,669	0	0	0	0	0
Subtotal	\$8,929,622	\$8,432,078	\$7,222,725	\$5,582,833	\$4,320,301	(4,111,777)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Revenue from Use of Money & Property	3,878,000	3,970,080	2,970,080	2,133,611	1,748,025	(2,222,055)
Intergovernmental Revenues	3,000	0	0	0	0	0
Charges for Services	3,413,512	3,754,500	2,283,000	914,132	914,132	(2,840,368)
Miscellaneous Revenues	1,575,166	0	0	0	0	0
Other Financing Sources	1,038,498	711,000	711,000	711,000	1,658,144	947,144
Subtotal	\$9,908,176	\$8,435,580	\$5,964,080	\$3,758,743	\$4,320,301	(4,115,279)
Fund Balance	(978,554)	(3,502)	1,258,645	1,824,090	0	3,502
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$8,929,622	\$8,432,078	\$7,222,725	\$5,582,833	\$4,320,301	(4,111,777)

Unit Description

Recreation at the Lake San Antonio Dam began in 1967. Water levels at Lake San Antonio are contingent upon a variety of factors including the annual weather cycle, the need to recharge groundwater to the Salinas Valley, maintaining adequate Salinas River flows to comply with State and Federal fish habitat requirements.

When Lake San Antonio is at full capacity (elevation 780 feet), it is 16 miles long and has about 100 miles of shoreline. The Lake is a major recreational attraction, with visitation concentrated in a 150-day season beginning May 1st and extending through the end of September. The facilities are open year-round. The location of the Lake is in a highly attractive rural setting among oak-studded hillsides. It features one of the State's largest camping facilities, with over 1,000 camp sites. The Lake's appeal includes excellent bass fishing, availability of shoreline camping on the North Shore,

and minimal intrusion of man-made structures obstructing the view shed.

The Nacimiento Dam was completed in 1957. When the Lake is at full capacity (elevation 800 feet), it is 18 miles long and has about 165 miles of shoreline. Lake Nacimiento is also a multi-use facility operated for flood control, water conservation, and recreation. The Lake covers over 5,000 surface acres surrounded by unspoiled wilderness, mountains, river canyons, oak and pine forests, spring waterfalls and abundant wildlife.

Both lakes offer a spectrum of recreational opportunities for visitors. Recreational opportunities available to visitors include camping, day-use, fishing, furnished lodging, boat launch ramps, boating and water sport rentals, full-service marinas, general stores, restaurant, snack bar, and ancillary services. The County Parks Department provides camping, day use, and law enforcement by the park rangers. A management company is contracted to operate the marina, store, service station, restaurant, and condominium units and lake view lodges.

Summary of Recommendation

The FY 2014-15 Recommended Budget for the Parks Resorts Enterprise Fund 452 is \$4,320,301, a decrease of \$4,111,777 or 51% attributed to a drastic loss of revenue due to the low water levels at the lakes caused by the drought currently being experienced throughout California. Other challenges included increased costs of General Liability Insurance, Workers' Compensation Insurance, salary increases, Information Technology Department Capital Improvements, and Enterprise Resource Planning upgrades.

Budget Impacts

The Recommended Budget sustains the operation of Lake Nacimiento and caretaker status at Lake San Antonio. Lake San Antonio has been drastically impacted by low water levels. The Recommended Budget also includes the elimination of 14 filled positions (as listed at the Department level) and reduces buildings & maintenance funding. In order to maintain Lake Nacimiento operational and Lake San Antonio in caretaker status, \$711,240 for annual debt service, \$624,140 for operations and \$322,764 for three month salary & benefit costs of the 14 positions has been transferred from the General Fund.

Prior Year Accomplishments

Implemented the Next Generation Radio program upgrades.

Launched the conversion to internet based online reservation system with Reserve America, in order to increase customer service offerings and disseminate more information to visitors about all the County Parks' amenities.

Identified and prioritized major maintenance, deferred maintenance, and capital infrastructure improvements throughout the Parks system recognizing that the majority do not have funding and require long term planning solutions.

Completed the following projects: upgrade to water treatment station at South Shore Lake San Antonio and roof project at the historical site of the Tidball Store.

Continued to work collaboratively with the Agricultural Commissioner's Office, the Water Resources Agency, and San Luis Obispo Public Works Department to continue the Quagga Mussel Inspection program coordinated by the Parks Department which is aimed at the detection and exclusion of the invasive mussel species.

Purchased new Patrol boat with funds awarded through The Department of Boating and Waterways (DBAW). The DBAW program provides grant funding to local agencies for the purchase of boating enforcement equipment and patrol boats.

Hosted Annual Lakes Clean-Up Day in which Parks staff collaborate with local volunteer groups and community members.

Added new event held at Lake San Antonio North Shore called Lighting in a Bottle (LIB) during the Memorial Day holiday weekend. Lighting in a Bottle (LIB) has existed since 2006 and was formerly held in Southern California. LIB prides itself on being a green festival and has won the "Greenest Festival in America" title in 2010, 2011 and 2012. They have a large focus on art, musical entertainment, and a diverse mix of activities including classes, workshops, and speakers focused on healthy lifestyles.

Hosted the 32nd year of the Wildflower Triathlon Festival the world's third largest triathlon at Lake San Antonio South Shore. The annual Wildflower Triathlon Festival combines triathlon racing and a family friendly festival. The event included the second year of the Mud, Obstacles, Running, and Entertainment (M.O.R.E.) Wildflower which continues to grow in participation.

Established a partnership with a new community group called Southern Monterey County Rural Coalition to help address concerns and impacts of the lakes operations on the local community by keeping community members informed of upcoming special events or other notifications such as employment opportunities.

Implemented the online training Target Safety Program on-the-job safety guidelines and policies for all Parks staff.

Developed internal Department Public Safety Training program for Monterey County Parks Ranger personnel. The new program has resulted in cost savings to the department by eliminating the need to hire outside trainers and consultants. Additionally, the Parks Ranger Manager staff has collaborated with the Monterey County Sheriff's Office in order to pattern the program and training standards to be inline with that of the Sheriff's Office. The training program continues to be improved with input, oversight, and direction of the County Sheriff's Office.

Budget Year Goals

Create new goals and objectives with measurable indicators to quantify and show statistical data for future management actions.

Accelerate revenue generation by developing realistic and sustainable goals and objectives and identify stable funding sources.

Replace the variable speed drive pump for the water-well at Lake Nacimiento.

Complete the full-conversion to a internet based on-line reservation system.

Work with Cal Parks to maximize revenue during periods of low water levels.

Increase marketing efforts to attract more special events increasing visitation and revenue.

Begin vetting the installation and implementation of Automated Pay Stations throughout the lakes facilities.

Continue efforts and expand marketing campaign to spotlight the lakes facilities and increase revenue levels in collaboration with the resorts management company.

Maintain standards and continue to implement improvements that provide top quality customer service throughout the Parks System and ensure that the County values are incorporated in all aspects of the Department policies, procedures and employee training.

Pending Issues

Many of the Park's facilities and Park assets have outlived their useful life and there is a need for major maintenance and infrastructure improvements, but there is no funding.

Revenue is unable to sustain full operational level at the Lakes.

To date, sufficient revenue has not been produced and the Department has been forced to reduce staffing and service levels even while receiving assistance from the General Fund. It is now critical to consider to either continue on the current course and provide General Fund assistance or to reevaluate the level of services provided to the public at the Lakes.

Policy Considerations

The Parks Resorts (Enterprise Fund) was established as a self-sufficient fund requiring the generation of revenue to recover both operational and Capital Improvement cost.

Appropriation Expenditure Detail

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted	Fund Code	Org Code
Resort at Nacimiento Lake (PAR004)	3,970,929	3,229,972	2,775,914	2,858,335	2,271,938	(958,034)	452	7500_8385
Resort at San Antonio Lake (PAR004)	1,508,244	1,472,526	822,421	397,991	14,126	(1,458,400)	452	7500_8386
Nacimiento Boat Patrol (PAR004)	154,207	4,490	4,490	0	0	(4,490)	452	7500_8387
North Shore Lake San Antonio (PAR004)	729,480	605,370	529,119	93,889	159,309	(446,061)	452	7500_8388
South Shore Lake San Antonio (PAR004)	1,029,699	938,388	922,892	528,251	424,020	(514,368)	452	7500_8389
Lakes Events (PAR004)	44,158	54,927	54,927	54,927	41,052	(13,875)	452	7500_8390
Lakes Administration (PAR004)	1,492,906	2,126,405	2,112,962	1,649,440	1,409,856	(716,549)	452	7500_8391
Subtotal	\$8,929,622	\$8,432,078	\$7,222,725	\$5,582,833	\$4,320,301	(4,111,777)		

Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
68A41	COUNTY PARK RANGER II	3.00
68A42	COUNTY PARK RANGER III	1.00
68A43	COUNTY PARK RANGER SUPERVISOR	1.00
68E01	COUNTY PARK RANGER MANAGER	1.00
72B31	PARKS BUILDING & GROUNDS WORKER II	2.00
80J22	SENIOR ACCOUNT CLERK	1.00
68A42	COUNTY PARK RANGER III	1.00
68A41	COUNTY PARK RANGER II	1.00
68A42	COUNTY PARK RANGER III	1.00
68A43	COUNTY PARK RANGER SUPERVISOR	1.00

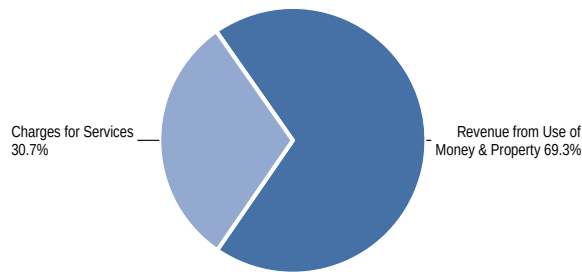
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
68C23	PARK SERVICES AIDE III	1.00
72B31	PARKS BUILDING & GROUNDS WORKER II	2.00
20B10	ACCOUNTANT I	1.00
68E01	COUNTY PARK RANGER MANAGER	1.00
	DEPUTY CHIEF RANGER/PARKS OPERATIONS MANAGER	1.00
72B40	PARKS UTILITIES & WATER SYSTEMS SPECIALIST	2.00
	SENIOR PARKS UTILITIES & WATER SYSTEMS SPECIALIST	1.00
72C23	MECHANIC II	1.00
80E22	OFFICE ASSISTANT III	1.00
Total		24.00

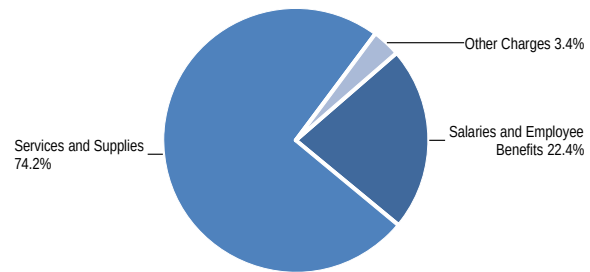
Resort at Nacimiento Lake

(Unit 8385— Fund 452)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	944,557	926,454	901,837	900,209	508,660	(417,794)
Services and Supplies	2,948,559	2,225,518	1,796,077	1,880,126	1,685,278	(540,240)
Other Charges	77,812	78,000	78,000	78,000	78,000	0
Subtotal	\$3,970,929	\$3,229,972	\$2,775,914	\$2,858,335	\$2,271,938	(958,034)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Revenue from Use of Money & Property	2,523,820	2,425,000	2,200,000	1,725,525	1,725,525	(699,475)
Charges for Services	1,332,483	1,175,000	1,175,000	764,132	764,132	(410,868)
Miscellaneous Revenues	678	0	0	0	0	0
Other Financing Sources	300,000	0	0	0	0	0
Subtotal	\$4,156,980	\$3,600,000	\$3,375,000	\$2,489,657	\$2,489,657	(1,110,343)
Total Source of Funds	\$4,156,980	\$3,600,000	\$3,375,000	\$2,489,657	\$2,489,657	(1,110,343)

Unit Description

Lake Nacimiento Resort Operations includes all aspects of the facility operations run by the Parks Department in coordination with a management firm. This beautiful lake, located in San Luis Obispo County is known as the California Dragon. It covers over 5,000 surface acres and is surrounded by 165 miles of scenic shoreline, unspoiled wilderness, mountains, river canyons, oak and pine forest, spring waterfalls and abundant wildlife. A year round general store and seasonal restaurant are located at the water's edge. The full service marina features 120 rental boat slips and a rental fleet. Lodge accommodations with sweeping views are available year-round and for those that want to experience the great outdoors, Lake Nacimiento has over 350 campsites and shoreline camping is available.

Prior Year Accomplishments

Accomplishments are discussed at the fund level of the Parks Resorts.

Budget Year Goals

Goals are discussed at the fund level of the Parks Resorts.

Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
68A41	COUNTY PARK RANGER II	3.00
68A42	COUNTY PARK RANGER III	1.00
68A43	COUNTY PARK RANGER SUPERVISOR	1.00
68E01	COUNTY PARK RANGER MANAGER	1.00
72B31	PARKS BUILDING & GROUNDS WORKER II	2.00
80J22	SENIOR ACCOUNT CLERK	1.00
Total		9.00

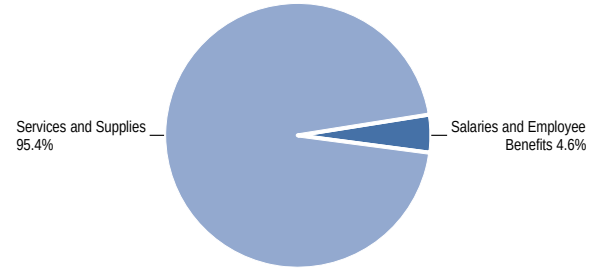
Resort at San Antonio Lake

(Unit 8386— Fund 452)

Source of Funds

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Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	64,332	65,169	65,008	0	649	(64,520)
Services and Supplies	1,443,843	1,407,107	757,163	397,991	13,477	(1,393,630)
Other Charges	69	250	250	0	0	(250)
Subtotal	\$1,508,244	\$1,472,526	\$822,421	\$397,991	\$14,126	(1,458,400)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Revenue from Use of Money & Property	1,335,839	1,525,000	750,000	385,586	0	(1,525,000)
Miscellaneous Revenues	21	0	0	0	0	0
Subtotal	\$1,335,860	\$1,525,000	\$750,000	\$385,586	\$0	(1,525,000)
Total Source of Funds	\$1,335,860	\$1,525,000	\$750,000	\$385,586	\$0	(1,525,000)

Unit Description

Lake San Antonio Resort Operations encompasses the operation of the lodges, marina, fueling station, and the general stores at South Shore and North Shore in coordination with a management firm. The resort offers 16 lake view rental units. In addition to the rental boat fleet, Lake San Antonio marina offers a full line of supplies, parts, and additional rentals including life vests, and the latest skis and wakeboards. Patrons also have the option of annual rentals available for boat slips and dry storage.

Prior Year Accomplishments

Accomplishments are discussed at the fund level of the Parks Resorts.

Budget Year Goals

Goals are discussed at the fund level of the Parks Resorts.

Nacimiento Boat Patrol

(Unit 8387— Fund 452)

Source of Funds

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Use of Funds

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Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	140,255	3,217	3,217	0	0	(3,217)
Services and Supplies	13,951	1,273	1,273	0	0	(1,273)
Subtotal	\$154,207	\$4,490	\$4,490	\$0	\$0	(4,490)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Miscellaneous Revenues	1,573,957	0	0	0	0	0
Subtotal	\$1,573,957	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$1,573,957	\$0	\$0	\$0	\$0	0

Unit Description

This unit for the Lake Patrol Park Rangers' law enforcement on the water at Lake Nacimiento was incorporated into Park Unit 8385 Resort at Nacimiento Lake since FY 2012-13.

Prior Year Accomplishments

Accomplishments are discussed at the fund level of the Parks Resorts.

Budget Year Goals

Goals are discussed at the fund level of the Parks Resorts.

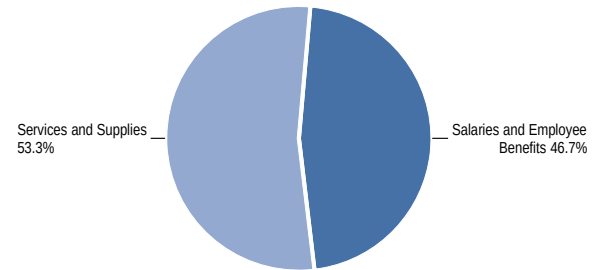
North Shore Lake San Antonio

(Unit 8388— Fund 452)

Source of Funds

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Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	506,853	424,058	342,528	93,856	74,435	(349,623)
Services and Supplies	209,958	181,312	186,591	33	84,874	(96,438)
Capital Assets	12,669	0	0	0	0	0
Subtotal	\$729,480	\$605,370	\$529,119	\$93,889	\$159,309	(446,061)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Charges for Services	1,191,542	1,417,500	345,000	0	0	(1,417,500)
Miscellaneous Revenues	519	0	0	0	0	0
Subtotal	\$1,192,062	\$1,417,500	\$345,000	\$0	\$0	(1,417,500)
Total Source of Funds	\$1,192,062	\$1,417,500	\$345,000	\$0	\$0	(1,417,500)

Unit Description

Over four miles of shore camping is available on Lake San Antonio's North Shore, the best and most accessible waterline lake camping in California. North Shore offers group picnic areas with horseshoes, volleyball, and shuffle board. A separate equestrian camping area is available with a cooking area, horse stalls and miles of trails.

Budget Year Goals

Goals are discussed at the fund level of the Parks Resorts.

Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
68A42	COUNTY PARK RANGER III	1.00
Total		1.00

Prior Year Accomplishments

Accomplishments are discussed at the fund level of the Parks Resorts.

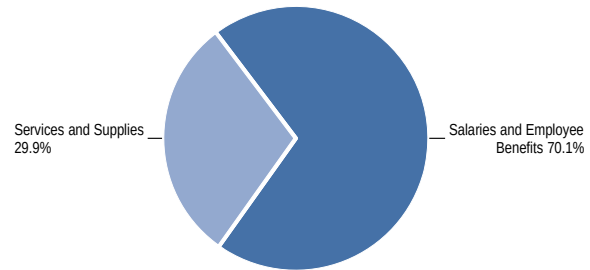
South Shore Lake San Antonio

(Unit 8389— Fund 452)

Source of Funds

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Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	725,146	695,885	619,998	527,756	297,266	(398,619)
Services and Supplies	304,554	242,503	302,894	495	126,754	(115,749)
Subtotal	\$1,029,699	\$938,388	\$922,892	\$528,251	\$424,020	(514,368)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Intergovernmental Revenues	3,000	0	0	0	0	0
Charges for Services	712,380	840,000	548,000	0	0	(840,000)
Miscellaneous Revenues	(102)	0	0	0	0	0
Subtotal	\$715,278	\$840,000	\$548,000	\$0	\$0	(840,000)
Total Source of Funds	\$715,278	\$840,000	\$548,000	\$0	\$0	(840,000)

Unit Description

Lake San Antonio South Shore is Monterey County's premier freshwater recreation area. Located 20 miles inland from the Central Coast, this lake facility features year-round activities including picnicking, camping, fishing, hiking, swimming, boating and skiing. Three campgrounds with over 500 campsites are available for individuals, families, and groups at South Shore. The camping facilities include tent, electrical, and full hook-up sites. A museum and Visitor Center can be enjoyed at the Park's Administration Building.

Prior Year Accomplishments

Accomplishments are discussed at the fund level of the Parks Resorts.

Budget Year Goals

Goals are discussed at the fund level of the Parks Resorts.

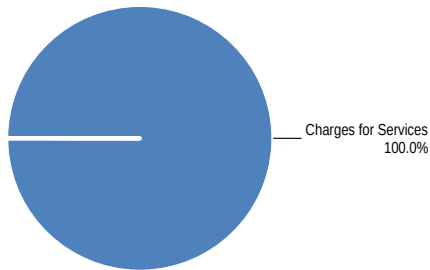
Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
68A41	COUNTY PARK RANGER II	1.00
68A42	COUNTY PARK RANGER III	1.00
68A43	COUNTY PARK RANGER SUPERVISOR	1.00
68C23	PARK SERVICES AIDE III	1.00
72B31	PARKS BUILDING & GROUNDS WORKER II	2.00
Total		6.00

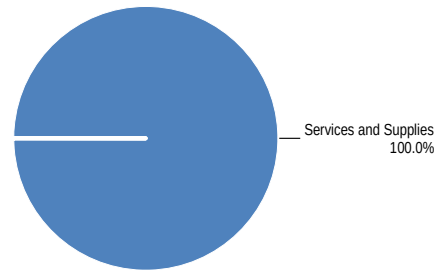
Lakes Events

(Unit 8390— Fund 452)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Services and Supplies	44,158	54,927	54,927	54,927	41,052	(13,875)
Subtotal	\$44,158	\$54,927	\$54,927	\$54,927	\$41,052	(13,875)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Charges for Services	177,108	190,000	190,000	150,000	150,000	(40,000)
Subtotal	\$177,108	\$190,000	\$190,000	\$150,000	\$150,000	(40,000)
Total Source of Funds	\$177,108	\$190,000	\$190,000	\$150,000	\$150,000	(40,000)

Unit Description

Budgeted in this unit is the cost and revenue associated to special event activities intended to maximize the park's facilities usage and increase the potential usage and revenue opportunities.

Prior Year Accomplishments

Accomplishments are discussed at the fund level of the Parks Resorts.

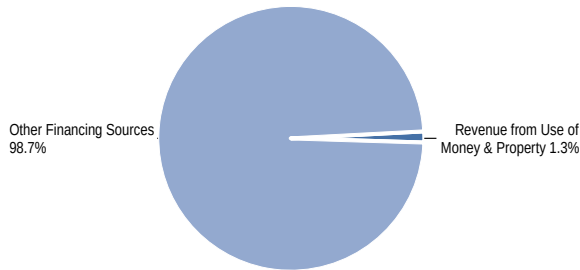
Budget Year Goals

Goals are discussed at the fund level of the Parks Resorts.

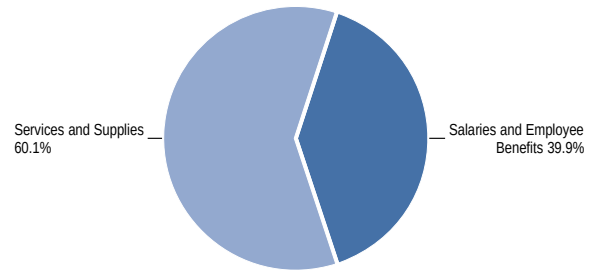
Lakes Administration

(Unit 8391— Fund 452)

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	855,513	963,208	959,261	913,443	562,879	(400,329)
Services and Supplies	317,025	983,197	973,701	735,997	846,977	(136,220)
Other Charges	320,367	180,000	180,000	0	0	(180,000)
Subtotal	\$1,492,906	\$2,126,405	\$2,112,962	\$1,649,440	\$1,409,856	(716,549)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Revenue from Use of Money & Property	18,341	20,080	20,080	22,500	22,500	2,420
Charges for Services	0	132,000	25,000	0	0	(132,000)
Miscellaneous Revenues	93	0	0	0	0	0
Other Financing Sources	738,498	711,000	711,000	711,000	1,658,144	947,144
Subtotal	\$756,932	\$863,080	\$756,080	\$733,500	\$1,680,644	817,564
Total Source of Funds	\$756,932	\$863,080	\$756,080	\$733,500	\$1,680,644	817,564

Unit Description

Under administrative direction of the Parks Director, staff plan, organize and manage the procedural and maintenance aspects of multi-park lake operations which are located at the most Southern end of Monterey County. Multi-park duties include routine park operations, maintenance and improvement, recreation services, special events, safety and code enforcement, utilities, contract management, and concessionaire coordination. Additionally, an administrative support staff unit works under the direction of the main Parks Administration.

Prior Year Accomplishments

Accomplishments are discussed at the Fund Level of the Parks Resorts.

Budget Year Goals

Goals are discussed at the fund level of the Parks Resorts.

Recommended 2014-15 Positions

Classification Code	Classification Label	Recommended Budget 2014-2015
20B10	ACCOUNTANT I	1.00
68E01	COUNTY PARK RANGER MANAGER	1.00
68E21	DEPUTY CHIEF RANGER/PARKS OPERATIONS MANAGER	1.00
72B40	PARKS UTILITIES & WATER SYSTEMS SPECIALIST	2.00
72B41	SENIOR PARKS UTILITIES & WATER SYSTEMS SPECIALIST	1.00
72C23	MECHANIC II	1.00
80E22	OFFICE ASSISTANT III	1.00
Total		8.00



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Water Resources Agency

The Salinas River was the original main source for irrigation, but by 1872, farmers in the Salinas Valley turned to groundwater. By 1900, wells were so common to the point by 1930 there were concerns about seawater intrusion. Combined with continual flooding in the valley, the concerns prompted the formation of the Monterey County Flood Control and Water Conservation District (MCFCWCD) in 1947.

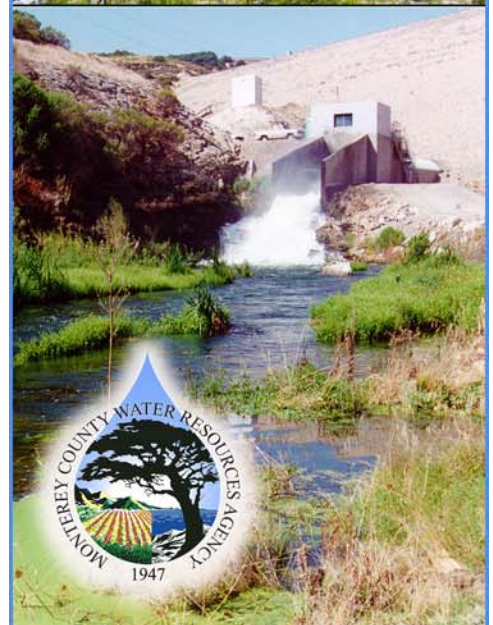
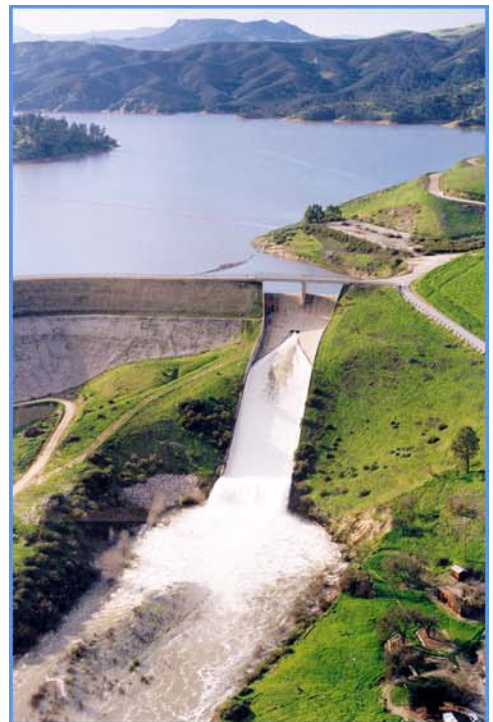
The MCFCWCD became the Monterey County Water Resources Agency (MCWRA) in 1991, with an updated mandate to provide for the control of flood and storm waters, conservation of such waters through storage and percolation, control of groundwater extraction, protection of water quality, reclamation of water, exchange of water, and the construction and operation of hydroelectric power facilities. MCWRA area covers all of Monterey County, including the Salinas Valley Groundwater Basin. The MCWRA consists of 26 funds.

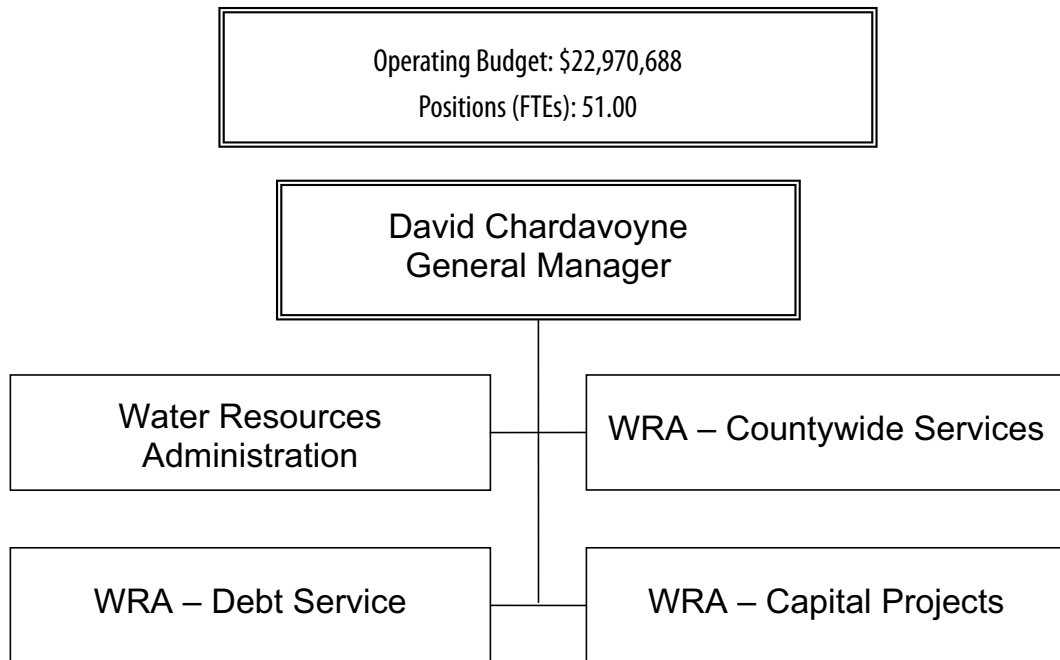
The MCWRA has a nine-member board. The board is made up of members appointed by the Monterey County Farm Bureau, Monterey Grower-Shipper Association, the County Agricultural Advisory Committee, five members appointed by the County Board of Supervisors (one from each district), and a member appointed by the Mayor Select Committee. The board is under the governance of the Board of Supervisors.

The MCWRA actively addresses the following Board Strategic Initiatives: Strategic Initiative No. 3-Streamline County operations for greater accountability and efficiency of service delivery and cost savings; Strategic Initiative No. 5-Plan and develop a sustainable physical infrastructure that improves the quality of life for County residents and supports economic development initiatives; and Strategic Initiative No. 6- Promote the use of alternative energy sources and related best practices that benefit the environment.

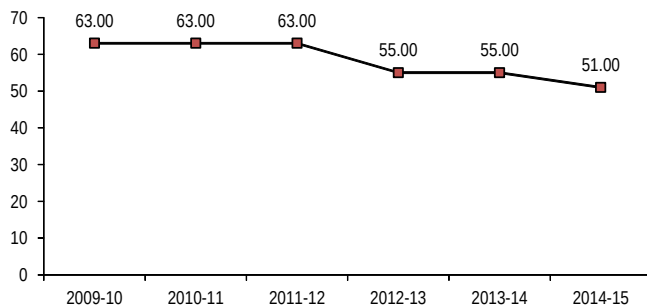
The biggest challenge for MCWRA is halting seawater intrusion in the Salinas Valley Groundwater Basin, which was studied, identified and documented by the State of California Department of Public Works (who later became the Department of Water Resources) in 1946. Since the study in 1946, seawater intrusion has progressed steadily inland. The MCWRA has continued to study the seawater intrusion mechanisms and selected and implemented several projects to halt seawater intrusion.

MCWRA major funds consist of: Administration (Fund 111); Pajaro River Levee (Fund 112); Countywide (Fund 113); Nacimiento and San Antonio Non O&M (Funds 114/115); Zone 2C Dam Operations and Administration (Fund 116); Castroville Seawater Intrusion (CSIP) Zone 2B (Fund 119); Reclamation Ditch Operations and Maintenance (Fund 122); Nacimiento Hydroelectric Plant Operations and Maintenance (Fund 130); Castroville Seawater Intrusion (CSIP) Operations and Maintenance (Fund 131); Salinas Valley Reclamation Project (SVRP) (Fund 132); Salinas Valley Water Project (SVWP) Bond Revenue (Fund 133); Salinas River Diversion Facility Operations and Maintenance (Fund 134); Castroville Seawater Intrusion (CSIP) Debt Service (Fund 303); and the Monterey Financing Authority Debt Service (Fund 313).

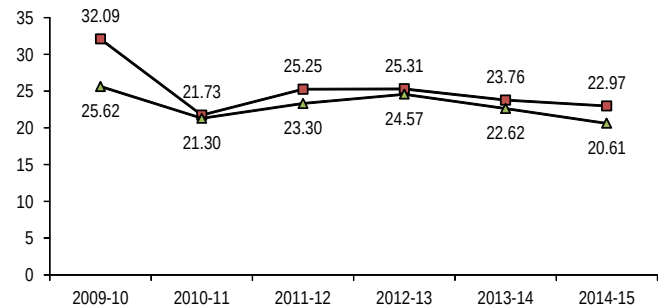




Staffing Trends

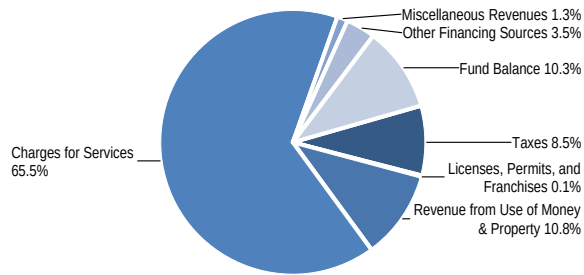


Expenditure/Revenue History (in thousands)

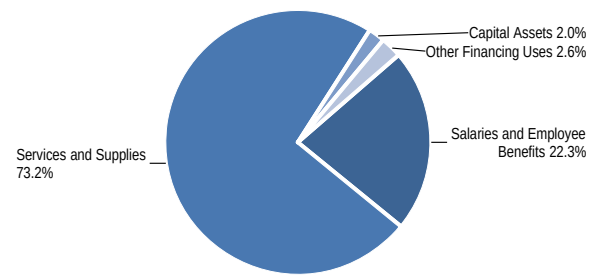


WRA has an internal performance measurement program with related performance measures. Their standard reports are visualized in graphs and charts and will be available in the Managing for Results Annual Report.

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	4,789,581	5,383,304	5,070,493	5,380,178	5,380,178	(3,126)
Services and Supplies	17,601,891	16,856,040	16,790,900	17,660,016	17,660,016	803,976
Other Charges	(1,266,147)	(867,606)	(1,189,858)	(1,166,506)	(1,166,506)	(298,900)
Capital Assets	1,088,133	2,560,291	2,212,814	480,000	480,000	(2,080,291)
Other Financing Uses	3,092,795	167,000	877,805	617,000	617,000	450,000
Subtotal	\$25,306,253	\$24,099,029	\$23,762,154	\$22,970,688	\$22,970,688	(1,128,341)

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Taxes	1,891,580	1,888,547	2,019,617	1,944,798	1,944,798	56,251
Licenses, Permits, and Franchises	37,926	29,580	30,178	30,172	30,172	592
Revenue from Use of Money & Property	2,785,949	2,516,606	2,487,505	2,478,627	2,478,627	(37,979)
Intergovernmental Revenues	1,454,911	2,351,391	2,281,413	11,020	11,020	(2,340,371)
Charges for Services	14,863,583	16,261,643	14,995,234	15,032,114	15,032,114	(1,229,529)
Miscellaneous Revenues	512,741	97,500	0	300,000	300,000	202,500
Other Financing Sources	3,025,795	130,000	810,805	813,258	813,258	683,258
Subtotal	\$24,572,485	\$23,275,267	\$22,624,752	\$20,609,989	\$20,609,989	(2,665,278)
Fund Balance	733,768	823,762	1,137,402	2,360,699	2,360,699	1,536,937
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$25,306,253	\$24,099,029	\$23,762,154	\$22,970,688	\$22,970,688	(1,128,341)

Summary of Recommendation

The Fiscal Year (FY) 2014-15 Recommended Budget for the Monterey County Water Resources Agency (MCWRA) programs is \$22,970,688. Anticipated revenues are \$20,609,989 and the use of \$2,360,699 in fund balance will provide a statutorily balanced budget. Budgeted unassigned fund balances at 6/30/2015 are anticipated to be \$10,748,079.

Salaries and Benefits decreased by \$3,126 from the FY 2013-14 Adopted Budget. The decrease is due to reducing four positions offset by salary increases, termination costs, and potential reclassifications.

Services and Supplies increased by \$803,976, a 4.8% increase from the FY 2013-14 Adopted Budget. This is primarily due to an increase in County General Liability charge of \$498,367, higher consultant costs relating to the 11043 Permit Revocation

agreement, Salinas River EIR and permitting costs, and Monterey Regional Water Pollution Control Agency costs relating to the Castroville Seawater Intrusion Project, Salinas Valley Reclamation Project, and Salinas River Diversion Facility. These increases have been partially offset by reduction in the fish monitoring consultant and other consultant savings.

Capital Assets decreased by \$2,080,291 from the FY 2013-14 Adopted Budget. The Pajaro Bench Excavation Project Phase II budgeted in FY 2013-14 accounts for \$2,100,000 of the decrease.

Other Financing Uses increased by \$450,000 from the FY 2013-14 Adopted Budget due to a transfer of funds from the Hydroelectric Stabilization reserve in Fund 111 to Funds 113, 114 and 115 due to low drought related hydroelectric sales.

Revenue decreased by \$2,665,278, an approximately 11.5% decrease from the FY 2013-14 Adopted Budget. The primary driver for

decreased revenue are grants related to the Pajaro Bench Excavation Project in FY 2013-14 \$2,195,378, other decrease in grant revenue \$145,000, lower water delivery revenue \$390,091 and lower hydroelectric sales of \$888,000 due to drought conditions. This decrease is partially offset by cost of living adjustments of 2.4% on most assessments of \$113,175, business interruption insurance relating to the hydroelectric plant shut down \$300,000, and the \$450,000 transfer of funds from the Fund 111 Hydroelectric Stabilization reserve.

Though MCWRA budget is statutorily balanced, the budget fails to meet the County of Monterey financial guideline of a structurally balanced budget. A structurally balanced budget matches total ongoing expenditures to the annual ongoing revenues by individual fund, rendering an ongoing sustainable budget. MCWRA recognizes that a transition period will be required to achieve a structural balanced budget. The Agency is working on interim and long-term strategic plans to meet County Fiscal Guidelines where fund balances are not used to sustain ongoing operations. The strategic plan will consider organizational restructuring with a focus on service level and financial sustainability, as well as fund balance growth and positive cash balances.

Staff positions for the FY 2014-15 Recommended Budget are recommended at 51 positions.

Budget Impacts

Continuing drought conditions will have a negative impact in FY 2014-15 Budget revenue.

There is only \$200,000 for legal costs relating to contesting the Water Rights Permit 11043 revocation in the FY 2014-15 Budget; no expenditures for future project costs beyond July 2014.

There is no expenditure in the FY 2014-15 Budget for the Long-Term Salinas River Channel Maintenance Program.

There is no expenditure in the FY 2014-15 Budget for the purchase of Water Rights to the Blanco Drain.

Prior Year Accomplishments

Completed the Hydroelectric Plant repairs and are in the final stages to receive insurance reimbursement.

Negotiated a Power Purchase Agreement on the output of the Hydroelectric Plant. The negotiations seek to maximize the revenue source through competitive rates.

Negotiated a settlement with California American Water to be reimbursed for Regional Water Project costs incurred by the Agency. Settlement still requires regulatory approval.

Completed the Phase II of the Pajaro Bench Excavation Project in conjunction with Santa Cruz County.

Finalized an Electric Power Sale Agreement.

Budget Year Goals

Develop and implement a strategy to obtain consensus for COLA increases on assessment rates for Zones of Benefit.

Develop a strategy to move forward with a Salinas River Channel Maintenance Program.

Resolve water rights and audit issues with the Monterey Regional Water Pollution Control Authority (PCA) including expansion of the Castroville Seawater Intrusion Project (CSIP).

Develop a strategic plan for resolving reservoir real property issues.

Establish a sustainable funding source or alternative requirement for Salinas Valley Water Project fish monitoring.

Development of an interim and long-term strategic plan to render MCWRA structurally balanced, where expenditures are matched with estimated revenue. MCWRA's focus is to meet County Financial Guidelines with ongoing operations that are sustainable and not reliant on fund balance and one-time funds.

Pending Issues

Take steps necessary to increase the Agency's credit rating by January 2018.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted	Fund Code	Org Code
Water Resources (WRA001)	494,159	5,225	816,030	793,255	793,255	788,030	111	9300_8267
Water Resources (WRA002)	1,427,557	2,604,379	2,566,459	544,748	544,748	(2,059,631)	112	9300_8267
Water Resources (WRA003)	1,058,563	984,305	811,558	757,936	757,936	(226,369)	113	9300_8267
Water Resources (WRA004)	560,183	751,755	555,319	650,089	650,089	(101,666)	114	9300_8267
Water Resources (WRA005)	656,256	914,718	760,560	665,859	665,859	(248,859)	115	9300_8267
Water Resources (WRA006)	3,965,884	3,571,250	3,088,764	3,440,392	3,440,392	(130,858)	116	9300_8267
Water Resources (WRA007)	36,841	78,132	36,410	83,151	83,151	5,019	117	9300_8267
Water Resources (WRA008)	25,894	38,798	40,830	42,905	42,905	4,107	118	9300_8267
Water Resources (WRA009)	109,692	159,769	119,414	149,317	149,317	(10,452)	119	9300_8267
Water Resources (WRA010)	57	4,896	4,343	5,666	5,666	770	120	9300_8267
Water Resources (WRA011)	75,635	117,754	67,987	203,750	203,750	85,996	121	9300_8267

Appropriation Expenditure Detail

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted	Fund Code	Org Code
Water Resources (WRA012)	1,100,200	1,370,011	1,245,390	1,750,205	1,750,205	380,194	122	9300_8267
Water Resources (WRA013)	38,137	37,157	36,894	26,933	26,933	(10,224)	123	9300_8267
Water Resources (WRA014)	27,878	42,737	33,014	68,481	68,481	25,744	124	9300_8267
Water Resources (WRA015)	2,023	2,025	1,525	1,527	1,527	(498)	125	9300_8267
Water Resources (WRA016)	2,734	20,386	10,486	18,199	18,199	(2,187)	126	9300_8267
Water Resources (WRA017)	16,525	89,763	46,049	96,129	96,129	6,366	127	9300_8267
Water Resources (WRA018)	10,703	44,677	29,129	46,614	46,614	1,937	128	9300_8267
Water Resources (WRA019)	3,187	4,155	12,903	4,761	4,761	606	129	9300_8267
Water Resources (WRA020)	1,803,337	1,968,941	1,493,915	2,379,760	2,379,760	410,819	131	9300_8267
Water Resources (WRA021)	3,866,918	3,579,968	3,440,125	4,009,900	4,009,900	429,932	132	9300_8267
Water Resources (WRA022)	1,449,211	340,506	1,277,995	443,353	443,353	102,847	130	9300_8267
Water Resources (WRA025)	3,176,291	1,945,517	1,907,413	1,883,536	1,883,536	(61,981)	303	9300_8267
Water Resources (WRA026)	2,139,188	2,137,963	2,137,963	2,137,863	2,137,863	(100)	313	9300_8267
Water Resources (WRA027)	2,036,886	2,035,762	2,035,762	2,036,162	2,036,162	400	133	9300_8267
Water Resources (WRA028)	1,222,316	1,248,480	1,185,917	730,197	730,197	(518,283)	134	9300_8267
Subtotal	\$25,306,253	\$24,099,029	\$23,762,154	\$22,970,688	\$22,970,688	(1,128,341)		

Units

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Water Resources	25,306,253	24,099,029	23,762,154	22,970,688	22,970,688	(1,128,341)
Subtotal	\$25,306,253	\$24,099,029	\$23,762,154	\$22,970,688	\$22,970,688	(1,128,341)

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
11A15	GENERAL MANAGER-WATER RESOURCES AGENCY	1.00	1.00	1.00	0.00
12C32	ASSISTANT GENERAL MANAGER/ENGINEER	2.00	2.00	2.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	1.00	1.00	1.00	0.00
14K22	CHIEF OF WATER RESOURCES PLANNING	1.00	1.00	1.00	0.00
16F40	DEPARTMENTAL INFORMATION SYSTEMS MANAGER I	1.00	1.00	1.00	0.00
20B12	ACCOUNTANT III	1.00	1.00	1.00	0.00
20B93	FINANCE MANAGER II	1.00	1.00	1.00	0.00
28C02	RIGHT OF WAY SPECIALIST	1.00	1.00	1.00	0.00
41C02	WATER RESOURCES HYDROLOGIST	7.00	7.00	7.00	0.00
41C14	ASSOCIATE WATER RESOURCES HYDROLOGIST	1.00	1.00	1.00	0.00
41C17	SENIOR WATER RESOURCES HYDROLOGIST	4.00	4.00	4.00	0.00
41C20	WATER RESOURCES BIOLOGIST	1.00	1.00	1.00	0.00
41E11	WATER RESOURCES ENGINEER	4.00	4.00	4.00	0.00
41E21	ASSOCIATE WATER RESOURCES ENGINEER	2.00	2.00	2.00	0.00
41E30	SENIOR WATER RESOURCES ENGINEER	3.00	3.00	3.00	0.00
43A21	ENGINEERING AIDE II	1.00	1.00	1.00	0.00
43A22	ENGINEERING AIDE III	1.00	1.00	0.00	-1.00
43B03	WATER RESOURCES TECHNICIAN	6.00	6.00	3.00	-3.00
74C01	WATER MAINTENANCE SUPERINTENDENT	1.00	1.00	1.00	0.00
74F23	HYDROELECTRIC TECHNICIAN	1.00	1.00	1.00	0.00
74J01	WATER MAINTENANCE WORKER I	2.00	2.00	2.00	0.00
74J11	WATER MAINTENANCE WORKER II	3.00	3.00	3.00	0.00

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
74J21	SENIOR WATER MAINTENANCE WORKER	3.00	3.00	3.00	0.00
74J22	ASSISTANT WATER MAINTENANCE SUPERINTENDNT	2.00	2.00	2.00	0.00
80A32	SENIOR SECRETARY	1.00	1.00	1.00	0.00
80E22	OFFICE ASSISTANT III	1.00	1.00	1.00	0.00
80J22	SENIOR ACCOUNT CLERK	1.00	1.00	1.00	0.00
80J82	SENIOR ACCOUNT CLERK-CONFIDENTIAL	1.00	1.00	1.00	0.00
Total		55.00	55.00	51.00	-4.00

Natividad Medical Center

Natividad Medical Center (NMC) is a 172-bed acute care hospital owned and operated by Monterey County for more than 126-years. It is a designated public safety-net hospital providing healthcare access to the residents of Monterey County regardless of ability to pay.

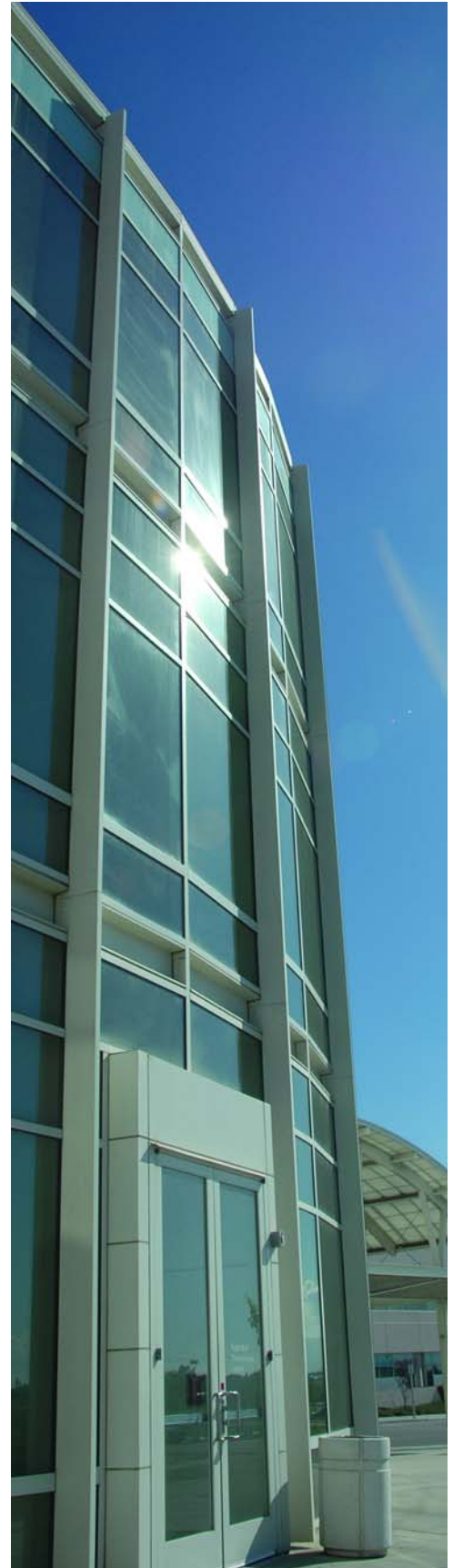
NMC is fully accredited by The Joint Commission, has an appointed Board of Trustees and is under the governance of the Monterey County Board of Supervisors.

NMC offers inpatient, outpatient, emergency, diagnostic and specialty medical care and annually provides more than 34,000 patient days and 47,000 emergency department visits. NMC also operates a large hospital-based specialty clinic, a primary care clinic, and is the location of outpatient primary care clinics operated by the Monterey County Health Department. NMC has a medical staff of over 220 physicians and is ranked #1 in Monterey County for newborn deliveries.

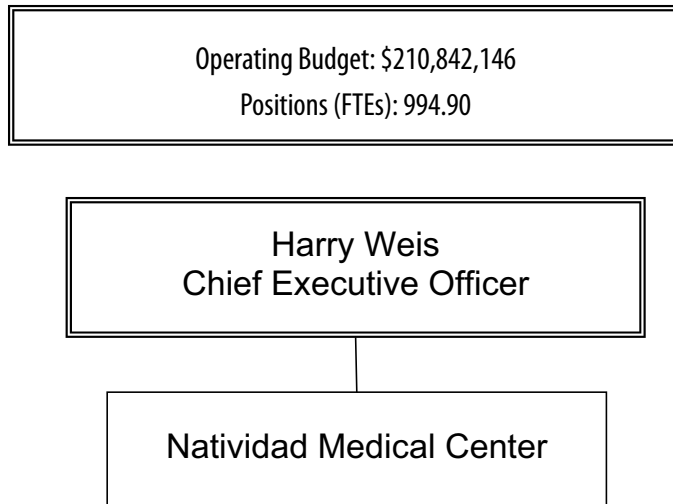
NMC is the only teaching hospital on the Central Coast, through its affiliation with the University of California, San Francisco (UCSF). Recognized nationally and internationally as a model program, NMC's Family Medicine Residency Program is postgraduate training for physicians specializing in family medicine. About one-third (1/3) of graduates remain on the Central Coast to establish a practice.

NMC mission is to continually monitor and improve the health of the people, including the vulnerable, in Monterey County through coordinated, affordable, and high quality health care. The vision is to be a health care delivery system that collaborates with other providers to offer accessible, high quality and value oriented healthcare services in a financially stable manner.

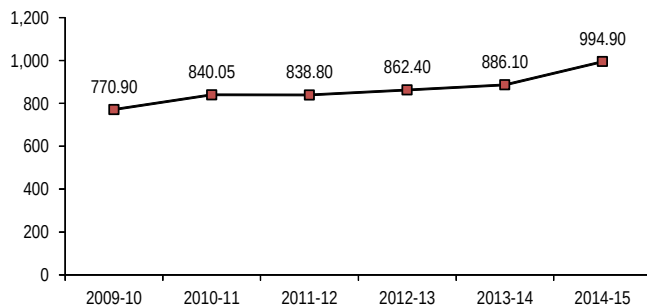
NMC actively addresses the following Board Strategic Initiatives: Administration Initiative-promote an organization that practices efficient and effective resource management and recognized for responsiveness, strong customer orientation, accountability and transparency. Health and Human Services Initiative-improve health and quality of life through County supported policies, programs, and services; promoting access to equitable opportunities for healthy choices and health environments in collaboration with communities. Infrastructure Initiative-plan and develop a sustainable, physical infrastructure that improves the quality of life for County resident and supports economic development results.



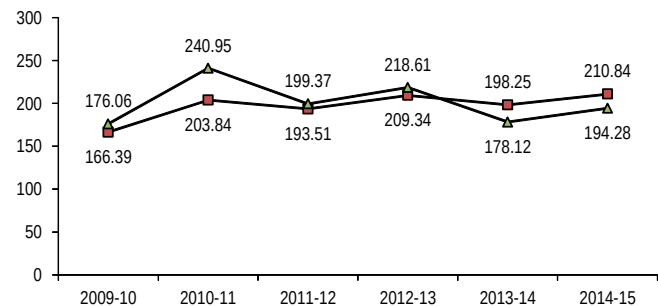
Natividad Medical Center



Staffing Trends



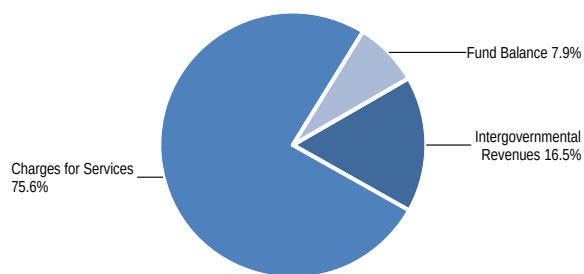
Expenditure/Revenue History (in thousands)



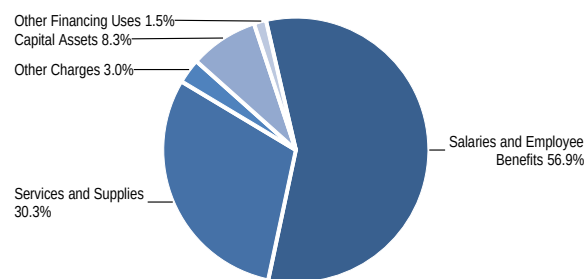
The monitoring of hospital key performance measures help drive performance improvement in the areas of growth of targeted patient service lines, patient experience, and financial performance.

Key Performance Measures	Actual 2011-12	Actual 2012-13	To Date 2013-14
Average Daily Census	93.6	94.3	93.4
Total Medi-Cal Net Patient Revenues	54.1M	49.4M	48.3M Annualized
Total Managed Care Net Patient Revenues	53.0M	50.1M	47.4M Annualized
Patients who gave their hospital a rating of 9 or 10 on a scale from 0 (lowest) to 10 (highest). National average = 70%	71%	72%	78%
Productive Full Time Equivalent (FTEs) per Adjusted Occupied Beds Target = Under 5.0	5.41	5.34	5.44

Source of Funds



Use of Funds



Use of Funds

Expenditures	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Salaries and Employee Benefits	105,016,869	103,465,824	106,910,070	120,067,261	120,067,261	16,601,437
Services and Supplies	71,106,266	57,973,867	63,684,498	63,809,855	63,809,855	5,835,988
Other Charges	26,862,744	6,197,155	4,993,277	6,328,356	6,328,356	131,201
Capital Assets	5,599,910	19,060,583	22,664,735	25,282,967	17,540,967	(1,519,616)
Other Financing Uses	750,000	3,030,657	0	3,095,707	3,095,707	65,050
Subtotal	\$209,335,789	\$189,728,086	\$198,252,580	\$218,584,146	\$210,842,146	21,114,060

Source of Funds

Revenues	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Fines, Forfeitures, and Penalties	168,295	0	0	0	0	0
Revenue from Use of Money & Property	1,029,829	0	0	0	0	0
Intergovernmental Revenues	0	37,749,867	41,189,000	34,782,000	34,782,000	(2,967,867)
Charges for Services	211,074,706	134,787,140	136,930,121	159,499,614	159,499,614	24,712,474
Miscellaneous Revenues	138,728	0	0	0	0	0
Other Financing Sources	6,200,000	0	0	0	0	0
Subtotal	\$218,611,559	\$172,537,007	\$178,119,121	\$194,281,614	\$194,281,614	21,744,607
Fund Balance	(9,275,769)	17,191,079	20,133,459	24,302,532	16,560,532	(630,547)
General Fund Contributions	\$0	\$0	\$0	\$0	\$0	0
Total Source of Funds	\$209,335,790	\$189,728,086	\$198,252,580	\$218,584,146	\$210,842,146	21,114,060

Summary of Recommendation

Fiscal Year (FY) 2014-15 expenses are budgeted based on FY 2013-14 activities through December 2013, annualized for the twelve month fiscal year. To appropriately reflect expected future expenditures, annualized amounts are normalized by excluding one-time events and adjusting for new anticipated expenses. Expenditures for FY 2014-15 are budgeted at \$210,842,146, a \$21,114,060 increase over the FY 2013-14 Adopted Budget, which is approximately an 11.1% increase.

Salaries and Employee Benefits are budgeted at \$120,067,261, an increase of \$16,601,437 over the FY 2013-14 Adopted Budget, which represents an approximately 16% increase. The main reasons for the increases are: step rate increases for several bargaining groups, insurance costs, new positions for the Trauma Level II designation, an expanding Family Practice Residency Program, expanding quality assurance resources, electronic health records implementation, support positions, specialties and expanded services, primarily due to the Trauma Level II

designation, and an increase in employed and contracted physicians.

Services and Supplies increased by \$5,835,988 compared to the FY 2013-14 Adopted Budget, which represents an approximately 10% increase. The main drivers for the increases are: healthcare IT systems maintenance and licensing, rising pharmaceutical drug costs, healthcare reform compliance cost, the trauma program, and increasing utilities cost.

Capital Assets will decrease by \$1,519,616 compared to the FY 2013-14 Adopted Budget to \$17,540,967, an approximately 8% decrease. The Building and Improvement budget of \$2,695,000 represents projects the Board of Supervisors (BOS) Capital Improvement Committee supported and prioritized; the BOS Budget Committee supported funding; and projects approved by the full BOS. The Equipment budget is \$14,845,967 and is comprised of Other Equipment (\$2,375,500), Medical Equipment (\$1,637,217) and Information Technology (\$10,833,250).

FY 2014-15 NMC Recommended Budget revenue is \$194,281,614, a \$21,744,607 increase of approximately 12.6% compared to the FY 2013-14 Adopted Budget. Fees and Services are budgeted at \$159,499,614 a \$24,712,747 increase of approximately 18.3% compared to the FY 2013-14 Adopted Budget. The increase is due to Medicaid expansion through Covered California, new enrollees in MediCal Managed Care, reimbursement rate increases from Central Coast Alliance for Health (CACH), and revenue from trauma services to be introduced January 1, 2015.

Intergovernmental Revenues is budgeted at \$34,782,000, a \$2,967,867 decrease at approximately 8%, compared to the FY 2013-14 Adopted Budget. The majority of the decrease, \$2,000,000, is due to reduction in the Medi-Cal Disproportionate Share Program (DSH), which is a supplemental payment program designed to provide additional funding to hospitals that serve a disproportionate number of Medi-Cal and low-income/charity patients. The reduction is primarily due to the Affordable Care Act, which provides affordable insurance health benefit coverage through various channels.

Fund Balance use is budgeted at \$16,560,532, a \$630,547 decrease compared to the FY 2013-14 Adopted Budget, an approximately 3.7% decrease. The main driver for the decrease is a slightly higher revenue growth over expenditure growth, which includes a significant decrease in Capital Projects for Building and Improvements. NMC may modify their capital project budget during FY 2014-15, which may result in a higher use of Fund Balance, if other funding sources are not available.

Staff adjustments were made during FY 2013-14 to prepare for Trauma services. The following Full time Equivalent (FTE) positions were added: 1.0 Nursing Services Division Manager; 1.0 Administrative Services Assistant; 5.0 Nurse Practitioner III; 38.8 Staff Nurse II; 1.0 Staff Nurse III; 3.0 Case Management Nurse; 5.6 Surgical Technician; 1.4 Central Sterile Technician; 2.8 Hospital Environment Services Aide; 1.2 Clinical Laboratory Assistant; 7.0 Radiologic Technologist; 1.0 Office Assistant III; and 1.0 Medical Unit Clerk.

Budget Impacts

The Trauma Level II program implementation is January 1, 2015 and associated fiscal considerations with the Trauma Level II program.

The realized fiscal impact of the population transition from uninsured to Covered California in tandem with National Healthcare Reform and its reshaping of the delivery of care, where there is access to healthcare insurance for those who could not previously afford health coverage.

Prior Year Accomplishments

Completed the strategic planning process with the finalization of a new strategic plan identifying core goals, critical success factors, high priority strategies, and execution of priority plans to provide a dynamic healthcare delivery environment.

Transitioned 3,000+ Monterey County ViaCare Low Income Health Program enrollees to Covered California Health Coverage, in response and enabled by the 2010 Patient Protection and Affordable Care Act (ACA) through Medicaid expansion or the insurance exchange.

Implemented the Delivery System Reform Incentive Pool (DSRIP) fourth year plan and received Federal funding for the implementation as part of the California Section 1115 Medicaid Waiver 5-year pay-for-performance quality improvement initiative Incentive Program to strengthen care delivery and make high quality care more accessible and efficient for patients.

Expanded by three (3) residents the Family Medicine Residency Program in response to DRIP implementation.

Completed the Medical Office Building (MOB) Building 400, 3rd Floor, Primary Care Clinic expansion design and commenced construction.

Selected by an independent review panel as the preferred site for a Trauma Level II center, which is a hospital equipped and staffed to provide comprehensive emergency medical services for patients suffering traumatic injuries.

Expanded radiology services with the Diagnostic Imaging 4-rooms project. The project included the addition of X-ray computed tomography (CT) and Interventional Angiography modular units adjacent to the Emergency Department. The units allow areas of the body to be accessed through minimal invasive techniques using imaging guidance, X-ray, ultrasound and CT scans to guide movement of instruments within the body during procedures.

Realized improvement in Joint Commission Core Measures, Heart Failure (HF) and Venous Thromboembolism (VTE), where there are currently three measures in the HF set and VTE has six measures.

Awarded the 2013 Sustained Excellence Award in recognition of reducing hospital acquired pressure ulcers for 2 consecutive years by the Collaborative Alliance for Nursing Outcomes (CALNOC). The CALNOC is a non-profit agency and the leading provider of actionable information and research on nursing sensitive indicators.

Awarded Honorable Mention for the National Association of Public Hospitals and Health Systems (NAPH) Gage Awards program, which is for the 2013 Award for Improving Quality. The award is based on a report through the Hospital Consumer Assessment of Healthcare Providers and Systems for having improved since the creation of the Know Your Physician program.

Recognized as a five-star recipient of the 2013 Bariatric Surgery Excellence Award for exceptional performance in bariatric surgery from Healthgrades, a leading online resource that helps consumers search, compare, and connect with physicians and hospitals. Out of 467-hospitals evaluated, 120-hospitals (25.7%) performed better than expected (5-stars) in bariatric surgery (obesity).

Received an Award of Excellence for the 5th year in recognition for High Quality Obstetrical Practices by achieving 100% compliance by the BETA Healthcare Group (BETA). BETA is a provider of professional liability and risk management services. The award also results in premium credits.

Continued new management and physician leaders training programs for performance improvement based on a Model for Improvement developed by a nationally recognized Institute for Healthcare Improvement. Customer service training for all employees was maintained as well.

Completed IT & Nursing Modular 5 project, associated with the Building 400, 3rd Floor, Primary Care Clinic expansion project. The Modular 5 and Modular 840 (former County Training Facility) will house the displaced departments (units) impacted by the Building 400 (MOB) expansion: NMC Information Technology, Nursing Education, Hospital Training, and Interpretive Services.

Enhanced Language Access Services by hiring additional full time qualified medical interpreters, training over 50 dual role staff, expanding deployment of video and audio technology, and providing indigenous languages interpreting, training, and consultation.

Purchased and implemented necessary modules of MediTech in order to systematically build a fully operational Electronic Health Record (EHR) to provide improved patient safety and services, and meet ongoing mandated Medicaid and Medicare Meaningful Use requirements via the HITECH act. Installed Meditech IT systems: 5.66 upgrade, Computerized Physician Order Entry (CPOE), Physician Documentation (PDoc), Dragon dictation system, and Continuity of Care Doc. (CCD) interface suite.

Health Information Exchange (HIE) systems (Relay Health), which included clinical information exchange and a patient portal installed to provide interface connectivity to NMC's Electronic Medical Record (EMR) System (MediTech).

Budget Year Goals

Improve quality outcomes and increase patient satisfaction.

Increase physician integration and alignment.

Seek strategic partnerships or affiliations to achieve sustainability.

Improve staff recruitment/retention.

Attain financial stability.

Obtain support and approval to fund capital needs.

Obtain support and approval to develop new services, programs and products for the community.

Receive final designation and fully implement Level II Trauma Center in Monterey County.

Establish new clinical services: Acute neurosurgical care and interventional angiography.

Successfully implement the fifth year of the DSRIP five year plans, tying Federal funding to quality, and patient satisfaction outcomes.

Achieve 100% compliance on The Joint Commission quality of care core measures.

Reduce inpatient mortality 30-day unplanned readmission and infection rates through the implementation of process improvements based on best practices.

Improve the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) patient satisfaction results.

Continue to enhance Language Access Service to ensure that all limited English Proficiency patients have access to qualified medical interpreter services.

Achieve growth goals in terms of volume and revenues of key clinical services.

Develop an integrated health care system between NMC, the Health Department Clinics, and other community providers through public and private partnerships.

Continue discussions with employers, payers, and other providers for the development of new arrangements for healthcare services for their employees and dependents.

Open new Family Medicine Residency Clinic on the third floor of Building 400.

Obtain support and approval to implement plans for new primary care physician office space in the Creek bridge area.

Obtain support and approval to implement and complete the Acute Rehabilitation Unit remodel.

Obtain support and approval to finalize ambulatory space plans for the first floor of Building 400.

Complete the Medical/Surgical Unit remodel.

Implement and complete the Hospital Wayfinding Signage System project.

Establish and achieve Productive Full Time Equivalents (FTEs) per adjusted occupied beds productivity goals.

Obtain support and approval to select ambulatory care electronic medical record (EMR) system.

Obtain support and approval to Install Meditech Operating Room (OR) module.

Select Health Information Exchange (HIE) governance model between participating hospitals and providers.

Continue discussions with potential providers for an affiliation.

Obtain support and approval to install a new anesthesia software system.

Pending Issues

Impact of the 2010 Federal Patient Protection and Affordable Care Act (PPACA), commonly called the Affordable Care Act (ACA).

Impact of the PPACA on the Bridge to Reform California Section 1115 Medicaid Waiver.

Development of Integrated Healthcare Delivery Systems.

Participation in new health plan risk contracting arrangements.

Policy Considerations

There are no policy considerations.

Appropriation Expenditure Detail

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted	Fund Code	Org Code
Natividad Medical Center (NMC001)	209,335,789	189,728,086	198,252,580	218,584,146	210,842,146	21,114,060	451	9600_8142
Subtotal	\$209,335,789	\$189,728,086	\$198,252,580	\$218,584,146	\$210,842,146	21,114,060		

Units

	Prior Year 2012-2013	Adopted Budget 2013-2014	CY Estimate 2013-2014	Requested Budget 2014-2015	Recommended Budget 2014-2015	Recommended Change from Adopted
Natividad Medical Center	209,335,789	189,728,086	198,252,580	218,584,146	210,842,146	21,114,060
Subtotal	\$209,335,789	\$189,728,086	\$198,252,580	\$218,584,146	\$210,842,146	21,114,060

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
11A25	NMC CHIEF EXECUTIVE OFFICER	1.00	1.00	1.00	0.00
12C28	NMC CHIEF NURSING OFFICER	1.00	1.00	1.00	0.00
12C29	NMC ASSISTANT ADMINISTRATOR	2.00	3.00	3.00	0.00
14A60	EXECUTIVE MANAGEMENT SPECIALIST	0.00	4.00	4.00	0.00
14A70	HOSPITAL REVENUE CYCLE EXAMINER	2.00	2.00	2.00	0.00
14A80	HOSPITAL DECISION SUPPORT MANAGER	0.00	1.00	1.00	0.00
14B21	ASSOCIATE PERSONNEL ANALYST	3.00	3.00	3.00	0.00
14B32	SENIOR PERSONNEL ANALYST	1.00	1.00	1.00	0.00
14C30	MANAGEMENT ANALYST II	0.00	0.00	2.00	2.00
14C31	MANAGEMENT ANALYST III	3.00	2.00	2.00	0.00
14C52	PATIENT FINANCIAL SERVICES DIRECTOR	1.00	1.00	1.00	0.00
14C60	NMC CHIEF FINANCIAL OFFICER	1.00	1.00	1.00	0.00
14C70	ADMINISTRATIVE SERVICES ASSISTANT	0.00	0.00	1.00	1.00
14E20	BUYER II	1.00	1.00	1.00	0.00
14E90	DIRECTOR OF MATERIAL MANAGEMENT	1.00	1.00	1.00	0.00
14G02	MANAGEMENT ANALYST I	3.00	3.00	3.00	0.00
14H03	PERSONNEL TECHNICIAN-CONFIDENTIAL	4.00	5.00	5.00	0.00
14H65	MEDICAL STAFF COORDINATOR	1.00	1.00	1.00	0.00
14K26	MANAGED CARE OPERATIONS MANAGER	1.00	1.00	1.00	0.00
14K31	MANAGER OF DIAGNOSTIC IMAGING SERVICES	1.00	1.00	1.00	0.00
14K33	HOSP DIRECTOR OF ENGINEERING AND SAFETY	1.00	1.00	1.00	0.00
14K35	NMC HUMAN RESOURCES ADMINISTOR	1.00	1.00	1.00	0.00
14K43	HOSPITAL CHIEF INFORMATION OFFICER	1.00	1.00	1.00	0.00
14K67	HOSPITAL PURCHISING & MATERIALS SUPPORT DIRECTOR	1.00	1.00	1.00	0.00
14M31	HOSPITAL DIRECTOR OF NURSING EDUCATION	1.00	1.00	1.00	0.00
14M32	HOSPITAL RISK ASSESSEMENT & COMPLIANCE OFFICER	1.00	1.00	1.00	0.00
14M33	HOSPITAL MEDICAL INTERPRETATION COORDINATOR	1.00	1.00	1.00	0.00
14N10	OUTPATIENT SERVICES MANAGER I	1.00	1.00	1.00	0.00
14N11	OUTPATIENT SERVICES MANAGER II	1.00	1.00	1.00	0.00
14N30	HOSPITAL PATIENT ADMITTING MANAGER	1.00	1.00	1.00	0.00
14N31	HOSPITAL DIRECTOR OF ENVIRONMENTAL SERVICES	1.00	1.00	1.00	0.00
14P40	HOSPITAL CLINICAL INFORMATICIST	2.00	2.00	0.00	-2.00
16C61	HOSPITAL SOFTWARE ANALYST II	2.00	2.00	3.00	1.00
16C62	HOSPITAL SOFTWARE ANALYST III	4.00	4.00	6.00	2.00
16E50	HOSPITAL SECURITY & DATABASE ADMINISTRATOR	1.00	1.00	1.00	0.00
20B12	ACCOUNTANT III	2.00	2.00	2.00	0.00

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
20B91	CHIEF HOSPITAL ACCOUNTANT	1.00	1.00	1.00	0.00
20B92	HOSPITAL CONTROLLER	1.00	1.00	1.00	0.00
20B94	FINANCE MANAGER III	1.00	0.00	0.00	0.00
41K01	HOSPITAL NETWORK & SYSTEMS ENGINEER	3.00	3.00	3.00	0.00
43M40	HOSPITAL INFORMATION SYSTEMS SUPPORT TECHNICIAN	4.00	4.00	4.00	0.00
50A21	PHARMACIST I	10.00	10.00	11.00	1.00
50A23	PHARMACY DIRECTOR	1.00	1.00	1.00	0.00
50A25	CLINICAL PHARMACY COORDINATOR	1.00	1.00	1.00	0.00
50D12	CLINICAL LABORATORY ASSISTANT	8.50	10.00	11.20	1.20
50D13	SENIOR CLINICAL LABORATORY ASSISTANT	2.00	2.00	2.00	0.00
50D21	CLINICAL LABORATORY SCIENTIST	12.60	11.60	12.60	1.00
50D22	SENIOR CLINICAL LABORATORY SCIENTIST	6.00	7.00	7.00	0.00
50D23	SUPERVISING CLINICAL LABORATORY SCIENTIST	1.00	1.00	1.00	0.00
50D80	CLINICAL LABORATORY MANAGER	1.00	1.00	1.00	0.00
50F10	SUPERVISING THERAPIST	1.00	1.00	1.00	0.00
50F20	OCCUPATIONAL THERAPIST	3.30	2.80	2.80	0.00
50G11	PHYSICAL THERAPIST	4.00	5.00	6.00	1.00
50G95	REHABILITATIVE SERVICES MANAGER	1.00	1.00	1.00	0.00
50K19	HEALTH EDUCATION ASSISTANT	5.00	5.00	4.00	-1.00
50P21	CARDIOPULMONARY TECHNICIAN II	13.00	13.00	13.00	0.00
50P22	SENIOR CARDIOPULMONARY TECHNICIAN	1.00	1.00	1.00	0.00
50P80	DIRECTOR OF CARDIOPULMONARY SERVICES	1.00	1.00	1.00	0.00
50R21	RADIOLOGIC TECHNICIAN	9.80	9.80	16.80	7.00
50R22	SENIOR RADIOLOGIC TECHNICIAN	3.00	3.00	3.00	0.00
50R25	DIAGNOSTIC IMAGING SUPERVISOR	1.00	1.00	1.00	0.00
50R31	SONOGRAPHER	5.20	5.80	5.80	0.00
50R32	SENIOR SONOGRAPHER	1.00	1.00	1.00	0.00
50R41	NUCLEAR MEDICINE TECHNOLOGIST	1.00	1.00	1.00	0.00
50T03	HEALTH INFORMATION MANAGEMENT CODER II	5.00	5.00	5.00	0.00
50T22	HEALTH INFORMATION MANAGEMENT CODING SUPERVISOR	1.00	1.00	1.00	0.00
50T41	DIRECTOR OF HEALTH INFORMATION MANAGEMENT	1.00	1.00	1.00	0.00
50U17	PHYSICAL THERAPIST ASSISTANT	1.00	1.00	1.00	0.00
50U18	PHARMACY TECHNICIAN	9.80	9.80	9.80	0.00
50U19	PHYSICAL THERAPIST HELPER	1.00	1.00	1.00	0.00
50U20	NURSING ASSISTANT	68.40	69.90	71.90	2.00
50U22	HEALTH CARE TECHNICIAN	22.90	22.90	29.90	7.00
50U25	ORTHOPEDIC TECHNICIAN	1.00	1.00	1.00	0.00
50U28	SENIOR PHARMACY TECHNICIAN	1.00	1.00	1.00	0.00
50U30	DIETITIAN AIDE	3.00	3.00	3.00	0.00
50U35	SENIOR HEALTH CARE TECHNICIAN	2.00	2.00	2.00	0.00
50U42	MEDICAL ASSISTANT	3.00	3.00	3.00	0.00
50Y21	DIETITIAN	4.60	4.60	4.60	0.00
52A02	LICENSED VOCATIONAL NURSE	7.70	7.70	7.70	0.00
52A16	SUPERVISING NURSE I	12.30	12.30	12.30	0.00
52A17	SUPERVISING NURSE II	2.00	2.00	1.90	-0.10
52A19	STAFF NURSE II	202.00	211.80	263.00	51.20
52A20	STAFF NURSE III	23.80	24.80	26.90	2.10
52A21	CLINIC NURSE	2.00	2.00	3.00	1.00

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
52A22	SENIOR CLINIC NURSE	2.00	2.00	3.00	1.00
52A31	INFECTION CONTROL NURSE	1.00	1.00	1.00	0.00
52A33	CASE MANAGEMENT NURSE	3.50	3.50	6.50	3.00
52A34	UTILIZATION MANAGEMENT COORDINATOR	1.00	1.00	1.00	0.00
52A40	HOSPITAL NURSE AUDITOR	1.00	1.00	1.00	0.00
52A50	HOSPITAL QUALITY ASSURANCE NURSE	4.00	4.00	4.00	0.00
52A60	CLINICAL NURSE SPECIALIST	3.00	3.00	3.00	0.00
52A83	SUPERVISING CLINIC NURSE	1.00	1.00	1.00	0.00
52A84	QUALITY/COMPLIANCE ADMINISTRATOR	1.00	1.00	1.00	0.00
52A88	NURSING SERVICES DIVISION MANAGER	3.00	3.00	4.00	1.00
52A89	ADMIN NURSE/HOUSE SUPV	5.70	5.70	5.70	0.00
52A91	DIRECTOR OF NURSING	0.00	1.00	1.00	0.00
52A92	NURSING SERVICES UNIT MANAGER	1.00	1.00	1.00	0.00
52A96	DIRECTOR OF SURGICAL SERVICES	1.00	1.00	1.00	0.00
52A98	NURSE PRACTITIONER III	4.00	5.00	9.60	4.60
54A03	RESIDENT PHYSICIAN III	26.00	26.00	29.00	3.00
54B03	PEDIATRICIAN	1.00	0.00	0.00	0.00
54B10	CHIEF OB/GYN SURGEON	1.00	1.00	1.00	0.00
54B12	CONTRACT PHYSICIAN	26.90	28.10	34.50	6.40
54B70	HOSPITAL CHIEF MEDICAL OFFICER	1.00	1.00	1.00	0.00
54B82	CHIEF OF SURGERY	1.00	1.00	1.00	0.00
54B83	CHIEF PATHOLOGIST	1.00	1.00	1.00	0.00
54B84	DIRECTOR FAMILY PRACTICE RESIDENCY PROGRAM	1.00	1.00	1.00	0.00
54B92	ASSISTANT DIRECTOR FAMILY PRACTICE RESIDENCY PROGRAM	1.00	1.00	1.00	0.00
54C02	PHYSICIAN ASSISTANT II	0.80	0.80	0.80	0.00
60C24	SOCIAL WORKER V	4.00	4.00	4.00	0.00
65A22	MEDICAL LIBRARIAN	1.00	1.00	1.00	0.00
70A10	HOSPITAL ENVIRONMENTAL SERVICES AIDE	44.60	44.60	47.40	2.80
70A12	HOSPITAL SENIOR ENVIRONMENTAL SERVICES AIDE	1.00	1.00	1.00	0.00
70A13	HOSPITAL SUPERVISING ENVIRONMENTAL SERVICES AIDE	2.00	2.00	2.00	0.00
70C21	GROUNDKEEPER	1.00	1.00	1.00	0.00
70F21	COURIER	2.00	2.00	1.00	-1.00
70F23	STOREKEEPER	6.00	6.00	6.00	0.00
70F79	WAREHOUSE WORKER	1.00	1.00	1.50	0.50
70F81	SUPERVISING STOREKEEPER	1.00	1.00	1.00	0.00
70K21	FOOD SERVICE WORKER II	14.00	14.00	14.00	0.00
70K23	COOK	2.00	2.00	2.00	0.00
70K25	SENIOR COOK	2.00	2.00	2.00	0.00
70K80	HEAD COOK	1.00	1.00	1.00	0.00
70K84	HOSPITAL DIRECTOR OF FOOD SERVICES	1.00	1.00	1.00	0.00
70N01	OFFICE MAINTENANCE WORKER	2.00	2.00	2.00	0.00
72A24	MAINTENANCE PAINTER	1.00	2.00	2.00	0.00
72A80	HOSPITAL MAINTENANCE SUPERVISOR	1.00	1.00	1.00	0.00
72A87	PHYSICAL PLANT MANAGER	1.00	1.00	2.00	1.00
72A90	FACILITIES PROJECTS SPECIALIST	1.00	1.00	1.00	0.00
72C19	HOSPITAL MAINTENANCE MECHANIC	10.00	9.00	9.00	0.00
80A32	SENIOR SECRETARY	8.00	8.00	8.00	0.00
80A99	ADMINISTRATIVE SECRETARY-CONFIDENTIAL	1.00	1.00	1.00	0.00

Adopted 2014 to Recommended 2015 Positions

Classification Code	Classification Label	Adopted Budget 2012-2013	Adopted Budget 2013-2014	Recommended Budget 2014-2015	Change
80E21	OFFICE ASSISTANT II	13.90	14.30	14.30	0.00
80E22	OFFICE ASSISTANT III	13.30	11.50	13.00	1.50
80E80	PRINCIPAL OFFICE ASSISTANT	6.00	6.00	6.00	0.00
80E82	SUPERVISING OFFICE ASSISTANT II	2.00	2.00	2.00	0.00
80G21	DATA ENTRY OPERATOR II	1.00	1.00	1.00	0.00
80H25	MEDICAL TRANSCRIPTIONIST II	2.00	2.00	2.00	0.00
80J22	SENIOR ACCOUNT CLERK	4.00	4.00	4.00	0.00
80J30	ACCOUNTING TECHNICIAN	2.00	2.00	2.00	0.00
80K21	MEDICAL UNIT CLERK	16.10	18.10	19.70	1.60
80K23	MEDICAL INTERPRETER	1.00	1.00	2.00	1.00
80L02	PATIENT SERVICES REPRESENTATIVE II	33.20	33.20	38.20	5.00
80L03	SENIOR PATIENT SERVICES REPRESENTATIVE	1.00	1.00	1.00	0.00
80L04	SUPERVISING PATIENT SERVICES REPRESENTATIVE	2.00	2.00	2.00	0.00
80M02	PATIENT ACCOUNT REPRESENTATIVE II	26.50	26.50	26.50	0.00
80M03	SENIOR PATIENT ACCOUNT REPRESENTATIVE	3.00	3.00	3.00	0.00
80M05	PATIENT ACCOUNT MANAGER	1.00	1.00	1.00	0.00
80U11	HOSPITAL COMMUNICATIONS OPERATOR II	6.00	6.00	6.00	0.00
80U14	HOSPITAL SUPERVISING COMMUNICATIONS OPERATOR	1.00	1.00	1.00	0.00
Total		863.40	886.10	994.90	108.80



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Contributions/Obligations, Liabilities and Other

Introduction

This section of the Recommended Budget describes the various contributions, obligations, liabilities, legislation and policies that result in either General Fund expenditures or a decrease in General Fund revenue. The purpose of this section, on an ongoing basis, is to be a repository for legislation and policy decisions that impact the availability of General Fund financing sources and to provide a historic and comparative perspective of those impacts.

This narrative section is organized into three segments: 1) County Contributions/Obligations are expenditures paid directly from the General Fund, 2) Liabilities describes county liabilities that have both long and short-term costs/benefits, and 3) The Other segment covers policies which are adopted to benefit the overall well-being of the County, or which may have an impact on available General Fund dollars. The County Contributions/Obligations segment includes the following subsections: Local Agency Formation Commission (LAFCO), Economic Development and Tourism Promotion, Tobacco Settlement funds, Trial Court Funding, Debt Service, and Proposition 172 Public Safety Sales Tax. The General Fund Liabilities segment includes: CalPERS, Other Post Employment Benefits, Workers' Compensation, General Liability, Vacation Accruals, and Certificates of Participation Debt. Finally, Williamson Act Subventions, Library funding, Road Fund funding, and the status of Healthcare Realignment are detailed in the segment entitled Other.

Table 1 shows that the Contributions/Obligations segment is \$33.5 million which is an increase of \$524,103 over FY 2013-14 primarily due to an increase in Tobacco Settlement funds, and an increase in Economic Development contributions. The values associated with the Liabilities segment have increased by approximately \$1.9 million, predominantly due to the increase in CalPERS unfunded pension liability and General Liability which were offset by a significant reduction of the Workers' Compensation fund deficit. Finally, the Other section reflects the potential decrease in County tax revenues due to the Williamson Act contracts, the supplemental funding provided to the Library and Road funds, and the Healthcare Realignment dollars that are at risk as a result of recent State legislation.

Table 1

County Contributions/ Obligations	FY 2012-13	FY 2013-14	FY 2014-15
LAFCO	\$215,397	\$250,164	\$249,367
Economic Dev. & Tourism Promotion	\$1,317,670	\$1,573,650	\$1,689,741
Tobacco Settlement Funds (Health MOE Match \$3.3M)	\$5,559,400	\$3,437,870	\$3,642,586
Trial Court Funding			
MOE	\$7,183,910	\$7,183,910	\$7,183,910
CFP	\$777,049	\$777,049	\$777,049
50/50 Split*	\$256,281	\$250,000	\$250,000
Debt Service	\$15,684,482	\$15,683,807	\$15,687,957
Proposition 172 (Fire Districts)	\$2,236,630	\$2,478,544	\$2,607,736
Proposition 172 (User Agencies)	\$1,224,879	\$1,357,363	\$1,428,113
Total Contributions/ Obligations	\$34,455,698	\$32,992,357	\$33,516,460
Liabilities	FY 2012-13	FY 2013-14	FY 2014-15
CalPERS (Miscellaneous and Safety)**	\$214,750,705	\$230,322,132	\$244,324,721
Other Post Employment Benefits	\$23,142,000	\$27,299,000	\$27,299,000
Workers' Compensation (Fund 476) ***	\$14,511,587	\$6,219,976	\$1,585,970
General Liability (Fund 475)**	\$4,519,684	\$3,164,607	\$5,193,435
Vacation Accruals	\$25,525,101	\$24,074,207	\$25,737,225
Certificates of Participation (COPs)	\$137,688,628	\$133,384,741	\$128,870,145
Capital Leases/ Notes/Bonds /Loans	\$77,521,765	\$74,455,592	\$70,681,446
Natividad Medical Center (COPs & Leases)	\$66,615,000	\$63,890,000	\$61,070,000
Total Liabilities	\$564,274,470	\$562,810,255	\$564,761,942
Other	FY 2012-13	FY 2013-14	FY 2014-15
Williamson Act Contracts***	\$510,043	\$451,701	\$555,050
Library	\$179,622	\$179,622	\$179,622
Road Fund	\$2,000,000	\$3,577,114	\$3,768,551
Healthcare Realignment Funds at Risk (AB 85)			\$5,100,000
Total Other	\$2,689,665	\$4,208,437	\$9,603,223
*Shaded figures are estimated			
** Actuarial information provided is based on a two years' prior basis.			
*** Figure reported for FY 2013-14 as of 6/30/12			
**** Williamson Act Figures represented are two years in arrears			

A number of significant changes have occurred in the areas chronicled in this section, i.e. all County employees now pay their retirement expense, the Board of Supervisors adopted a new financial policy to provide additional funding to the Road Fund, and the County's General Liability costs continue to increase. The summary Table 1 shows a three year history of the items discussed in further detail below. The individual sections that provide comprehensive detail of each item generally show a four year history. The advantage of having this historical perspective is the ability to compare, year over year, the changes in policy and administration that have occurred in an effort to minimize, whenever possible, the demands on General Fund discretionary revenues.

Contributions/Obligations

LAFCO

The Monterey County Local Agency Formation Commission (LAFCO) is a regulatory agency with countywide jurisdiction, established by state law (Cortese-Knox-Hertzberg Act) to discourage urban sprawl and to encourage the orderly and efficient provisioning of services, such as water, sewer, fire protection, etc. LAFCO is responsible for reviewing and approving proposed jurisdictional boundary changes, including annexations and detachments of territory to and/or from cities and special districts, incorporations of new cities, formations of new special districts, and consolidations, mergers, and dissolutions of existing districts.

LAFCO's primary revenue source is annual contributions from the County, special districts, and cities. LAFCO annually adopts a proposed budget and, pursuant to Government Code §56381(a), the County pays one-third of the commission's operational costs. The remaining operational costs are apportioned to the special districts and cities.

Table 2 shows the projected total (net) revenue on which LAFCO's operational costs are based for FY 2014-15 is \$779,600. The County's one-third share is estimated at \$249,367. This amount is approximately \$1,000 lower than each group's share in FY 2013-14 (\$250,164).¹ This decrease in the County's share is less than 1% (.84%) lower than in the prior fiscal year

¹ LAFCO Proposed Budget 2014-15

although LAFCO's operational costs increase equates to a 2.31% increase.

Table 2

LAFCO	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Operational Costs	\$667,538	\$655,691	\$761,992	\$779,600
County Share	\$218,346	\$215,397	\$250,164	\$249,367
County % Share	32.71%	32.85%	32.83%	31.99%

Economic Development and Promotion of Tourism

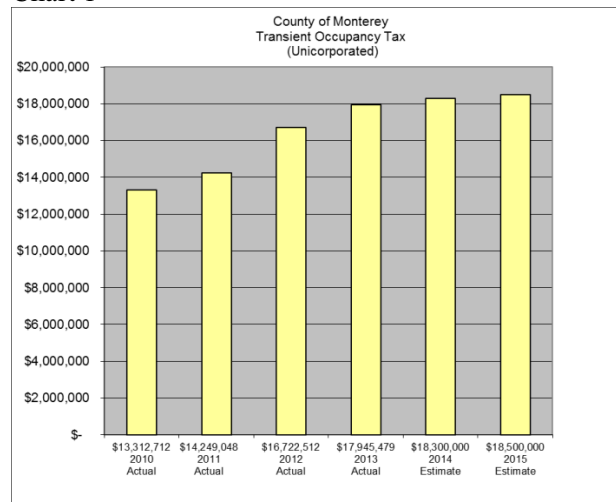
The County contributes to economic development and promotes tourism in the County via the Development Set-Aside Program. The Development Set-Aside Program was established by the Board of Supervisors to support and promote economic development, tourism promotion, filmmaking and cultural arts activities that strengthen and broaden the County's economic base. The County formed the Economic Opportunity Department in 2011 (also the successor agency for the Redevelopment and Housing Agency) which now administers the Development Set-Aside Program. One part of the program is the receipt, approval and funding of annual marketing plans submitted (no later than May 1) by the Monterey County Convention and Visitors Bureau (MCCVB), the Arts Council for Monterey County, and the Monterey County Film Commission, which outline the specific programs and tasks that will be implemented in support of economic development. Upon acceptance and approval by the Board of Supervisors, the County enters into annual agreements with these agencies to implement the marketing plans. Additionally, the County contributes to the Monterey County Business Council, an alliance of business executives and professionals who provide collaborative leadership to assist business, government, education and the community to work together on countywide issues. Specifically, the Monterey County Business Council is committed to the environment, economic vitality, and quality of life in the County.

County contributions recognize that the efforts of these agencies can stimulate tourism which in turn may increase Transient Occupancy Tax (TOT). TOT is an assessment by the County on hotel room revenues at all short term stay hotels and

accommodation rentals in unincorporated areas. The rationale behind the levying of TOT is to offset a jurisdiction's general fund expenses for public safety, street cleaning, street maintenance, etc. that are, to a limited degree, consumed and utilized by visitors and transient occupants. As indicated in Chart 1, since the economic downturn in FY 2009-10, TOT tax revenues are beginning to recover and are projected to slightly increase from \$18,300,000 to \$18,500,000 in the upcoming fiscal year.

The source of the data contained in Chart 1, is a combination of the County of Monterey Comprehensive Annual Financial Report (CAFR), as prepared and published by the Auditor-Controller's Office, and the Three Year Forecast as prepared and published by the County's Budget and Analysis Division. The CAFRs for multiple years can be found at <http://www.in.co.monterey.ca.us/auditor/financial.htm>. The complete Three Year Forecast Report and presentation given to the Board of Supervisors can be found at <http://www.in.co.monterey.ca.us/admin/badivision/>.

Chart 1



Monterey County Convention and Visitors Bureau (MCCVB)

During FY 2007-08 Budget Hearings, the Board of Supervisors determined that a formula-based approach to funding the MCCVB, the Arts Council for Monterey County, and the Monterey County Film Commission was desirable in order to create a synergy between the groups' travel, tourism and artistic activities and the generation of TOT. The formula utilized to calculate

the County's contribution to the MCCVB, the Arts Council for Monterey County, and the Monterey County Film Commission is based on the levels of County TOT, multiplied as a percentage of the County's TOT from two prior fiscal years. Generally, the percentages for the MCCVB, the Arts Council and the Film Commission are 6%, 1.98% and .95%, respectively. However, in years of particularly difficult economic circumstances, the County has negotiated its contributions to these organizations. Table 3 provides the actual contributions for prior fiscal years, and the amounts calculated for the three entities and designated amount for the Monterey Business Council for FY 2014-15. The calculation for FY 2014-15 is based on the FY 2012-13 TOT as stated in the County's Advantage Financial system of \$17,945,479.

Table 3

County Contribution	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
MCCVB	\$780,134	\$826,737	\$998,728	\$1,076,729
Arts Council	\$225,000	\$272,823	\$329,580	\$355,320
Film Commission	\$107,678	\$130,900	\$158,132	\$170,482
Total Contribution of County TOT:	\$1,112,812	\$1,230,460	\$1,486,440	\$1,602,531
Business Council	\$87,210	\$87,210	\$87,210	\$87,210
Total Contribution of County Funds:	\$1,200,022	\$1,317,670	\$1,573,650	\$1,689,741

*Shaded Figures are estimated

While these contributions go towards implementing programs that promote Monterey County as a tourism and business travel destination, they are also intended to support economic development activities in the County. To that end, the Director of the Economic Opportunity Department has requested that the organizations' work plans incorporate activities that stimulate job creation.

In addition to the funding that Monterey County provides, MCCVB also receives, or has received, funding from other local entities. Table 4 provides a four year summary of funding by other local entities. The total contribution amount to MCCVB increased by approximately \$300,000 for FY 2013-14, reflecting the increase in TOT as per the formula. It is interesting to note that individual contribution amounts from the participants have also fluctuated over the past four fiscal years. The largest changes in contributions were: \$46,000 increase by the County based on TOT and \$114,000 increase by the City of Monterey in FY 2013-14.

Table 4

MCCVB Contributions				
	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14
Monterey County	\$897,423	\$780,134	\$826,737	\$ 998,728
City of Monterey	\$751,154	\$879,935	\$878,529	\$ 992,179
City of Seaside	\$0	\$0	\$0	\$0
City of Marina	\$22,500	\$0	\$42,000	\$42,000
Sand City*	\$0	\$20,000	\$20,000	\$20,000
Carmel-by-the-Sea	\$103,078	\$114,000	\$106,000	\$106,000
Pacific Grove	\$0	\$0	\$0	\$0
Total	\$1,774,155	\$1,774,069	\$1,873,266	\$ 2,158,907

*Sand City reports this number as an aggregate of Memberships/Chambers/Visitors Bureau

By way of comparison, Table 5 shows the relationship between the funding received from the majority recipients of TOT in comparison to the contributions those entities made to the Monterey County Convention and Visitors Bureau. The County contribution, as previously stated, is based on a formula of 6% of TOT. The City of Monterey's contribution increased in FY 2013-14 to 6.61% of its TOT in FY 2013-14. The City of Carmel-By-The-Sea's contribution remained flat at \$106,000 which equates to 2.42% which is a decrease in the percentage of TOT received by that city. [Note: The TOT figures contained in Table 5 for the County are those stated in the year end June 30, 2013 Monterey County Comprehensive Annual Financial Reports which is compiled and reported pursuant to a set of accounting standards that cause the TOT figures to differ slightly from those used by the County at the time the contribution calculations are made.]

Table 5

MCCVB Contributions w/Transient Occupancy Tax (TOT)				
	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14
Monterey County	\$897,423	\$780,134	\$826,737	\$998,728
TOT	\$14,249,048	\$16,722,512	\$17,945,479	\$ 18,300,000
City of Monterey	\$751,154	\$879,935	\$878,529	\$992,179
TOT	\$12,310,576	\$13,891,338	\$14,571,822	\$ 15,008,977
City of Carmel-by-the-Sea	\$103,078	\$114,000	\$106,000	\$106,000
TOT	\$4,084,000	\$4,210,000	\$4,294,200	\$ 4,380,084
Contribution Total	\$1,751,655	\$1,774,069	\$1,811,266	\$2,096,907
TOT Total	\$30,643,624	\$34,823,850	\$36,811,501	\$ 37,689,061

*Shaded Figures are estimated

Arts Council of Monterey

The County's calculated contribution to the Arts Council of Monterey for FY 2014-15 is \$355,320. This is an increase of \$25,740, or 7.8%, from the prior fiscal year. This contribution will fund the council's focus on audience development including: increasing awareness of opportunities in the arts; strengthening the ability to attract and serve a more diversified audience; increasing participation of visitors in arts activities; enhancing the arts and education program; increasing partnerships and collaborative efforts to serve youth and families; and administering the re-granting program. The Arts Council of Monterey also manages the art program, in collaboration with the County, which displays artwork in the public lobbies at the Monterey County Government Center – Administration Building.

The Monterey County Film Commission

The County's calculated contribution to the Monterey County Film Commission for FY 2014-15 is \$170,482. This is an increase of \$12,350, or 7.8%, from FY 2013-14. The Film Commission is a nonprofit organization, created by the Monterey County Board of Supervisors in 1987, to boost the local economy through on-location film production. Since the inception of the Film Commission, movies such as "Turner and Hooch", "Basic Instinct", "We Were Soldiers", "Carmel-by-the-Sea" (aka "The Forger"), and the 2013 film (filmed in 2011) "Big Sur" based on Jack Kerouac's novel of the same name, have showcased Monterey County locations on film. The film commission markets countywide locations to the film industry and helps facilitate productions. It markets local film crew professionals to visiting production companies, makes referrals to local businesses and services, and offers educational programs related to the film industry.

Monterey County Business Council

The Monterey County Business Council recommended contribution for FY 2014-15 is \$87,210 and has not altered over the past four fiscal years. The Business Council provides collaborative leadership via such programs as Competitive Clusters (C²) and the Monterey County Business Portal. C² is a public/private partnership between the County of

Monterey and Monterey County Business Council and is designed to implement economic development initiatives as well as to provide an economic vision and strategy to guide future economic development efforts.

The Monterey County Business Portal is a public/private partnership that was launched as an initiative of the C² project in order to improve communications efficiency and accessibility of information for economic development throughout the County. The Business Portal consolidates business-related Web resources; fosters entrepreneurship for job creation and economic diversification; provides access to expert advice and knowledge in relevant industries; and improves the overall image of Monterey County as a business and technology-friendly community.

Tobacco Settlement Funds

Background

The Tobacco Master Settlement Agreement (MSA) is an agreement between the four largest U.S. tobacco companies (Philip Morris USA, R.J. Reynolds, Brown & Williamson Tobacco Corp., and Lorillard Tobacco Company) and the Attorneys General of 46 states (as well as the District of Columbia, Puerto Rico, and the Virgin Islands). The MSA settled Medicaid lawsuits against the tobacco industry for the recovery of tobacco-related health care costs and exempted the companies from private tort liability regarding harm caused by tobacco use. The tobacco companies agreed, amongst other things, to pay various annual payments to compensate states for some of the medical costs of caring for persons with smoking-related illnesses. Although the settlement was to compensate for healthcare costs, MSA funds are discretionary, and do not have any restrictions on how the funds may be utilized by the recipient jurisdiction.

Monterey County participated with other governmental agencies in the lawsuit against the tobacco industry. The allocation of the MSA funds the County receives were initially approved by the Board of Supervisors as part of the FY 2000-01 budget hearings. The funding allotments were allocated to health services, the Sexual Assault Response Team (SART), Court Advocates for Children, the Big Sur and Mee Clinics, and Natividad Medical Center indigent healthcare funding.

On March 31, 2001, following a presentation of the Countywide Facilities Master Plan, Phase II – Salinas Courthouse Complex, the Board of Supervisors approved a financial “...policy of leveraging \$500,000 of Tobacco Settlement Funds annually, for twenty-three years, for Health Facility Improvements. If the financing of the Tobacco Settlement Fund changes, then the County’s General Fund, faith and credit would make up the difference.”

MSA Allocations

Effective in Fiscal Year 2012-13, the County was required to make a change in the way it accounted for Realignment dollars. Realignment was enacted in 1991 as a way of transferring health, mental health, and social services programs from the State of California to County control. Realignment provided counties, including Monterey County, with dedicated tax revenues from sales tax and vehicle license fees to fund its programs. The County also has an obligation to match certain funds it receives from the State for health and human services with General Fund dollars.

In FY 2012-13, the County began utilizing MSA funds to meet its maintenance of effort requirements for health and social services. Fund 025, a restricted revenue fund, was created to account for realignment funds. Of the total MSA funds received by the County, \$3.3 million in health and \$532,000 in behavioral health matches, and the \$500,000 for the health facility debt service, are transferred to Fund 025. The Director of Health works with the County Administrative Office to determine the uses and allocations of those funds to ensure the allocations conform to matching requirements.

MSA funds are a fluctuating amount based on several factors, i.e. relative market share (based on 1997 figures), number of cigarettes sold in the state, volume adjustments, etc. Table 6 provides a four year history of the MSA amounts the County has received in the past or anticipates it will receive. Although in general, MSA funds have been declining, the MSA amounts provided to the County for FY 2012-13 were transferred in three separate payments of \$3,010,362, \$1,997,196, and \$551,841 for a total MSA payment of \$5,559,400.

The two additional payments in FY 2012-13 of \$1,997,196 and \$551,841 were disbursed due to a

provision in the MSA which entitled the tobacco companies to a reduction in MSA payments if they lost market share to those competing tobacco companies that did not participate in the agreement (Non-participating Manufacturers, or NPM). In order to receive a reduction in settlement payments, companies like RJ Reynolds and Lorillard had to prove that the various states did not adequately enforce the laws applicable to tobacco manufacturers. Those NPMs were then required to place funds in escrow accounts pending settlement of the reduced payment dispute. The 2013 payments are a combination of the regular MSA payments and payments made as a result of a settlement of the dispute involving NPM escrow accounts.

The amount of MSA dollars the County will receive in 2014-15 reflects an increase of approximately \$200,000 over the prior fiscal year.

Table 6

Tobacco Settlement Funds				
	Final Actual	Actual	Recommended	Recommended
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Master Settlement Agreement	\$3,549,183	\$5,559,400	\$3,437,870	\$3,642,586

Trial Court Funding

Maintenance of Effort and 50/50 Revenue Split

On January 1, 1998, AB233, the Lockyer – Isenberg Trial Court Funding Act of 1997 went into effect in the State of California. This bill fundamentally changed how the trial courts are funded by transferring primary responsibility for funding the courts to the State, including sole responsibility for funding future growth in court operations costs. Additionally, it requires counties to make a capped maintenance of effort (MOE) payment to the State of California each year for operations of the courts. In return, the State allowed the counties to retain many fines and forfeitures to help fund their MOE payments with the provision that collected amounts that exceed a set amount of revenue must be shared equally between the State and the county (50/50 Revenue Split).

The County's historical MOE contribution was made up of two components. The expenditure component of

\$4,520,911 represented the adjusted 1994-95 county expenses for court operations and the revenue component of \$3,330,125 was based on the fine and forfeiture revenue sent to the State in 1994-95. The revenue component was reduced to \$2,662,998 in 2006-07 as a result of enacted legislation.

The statutory amount of the County's MOE payment is issued by the State of California near the beginning of the fiscal year. However, the MOE payment of \$7,183,910 has remained constant over the past four fiscal years. Table 7 provides the County's 50/50 Revenue Split payment to the State from FY 2010-11 through FY 2012-13, and the estimated payments for FY 2013-14 and FY 2014-15.

Table 7

50/50 Revenue Split				
FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
\$598,479	\$514,339	\$256,281	\$250,000	\$250,000
* Shaded Figures are estimated				

Table 7a provides the results of a recent audit by the State Controller's Office of court revenues for the period of July 1, 2006 through June 30, 2012. The audit revealed that due to the erroneous reporting of revenue dollar amounts to the County by the Superior Court, the County over-remitted the 50/50 Revenue split by \$954,386 over the a six fiscal year period (Table 7a).

Table 7a

50/50 Revenue Split Overremittance	
FY 2006-07	\$ 145,455
FY 2007-08	\$ 176,118
FY 2008-09	\$ 190,509
FY 2009-10	\$ 162,276
FY 2010-11	\$ 159,056
FY 2011-12	\$ 120,972
Total	\$ 954,386

The County anticipates a credit for the total amount in FY 2014-15. However, until the State Controller's Office authorizes and publishes the final version of the audit, the County is not permitted to utilize the credit.

County Facilities Payments

The Trial Court Funding Act also provided for the transfer of responsibility of trial court facilities from the counties to the Administrative Office of the Courts (AOC) via transfer agreements that specify the County Facilities Payment (CFP) amount for ongoing operations and maintenance costs.

Although the Trial Court Funding Act was passed in 1997, by 2001, the AOC found that only a small percentage of California county court facilities had transferred responsibility to the State. Monterey County's Intergovernmental Affairs and Facilities Management divisions had been working with the AOC to transfer the County's trial court facilities. By July 2008, the only facility that was marginally prepared to transfer was the Marina Courthouse.

In order to expedite all California counties' transfers, the AOC amended the Trial Court Funding Act in 2002 and provided for the application of monetary penalties for failure to transfer county court facilities to the State by the specified deadlines of December 31, 2008 and March 31, 2009. If a transfer agreement(s) was not executed on or before December 31, 2008, the CFP the County would have paid to the State would have increased based on a multiplier of the percentage change in the National Implicit Price Deflator for State and Local Government Purchases (approximately 2.4%). Failure by the County to transfer the facilities by March 31, 2009 would have resulted in a penalty based on the CFP amount multiplied by the percentage change in the annual state appropriations limit (approximately 5%).

In July 2008, the County's Budget and Analysis Division began negotiating with the AOC regarding the transfer of responsibilities for the Marina, Monterey, King City, Salinas North Wing and Juvenile trial court facilities. On December 29, 2008, the County executed a transfer agreement for the Marina Courthouse and title to the facility was transferred to the AOC. The four remaining court facilities were also transferred to the AOC, but title did not pass to the State. Rather, pursuant to the Trial Court Facilities Act, the County retained title to the four facilities due to either long-term debt on the property (Monterey and Salinas North Wing) or the County was the majority occupant and retained management responsibility for the facility. Additionally, the Salinas North Wing facility was

undergoing extensive restoration and construction and would not be completed until the summer of 2010. As a result, the Monterey, King City and Juvenile Court facilities transfers were completed via a Transfer of Responsibility Agreement with a Joint Occupancy Agreement, and the Salinas North Wing Facility transferred via a Transfer of Responsibility with a Deferred Transfer of Title Agreement; transfer of title to the Salinas North Wing facility to occur at the expiration of the long term encumbrance. All four facility transfer agreements were executed on March 29, 2009, thereby avoiding the 5% CFP penalty assessment. Although the County challenged the levying of a 2.5% penalty on the four remaining courthouses at the Court Facilities Dispute Resolution Committee, that challenge was unsuccessful and a 2.5% penalty (in accordance with the formula set forth above) is annually assessed on all facilities excluding Marina.

Table 8 provides the statutorily calculated CFP terms of the Transfer Agreement(s) the County pays to the AOC for the ongoing operations and maintenance of court facilities over the past three fiscal years. The CFPs, are based on the amount of historical expenditure by the County for the operation and maintenance of court facilities. With construction on the Salinas North Wing court facility completed and the sole occupancy of the Court commencing on October 13, 2010, the County began paying the CFP for the Salinas courthouse in FY 2010-11. FY 2011-12 was the first fiscal year in which the County remitted the entire CFP amount for all five facilities to the State.

Table 8

County Facilities Payment (CFP)				
	2011-12	2012-13	2013-14	2014-15
Facility				
Marina	\$96,522	\$96,522	\$96,522	\$96,522
Monterey	\$167,251	\$167,251	\$167,251	\$167,251
King City	\$48,079	\$48,079	\$48,079	\$48,079
Juvenile Court	\$3,960	\$3,960	\$3,960	\$3,960
Salinas North Wing	\$461,237	\$461,237	\$461,237	\$461,237
Total Annual CFP	\$777,049	\$777,049	\$777,049	\$777,049

Depending on the percentage change in the National Implicit Price Deflator used to calculate the 2.5% annually assessed penalty, the total CFP could be marginally increased in the future, however, the CFP amounts have not increased over the past four fiscal

years. The State of California notified the County of the calculated CFP amounts for FY 2014-15 in April, 2014.

Proposition 172 – Public Safety Sales Tax

The State’s FY 1993-94 budget agreement transferred \$2.6 billion in property tax revenue from local government into “educational revenue augmentation funds” (ERAFs) to help the State meet its obligations to K-14 school districts. Most of the diverted tax revenue came from counties, compromising their ability to fund general purpose services, the largest of which is public safety. Proposition 172, passed in the November 1993 statewide election, established a permanent statewide half-cent sales tax for support of local public safety to partially replace the lost property tax revenue.

Pursuant to Government Code Section 30052, Proposition 172 funds must be placed into a special revenue fund to be expended on such public safety services as sheriffs, fire, county district attorneys, and corrections. Government Code Section 30056 also contains “maintenance of effort” requirements to maintain public safety funding levels. Information on how Proposition 172 revenues are allocated within the County of Monterey is provided below.

Emergency Communications Users’ Offset

Prior to FY 2003-04, the County shared 10% of its Proposition 172 revenues with emergency communications user agencies of 911 dispatch services, to be applied as an offset against the County’s charges to user agencies. In subsequent years, and in response to ongoing fiscal constraints, the County negotiated various agreements to reduce the total Proposition 172 revenue allocated to user agencies. The last of these annual agreements held the Proposition 172 offset flat at \$1,157,179 beginning in FY 2010-11.

In April 2012, the County met with user agencies’ representatives to negotiate a longer term funding solution. This solution fixed the funding formula for user agencies at 5.0% of the County’s total Proposition 172 revenues for the most recently audited fiscal year (e.g., the FY 2013-14 allocation was 5% of FY 2011-12 audited actuals). Under the new formula, the user agencies offset increased by \$132,483 in FY 2013-14

and are expected to increase another \$70,751 in FY 2014-15, for a total of \$1,428,113. The benefit of the new formula is that future allocations are tied to audited actuals, creating greater predictability for budgeting purposes for both the County and user agencies. In addition, the new formula provides a longer-term allocation methodology, avoiding the need for the annual negotiations of past years.

The negotiated Proposition 172 offset amounts to user agencies beginning in FY 2004-05 are shown in Table 9.

Table 9

Proposition 172 User Agencies of 911 Dispatch	
FY 2004-05	\$1,221,414
FY 2005-06	\$1,258,156
FY 2006-07	\$1,295,798
FY 2007-08	\$1,360,558
FY 2008-09	\$1,428,617
FY 2009-10	\$1,285,755
FY 2010-11	\$1,157,179
FY 2011-12	\$1,157,179
FY 2012-13	\$1,224,879
FY 2013-14	\$1,357,363
FY 2014-15	\$1,428,113

Fire Agencies’ Distribution

In 1997, the Board approved a phased, fixed percentage of Proposition 172 revenue for allocation to fire agencies, starting at 8.02% of the County’s total Proposition 172 revenue in FY 1997-1998 and gradually increasing to 9.13% by FY 2001-02 and thereafter. In June 2004, the County Administrative Office negotiated a three year agreement with the Association of Firefighters and Volunteer Fire Companies (the Association) to retain a portion of the 9.13% of Proposition 172 revenue historically contributed to local fire agencies. This agreement resulted in the County retaining 25% of the 9.13% allocation for FY 2004-05 and FY 2005-06. Subsequent agreements reduced the County’s retention to 20% in FY 2006-07, 10% in FY 2007-08, and 5% in FY 2008-09 through FY 2010-11.

The County Administrative Office and the Association agreed to a new negotiated disbursement model for Proposition 172 revenues beginning in FY 2011-12. The County agreed to share with the

Association the full 9.13% of Proposition 172 revenues for the most recently audited fiscal year (e.g., the FY 2013-14 allocation was 9.13% of FY 2011-12 audited actuals). Under this formula, the Association's share of Proposition 172 revenues increased by \$241,915 in FY 2013-14 and is expected to grow by \$129,191 in FY 2014-15, for a total of \$2,607,735. Similar to the new agreement with emergency communications user agencies, the new allocation methodology ties future allocations to audited actuals, resulting in greater predictability for budgeting purposes, and eliminating the need for year-end reconciliations and payment "true-ups".

The various fire agencies allocate the Proposition 172 revenues amongst themselves via their own allocation formula. Table 10 lists the estimated allocation for FY 2014-15.

Table 10

Fire Agency Prop 172 Allocation Actual FY 2014-15	
Aromas FPD	\$ 65,068
Big Sur VFB	\$ 70,705
Cachagua FPD	\$ 32,788
Carmel Highlands FPD	\$ 181,480
Carmel Valley FPD	\$ 374,143
Cypress FPD	\$ 232,060
Gonzales Rural FPD	\$ 32,788
Greenfield FPD	\$ 43,076
Mid Coast VFC	\$ 64,788
North County FPD	\$ 573,670
Pebble Beach CSD	\$ 185,038
Salinas Rural FPD	\$ 532,239
San Ardo VFC	\$ 32,788
Soledad Rural FPD	\$ 32,788
Spreckels CSD	\$ 42,193
South Monterey County FPD	\$ 112,119
Total	\$ 2,607,735

County Agency Distribution

The State Board of Equalization apportions Proposition 172 revenues to each county based on its proportionate share of statewide taxable sales. Due to the disbursement cycle of Proposition 172 revenues from the State Controller, each fiscal year's actual Proposition 172 revenues are not known until August of the following fiscal year. Therefore, actual FY 2014-15 revenue at the time of this publication is

unknown. Budgeted/Estimated Proposition 172 revenues for FY 2014-15 are set forth in Table 11.

Table 11

Entity - Prop 172 Allocation	FY 2012-13 Budget	FY 2013-14 Budget	FY 2014-15 Budget
Fire Districts	\$2,236,630	\$2,478,544	\$ 2,607,736
User Agencies of 911 Dispatch	\$1,224,879	\$1,357,363	\$ 1,428,113
County Public Safety	\$23,751,725	\$24,416,196	\$ 25,827,754
Totals	\$27,213,234	\$28,252,103	\$ 29,863,602

County Public Safety Prop 172 funds are further allocated internally according to the following estimates in Table 12.

Table 12

County Public Safety Depts	FY 2012-13 Budget	FY 2013-14 Budget	FY 2014-15 Budget
Sheriff Enforcement	\$5,399,516	\$5,571,100	\$5,892,260
Sheriff Custody	\$8,173,544	\$8,433,257	\$8,919,438
Probation	\$4,654,969	\$4,853,754	\$5,079,334
District Attorney	\$3,999,967	\$4,079,137	\$4,365,400
Emergency Communications	\$1,523,729	\$1,478,949	\$1,571,322
Total	\$23,751,725	\$24,416,197	\$25,827,754

LIABILITIES

CalPERS

The County of Monterey contributes to the California Public Employees' Retirement System (CalPERS), which acts as a common investment and administrative agent for participating public employers within the State of California. CalPERS is an agency in the California executive branch that manages pension and health benefits for California public employees, retirees, and their families. As of December 31, 2013, CalPERS has 1,104,237 active and inactive members and 574,759 retirees, beneficiaries and survivors receiving a monthly allowance. CalPERS investment portfolio assets totaled \$283.5 billion for the same time frame.

CalPERS provides benefits such as retirement, deferred compensation, disability retirement, death benefits, health benefits, and long-term care benefits to all State government employees and, by contract, to local agency and school employees. As an active plan member, the County is required to contribute a

percentage of the annual covered salary of its miscellaneous and public safety employees.

Retirement benefits are calculated using an employee's years of service credit, age at retirement, and final compensation (average salary for a defined period of employment). The actual retirement formulas are determined by the employee's employer (State, school, or local public agency); occupation (miscellaneous [general office and others], safety, industrial, or peace officer/firefighter); and the specific provisions in the contract between CalPERS and the employer. Monterey County is a local public agency and utilizes the miscellaneous and safety occupation formulas (safety refers to those employees in a designated public safety function). Prior to the enactment of the Public Employees Pension Reform Act of 2013 (PEPRA) the County utilized the miscellaneous formula; a multiplier of 2% at the age of 55 years old to calculate an employee's retirement benefits. In the case of public safety, the multiplier was 3% at 50 and the minimum retirement age under either formula was 50 years of age with five years of service. When PEPRA went into effect on January 1, 2013, the miscellaneous formula for new County employees (new hires without prior membership in any California public retirement system) was designated at 2% at the age of 62, with a minimum retirement age of 52. The new public safety formula under PEPRA was 2.7% at 57. Additional information regarding PEPRA can be found in the same-titled subsection in the following pages.

Employer and Employee Contributions to CalPERS

Prior to changes made in FY 2011-12, the County contributed the employer share and varying amounts of the employees' shares to CalPERS to fund retirement benefits for its employees. In the case of miscellaneous employees, the County paid the entire 7% of the employee contribution. For those covered by the safety formula, the County paid differing amounts of the employee share depending upon negotiated bargaining unit agreements. Effective with the October 8, 2011 pay period, the County implemented negotiated agreements with its bargaining units wherein the employees would commence paying a portion, or an increased portion, of the CalPERS employee share. In general, most employees began paying 3.5% of the employee contribution while certain public safety bargaining units employee contribution amount was increased by 4.5%.

Effective November 2013, most employee groups received a current year salary increase of 3.5%. This increase was negotiated in exchange for an agreement that employees pay the remaining 3.5% of base earned salary of the "employee share" of PERS retirement costs (totaling 7%) formerly covered by the County (note that public safety employees were already paying in excess of the full employee share with the FY 2011-12 changes). These same negotiations provided for most employee groups to receive, effective July 1, 2014, a 2.0% salary increase, followed by 3.0% salary increase in FY 2015-16. The annual cumulative cost of these increases to the County is reflected in Table 13. Because the employer contribution to CalPERS is based on employee salaries, these increases will affect those pension contributions paid by the County.

Table 13

Fiscal Year	Salary Increase	Employer Share Contribution to PERS Retirement		
		Increase	FICA	Total
2013-14	\$ 9,169,005	\$ (5,590,443)	\$ 597,985	\$ 4,176,548
2014-15	\$ 4,929,427	\$ 612,774	\$ 345,511	\$ 5,888,712
2015-16	\$ 7,783,782	\$ 1,000,311	\$ 533,668	\$ 9,317,761
Total	\$21,882,214	\$ (3,977,358)	\$1,477,164	\$19,383,021

For specific details of each bargaining unit's Memoranda of Understanding and associated side letter agreements, a full catalog of the documents can be found on the County Human Resources Department webpage.²

Table 14 provides the employer contributions required to be paid by the County for the periods specified. These figures are provided in the annual CalPERS actuarial report published each year in October. Note that the total employer contributions amounts for FY 2014-15 for miscellaneous plan employees has increased significantly (\$2.8 million) over the prior fiscal year. CalPERS projects that the current employer contribution rate (percentage of the County's payroll) of 11.78% will increase in FY 2015-16 to 12.6%. Conversely, the employer contribution rate for safety plan employees in FY 2014-15 decreased by approximately \$750,000. However, CalPERS also projects an increase in the

²

<http://www.in.co.monterey.ca.us/personnel/Relations.html#mou>

safety plan employer contribution rate from the current 28.1% to 29.6% in FY 2015-16. These fluctuations in the employer contribution rates for the County are representative of a recent change in methodology CalPERS utilized for determining the rates.

In June 2013, CalPERS instituted a new amortization and smoothing policy for determining employer contribution rates. Amortization and smoothing are what CalPERS uses to set annual employer contribution rates and avoid large swings in the rate due to extreme market events. CalPERS stated the changed methodology would: improve funding levels; reduce rate volatility in large investment loss years; improve transparency regarding the timing and impact of future rate changes; and eliminate the need for an actuarial value of assets (future actuarial reports will only provide funded status and unfunded liability). CalPERS also acknowledged that although near term contribution rates will increase as a result of these changes, long term contribution rates will be lower.³

Table 14

Required Employer Contributions Miscellaneous Plan	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Employer Contribution Required (in Projected Dollars)				
Employee Contribution	\$0	\$19,226,144	\$19,032,980	\$19,417,768
Employer Normal Cost	\$21,790,418	\$21,831,159	\$22,190,176	\$21,870,569
Unfunded Contribution	\$8,704,779	\$8,662,154	\$8,473,771	\$11,597,579
Total Employer Contribution	\$30,495,197	\$30,493,313	\$30,663,947	\$33,468,148
Annual Lump Sum Prepayment Option	\$29,378,039	\$29,376,224	\$29,574,937	\$32,279,548
Employer Contribution Required (Percentage of Payroll)				
Employer Normal Cost	7.76%	7.71%	7.91%	7.70%
Employee Contribution	0.00%	0.00%	6.78%	6.83%
Unfunded Rate	3.10%	3.06%	3.02%	4.08%
Total Employer Rate	10.86%	10.77%	10.93%	11.78%

³ CalPERS Circular Letter No. 200-019-13, April 26, 2013

Table 14 (continued)

Required Employer Contributions Safety Plan	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Employer Contribution Required (in Projected Dollars)				
Employee Contribution	\$0	\$4,981,663	\$4,771,471	\$4,677,390
Employer Normal Cost	\$8,565,755	\$8,721,788	\$8,768,474	\$8,166,583
Unfunded Contribution	\$6,531,956	\$6,380,728	\$6,594,879	\$6,442,915
Total Employer Contribution	\$15,097,711	\$15,102,516	\$15,363,353	\$14,609,498
Annual Lump Sum Prepayment Option	\$14,544,623	\$14,549,252	\$14,817,733	\$14,090,651
Employer Contribution Required (Percentage of Payroll)				
Employer Normal Cost	15.80%	15.74%	16.53%	15.71%
Employee Contribution	0.00%	0.00%	9.00%	9.00%
Unfunded Rate	12.05%	11.52%	12.43%	12.39%
Total Employer Rate	27.85%	27.26%	28.96%	28.10%

Public Employee Pension Reform Act of 2013 (PEPRA)

The California Public Employee Pension Reform Act of 2013 (PEPRA) which went into effect on January 1, 2013, established a cap on the amount of compensation that can be used to calculate the retirement benefit for all *new* members of a public retirement system. Generally, employees that are primarily affected by PEPRA are those that have never been employed by any public employer prior to January 1, 2013. New miscellaneous members are now subject to a 2% at age 62 formula (versus the prior 2% at 55 formula discussed above). For new public safety members, the formula changes from 3% at age 50, to 2.7% at age 57. There are some provisions in PEPRA that also affect existing employees, i.e. limits on post-retirement employment, felony convictions, and breaks in service and reciprocity. A complete actuarial cost analysis of PEPRA prepared by CalPERS can be found at <http://www.calpers.ca.gov/eip-docs/about/press/pr-2012/aug/cost-analysis.pdf>.

Unfunded Pension Liabilities

An unfunded pension liability is the difference between the pensions the County is obligated to pay to retired employees and the money currently available to pay for those pensions. CalPERS annually projects future pension requirements for the County and calculates the amount needed to pay future pensions. Table 15 shows that the County's unfunded liability for miscellaneous employees has increased by \$22.8 million from June 30, 2011 to June 30, 2012. However the safety employees unfunded liability decreased by \$8.8 million for the same time period. According to the actuarial report from which this data is derived, one of determining factors in unfunded liability is the relationship of the value of the assets to the gains realized.

Table 15

Misc Funded Status	June 30, 2009	June 30, 2010	June 30, 2011	June 30, 2012
Present Value of Projected Benefits	\$1,327,357,502	\$1,384,879,774	\$1,462,823,182	\$1,547,676,564
Entry Age Normal Accrued Liability	\$1,033,505,576	\$1,092,490,664	\$1,169,818,464	\$1,257,304,491
Actuarial Value of Assets	\$918,422,057	\$978,402,601	\$1,047,556,476	\$1,112,194,965
Unfunded Liability	\$115,083,519	\$114,088,063	\$122,261,988	\$145,109,526
Safety Funded Status	June 30, 2009	June 30, 2010	June 30, 2011	June 30, 2012
Present Value of Projected Benefits	\$502,078,212	\$521,574,440	\$549,542,955	\$553,295,588
Entry Age Normal Accrued Liability	\$395,267,914	\$414,497,858	\$444,376,014	\$456,414,934
Actuarial Value of Assets	\$293,618,315	\$313,835,216	\$336,315,870	\$357,199,739
Unfunded Liability	\$101,649,599	\$100,662,642	\$108,060,144	\$99,215,195

[Note: For actuarial purposes, CalPERS projects the amounts provided in Tables 15 and 16 based on two years' prior data.]

Other Post Employment Benefits (OPEB)

Governmental Accounting Standards Board Statement Number 45 (GASB 45) requires public agencies to account for and report the Annual Required Contribution (ARC) of Other Post Employment Benefits (OPEB) on financial statements. OPEB are those benefits defined by the Governmental Accounting Standards Board as post-retirement medical, pharmacy, dental, vision, life, long-term disability and long-term care benefits that are not associated with a pension plan.

Prior to June 2009, the County paid OPEB benefits as they came due. The California Employer's Retiree Benefit Trust (CERBT) was established by CalPERS in March 2007 at the request of public employers to provide a low-cost, professionally managed investment vehicle for prefunding retiree health benefits and other post-employment benefits. Now, the County makes regular contributions to CERBT where the funds are professionally invested similar to the CalPERS retirement funds. The County can then utilize funds from the trust to pay OPEB costs, thereby substantially reducing future costs (with the caveat that the investments increase in value).

Under the CalPERS prefunding plan, the County makes regular contributions into the trust fund. To participate in the CERBT, PERS requires a funding policy. The County has agreed to obtain an actuarial valuation at least every two years and to consistently contribute an amount at least equal to 100% of the current year cost of the ARC as specified in the applicable actuarial valuation. The County's contribution to the CERBT account for the period ending June 30, 2013 was in the form of a year-end accrual contribution in the amount of \$3,063,000. Additionally, the investment earnings for the same period were \$948,817; a substantial increase of \$836,260 over the prior years' earnings. The ending balance for the CERBT trust for the period ended June 30, 2013 is \$12,055,891. Table 16 reports the CERBT Annual Statements provided by CalPERS for the past four years.

Table 16

California Employers' Retiree Benefit Trust				
	2010	2011	2012	2013
Beginning Balance	\$149,967	\$918,885	\$4,570,228	\$8,057,240
Contribution	\$779,239	\$3,348,000	\$3,380,000	\$3,063,000
Investment Earnings	-\$9,786	\$304,744	\$112,557	\$948,817
Administrative Expenses	-\$534	-\$1,401	-\$5,545	-\$13,166
Other	\$0	\$0	\$0	\$0
Ending Balance	\$918,885	\$4,570,229	\$8,057,240	\$12,055,891

Bi-annual actuarial reports show that the unfunded accrued liability for the County's OPEB obligations increased from the last two years' report for 2010 and 2011. The unfunded liability increased approximately \$4.2 million dollars for 2012 and consequently, as the last valuation occurred June 30, 2011 remains constant for 2013.

Table 17

	2010	2011	2012	2013
Actuarial Accrued Liability	\$23,292	\$23,292	\$31,719	\$31,719
Actuarial Value of Assets	\$150	\$150	\$4,434	\$4,434
Other Post Employment Benefits	\$23,142	\$23,142	\$27,299	\$27,299
Amounts in thousands				

Worker's Compensation and General Liability

Workers' Compensation

The County accounts for its Workers' Compensation and General Liability risk financing activities in two internal service funds (ISFs) to account for the County's self-insurance programs. ISFs are used to separately budget and account for services provided to County departments. For specific information on the Workers' Compensation ISF, see the detail contained elsewhere in this Recommended Budget for Fund 476. Workers' Compensation is administered by the Risk Management which is part of The Office of the County Counsel Non-Departmental budget.

Workers' Compensation is a form of insurance the County utilizes to provide compensation and medical care for employees who are injured during the course of employment. Workers' Compensation provides for payments in place of wages (functioning as a form of disability insurance), compensation for economic loss (past and future), reimbursement or payment of medical and like expenses (functioning as a form of health insurance), and benefits payable to the dependents of workers killed during employment (functioning as a form of life insurance). General damages for pain and suffering, and punitive damages for employer negligence, are generally not available in workers' compensation plans.

Workers' compensation is administered on a state-by-state basis, with a state governing board overseeing varying public/private combinations of workers' compensation systems. In the vast majority of states, workers' compensation is solely provided by private insurance companies. Twelve states operate a state fund. Of the 12 state funds, the largest is California's State Compensation Insurance Fund. The California Constitution, Article XIV Section 4, sets forth the intent of the people to establish a system of workers' compensation. Article XIV, Section 4 provides the Legislature with the power to create and enforce a complete system of workers' compensation and, likewise, create and enforce a liability on the part of any or all employers to compensate any or all of their employees for injury or disability. This liability includes employees' dependents in the case of an employee's death in the course of their employment, irrespective of the fault of any employee.

Since 1973, the County has been self-insured for Workers' Compensation liabilities. The County utilizes a third-party claims administrator to assist with claims management, reporting, and data management.

In July 1998, the County contracted with Helmsman Management Services, a division of Liberty Mutual, for the administration of its workers' compensation claims. In March of 2011, the County underwent a competitive proposal process to assess the services of third-party administrators. As a result, the Board of Supervisors authorized an agreement with Intercare Holdings Insurance Services, Inc. to administer the County's workers' compensation program commencing October 1, 2011 for an initial three-year term, with up to two, one-year extensions.⁴

Unpaid claims liabilities are based on the results of actuarial studies and include amounts for claims incurred but not reported, and adjustment expenses. Claims liabilities are calculated considering the effects of inflation, recent claim settlement trends including frequency and amount of payouts, and other economic and social factors. Workers' compensation liabilities are carried at present value using a discount rate of 4%. Premiums are charged by the internal service funds using various allocation methods that

⁴ See August 23, 2011 Board Report
<http://publicagendas.co.monterey.ca.us/>

include actual costs, trends in claims experience, and number of participants.

The County's June 30, 2013, Comprehensive Annual Financial Report (CAFR) reports the Workers' Compensation ISF had a deficit net position of \$5,193,435. Table 18 shows this is a decrease in the deficit of approximately \$4.6 million over the prior year's unfunded liability. The decrease in the deficit is the result of the County-approved, 10 year plan to fund the deficit in FY 2004-05. Prior to that the County was on a pay-as-you-go basis which caused the deficit in the fund. However, due to budget constraints, the County postponed the deficit funding plan for FY 2010-11. The County has since reinstated the funding plan resulting in the continued deficit reductions over the past two fiscal years.

General Liability

General Liability insurance is a part of the County's general insurance system of risk financing from the risks of liabilities imposed by lawsuits and similar claims. It protects the County in the event it is sued on types of claims that come within the policy. The majority of liability judgments, settlements, and claims against the County are paid from the General Liability ISF, including claims that are not covered by the County's excess insurance policy.

Table 18, which reflects audited figures from the County's CAFR, shows the deficit net assets in the General Liability ISF were \$9,863,362 in June 2010 and have decreased to \$5,193,435 as of June 2013, a difference of \$4.7 million. This decrease in deficit net assets is due to a Board policy, similar to that of the Workers' Compensation ISF, that was intended to fund the General Liability ISF over a five-year period commencing in FY 2004-05. This funding plan was successfully completed, however, in 2007-08, the County settled a property dispute for its Lakes Resorts resulting in a note payable of \$15.5 million over a 15 year period. Note 22 of the June 30, 2010 CAFR, Note 23 of the June 30, 2011 CAFR, Note 20 of the June 30, 2012 CAFR, and Note 18 of the June 30, 2013 CAFR state the payment of the note payable is correcting the deficit in the General Liability ISF over the remaining 10 year period. However, the operating loss of approximately \$2 million from June 2012 to June 2013 is due to an increase in claims.

Table 18

Liabilities (Deficit Net Position)				
	June 2010	June 2011	June 2012	June 2013
Workers' Comp (Fund 476)	\$8,657,715	\$14,511,587	\$6,219,976	\$ 1,585,970
General Liability (Fund 475)	\$9,863,362	\$4,519,684	\$3,164,607	\$ 5,193,435

Countywide General Liability insurance charges for FY 2014-15 have increased, rising from a cost of \$3.4 million in FY 2012-13 to \$4.0 million. The total rises by 47.8% to \$5.9 million in FY 2014-15. Additionally, the County anticipates General Liability charges will continue to increase to \$6.8 million in FY 2015-16, and to \$7.1 million in FY 2016-17.

Vacation Accruals

Employee unused vacation and paid time off (PTO) may be accumulated up to a specified cap. When an employee separates from County employment, they are paid any unused vacation and PTO balances. Because the County cannot accurately predict when an employee may separate, the liability of compensated absences that could potentially be paid during a fiscal year is a dynamic figure. Nevertheless, Table 19 shows the vacation accrual/compensated absences liability on June 30 of the past four fiscal years as reported in the CAFR by the Auditor-Controller's Office. The vacation accrual liability for fiscal year ending June 30, 2013 is \$25,737,225. This is an approximately \$1.7 million increase over the prior year's liability of \$24,074,207. In FY 2010-11, \$3.2 million had been placed in reserve to meet obligations the County would have as a result of employees terminating their service with the County and requiring accumulated PTO payouts.⁵ The reserve amount for 2013 indicates \$800,000 was utilized to pay the unused balances for separating employees in that fiscal year.

⁵ June 30, 2011 CAFR, Note 10, June 30, 2012 CAFR

Table 19

Vacation Accruals				
	2010	2011	2012	2013
Unfunded Liability	\$32,327,926	\$28,725,101	\$29,819,227	\$30,682,245
Reserve	0	\$3,200,000	\$5,745,020	\$4,945,020
Total	\$32,327,926	\$25,525,101	\$24,074,207	\$25,737,225

Debt

On February 14, 2012, the Board of Supervisors amended the County's Public Finance Policy and revised the debt issuance approval process for non-capital improvement projects (non-recurring, less than \$100,000, and/or useful life of less than five years). Such projects may now be proposed to the Board of Supervisors via written report. Other rules contained in the Public Finance Policy such as: the General Obligation bond debt ceiling of 1.25% of the countywide assessed value (including Certificates of Participation); limitations and procedures for investment of debt proceeds; and terms of use of Mello-Roos financing were unchanged. Additional information regarding the County's Public Finance Policy, as amended, is published on the Auditor Controller's webpage.⁶

Certificates of Participation (COPs) provide long-term financing where an individual purchases a share of the lease revenues of an agreement made by a government entity. These purchases are made through a lease or installment sale agreement that does not constitute indebtedness under the state constitutional debt limitation. COPs differ from bonds in that they are not subject to statutory restrictions applicable to bonds, including interest rate limitation, election requirements, competitive sale requirements, or semiannual or fixed rate interest payment restrictions. A summary of the County's long term debt obligations over the past three fiscal years is shown in Table 20.

⁶ <http://www.in.co.monterey.ca.us/auditor/pdfs/MoCo-Public-Finance-Policy.pdf>

Table 20

Liabilities	June 2010	June 2011	June 2012	June 2013
COPs	\$132,800,000	\$129,170,000	\$125,375,000	\$121,395,000
COPs NGEN	\$0	\$8,518,628	\$8,009,741	\$7,475,145
Capital Leases/Notes/Bonds/Loans	\$80,826,741	\$77,521,765	\$74,455,592	\$70,681,446
NMC (COPs & Leases)	\$68,145,651	\$66,615,000	\$63,890,000	\$ 61,070,000
Total Liabilities	\$281,772,392	\$281,825,393	\$271,730,333	\$ 260,621,591

In September 2010, the County refinanced the 1998 Natividad Medical Center Series E COPs for the purpose of sustaining cash flow and realizing savings. Table 21 reflects the new repayment schedule for the County's COPs, designating the Series E refinancing as 2010 NMC Refunding. Additionally, the County completed financing of the Next Generation Radio Project (NGEN). NGEN is in response to a Federal Communications Commission mandate requiring wideband radio users to migrate to narrow band modes. The financing obligations are shared by multiple agencies participating in the public safety radio network project. Those agencies obligations are secured by the jurisdictions' property taxes.

Payments on the County's COPs are made bi-annually in August and February. The payment schedule on the County's COPs, found in Table 21, shows a negligible increase of principal and interest obligations (\$4,150) in FY 2014-15 as compared to the prior fiscal year.

Table 21

Annual Debt Service				
		FY 12-13 Total	FY 13-14 Total	FY 14-15 Total
NMC Portion of 2007 COP	August	\$436,040	\$154,165	\$ 146,915
	February	\$154,165	\$146,915	\$ 140,815
Total (Incl. Principal)		\$590,205	\$591,080	\$ 592,730
2010 NMC Refunding	August	\$401,178	\$335,528	\$ 334,828
	February	\$335,528	\$334,828	\$ 334,128
Total (Incl. Principal)		\$736,706	\$740,356	\$ 738,956
2009 NMC Refunding	August	\$3,427,906	\$898,306	\$ 846,706
	February	\$898,306	\$846,706	\$ 779,206
Total (Incl. Principal)		\$4,326,213	\$4,325,013	\$ 4,325,913
County Portion of 2007 COP	August	\$6,852,348	\$2,772,848	\$ 2,668,348
	February	\$2,772,848	\$2,668,348	\$ 2,580,848
Total (Incl. Principal)		\$9,625,195	\$9,621,195	\$ 9,624,195
NGEN County Portion		\$406,163	\$406,163	\$ 406,163
Total County Annual Debt Service		\$15,684,482	\$15,683,807	\$15,687,957

Other Obligations

Williamson Act

Monterey County's leading industry and foundation for economic development is agricultural production and distribution. The California Land Conservation Act of 1965, otherwise known as the Williamson Act, was enacted to preserve agricultural and open space lands by discouraging conversion to urban uses.

The Williamson Act allows private land owners to contract with counties to voluntarily restrict land uses. Landowners are given property tax relief in exchange for an agreement that the land will not be developed or converted to another use, thus preserving agricultural and open space land. In addition to protecting agricultural lands, the Williamson Act provides local governments a stable and predictable revenue stream

from an annual state-provided subvention. However, revisions to the California state budget in July 2009 eliminated state support for those subventions, leaving counties to decide whether to continue contracts, using county funds or opting out of the arrangement.

The County Assessor's Office provided the data in Table 22 reflecting the estimated tax loss associated with Williamson Act contracts. The estimated portion of County tax loss is the overall tax revenue (calculated at 1% of assessed valuation) and the County's actual tax loss (approximately 14%). The estimated tax loss is based on the average tax the County receives on both incorporated and unincorporated areas.

Table 22

Williamson Act	2010	2011	2012	2013
Total Contracts	559	572	597	600
Base Value*	\$1,442,705,090	\$1,504,741,410	\$1,750,020,845	\$1,863,931,679
WA-Assessed Value*	\$1,093,408,248	\$1,140,424,802	\$1,427,376,981	\$1,467,467,493
WA Net Value Loss	\$321,873,060	\$364,316,608	\$322,643,864	\$369,464,186
Net Tax Loss	\$3,218,731	\$3,643,166	\$3,226,439	\$3,964,642
County Portion of Tax Loss	\$450,622	\$510,043	\$451,701	\$555,050

GFC Contribution to the Library Fund (003)

The County has historically supplemented the Library Fund (Fund 003) with a General Fund Contribution. While this figure has fluctuated, Table 23 provides a ten fiscal year history of the annual contributions made to the Library fund.

Table 23

GFC Contribution to Library	
2005-06	\$ 410,747
2006-07	\$ 239,497
2007-08	\$ 239,497
2008-09	\$ 239,497
2009-10	\$ 179,622
2010-11	\$ 179,622
2011-12	\$ 179,622
2012-13	\$ 179,622
2013-14	\$ 179,622
2014-15	\$ 179,622

The County is continuing this practice and has set the 2014-15 contribution to the Library at \$179,622 (the same contribution as has been made for the last six fiscal years).

TOT Contribution to the Road Fund (002)

Prior to FY 2013-14, the Road Fund received \$2,000,000 in Transient Occupancy Tax (TOT). During budget hearings in June 2013, the Board recognized that well maintained roads contribute to the value and overall economic vitality of the County by adopting a revised financial policy. The policy included the Road Fund (Fund 002) as a recipient of 20% of TOT for FY 2013-14. The 20% was comprised of the \$2,000,000 originally included in the Recommended Budget, plus an additional \$1,577,114 for a total contribution of \$3,577,114. The FY 2013-14 contribution was calculated using the FY 2012-13 year end estimated TOT.

In February 2014, the Board approved the following percentage formula on a per annum basis to eventually lead to a flat rate in the future of 25% of TOT. The percentages are as follows: FY 2013-14 (20%), FY 2014-15 (21%), FY 2015-16 (22%), FY 2016-17 (24%), FY 2017-18 (25%). On a going forward basis, although the financial policy is silent on the issue, the percent TOT contributions to the Road Fund will be based on two year prior audited TOT numbers contained in the CAFR. Therefore, the 21% contribution to the Road Fund is calculated at 21% of the FY 2012-13 TOT (\$17,945,479) for a FY 2014-15 contribution of \$3,768,551. Table 24 provides a four year fiscal history of the TOT that has, or will be, transferred to the Road Fund.

Table 24

TOT Contribution to the Road Fund (002)				
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
20%	\$2,000,000	\$2,000,000	\$3,577,114	
21%				\$3,768,551

AB85 – Healthcare Realignment

Pursuant to Welfare and Institutions Code Section 17000, California counties are required to provide medical care to indigent residents lawfully residing in the County when such persons are not supported and relieved by some other means. Historically, this population of medically indigent adults (MIAs) has been cared for by county governments that relied on local, state and federal funding to provide the necessary services. Funding sources have changed over the course of time. Until recently, the County received funding via the “realignment” of health and social services programs that occurred in 1991 and 1992. Among other things, realignment increased California sales and vehicle license fees to be earmarked for counties to support the financial obligations of caring for the MIA population.

When California elected to implement a state-run Medicaid Expansion under the Affordable Care Act, the State anticipated that counties’ costs and responsibilities for the medically indigent would decrease because much of this population would become eligible for coverage through Medi-Cal or the Exchange. On June 27, 2013, Governor Brown signed into law Assembly Bill 85 that provided a mechanism for the State to redirect State health realignment funding to fund social service programs.

Assembly Bill 85, as modified by Senate Bill 98 (AB 85), reduced California counties’ health realignment funds by an average of 60% (including maintenance of effort payments) beginning in January 1, 2014 in consideration of the Medi-Cal expansion for Medically Indigent Adults. In the aggregate, counties were required to redirect a pro rata portion of their realignment funds up to \$300 million for FY 2013-14. Beginning in FY 2014-15, a portion of California counties’ realignment amounts, based upon a calculation of fiscal years 2009 through 2012 would be subject to redirection by the State. Table 25 provides the amount of realignment dollars the

County received for the fiscal periods utilized to determine the redirected amounts.⁷

Table 25

Fiscal Year	Sales Tax Realignment	Vehicle License Fees	Total Realignment
2008-09	\$2,709,949	\$8,759,851	\$11,469,800
2009-10	\$2,609,952	\$8,169,943	\$10,779,895
2010-11	\$2,609,952	\$8,169,943	\$10,779,895
2011-12	\$2,609,952	\$7,583,086	\$10,193,038

Public Hospital Counties were given a choice between two options to determine the pro rata portion of realignment funds. Because Natividad Medical Center is the designated county hospital for Monterey County, the AB 85 options were: 1) accept a reduction of 60% of its realignment funds including \$3.3 million in annual maintenance of effort payments (percentage approach), or 2) utilize a formula (formula approach) to show that a lesser reduction would be appropriate. This second option was based on the historical costs of providing uninsured programs.

Choosing the formula approach, the Board of Supervisors selected the optimum AB 85 choice with regard to the reduction of realignment dollars. The Natividad Medical Center and the Health Department, provided historical data to the State's Department of Health Care Services (DHCS) for use in determining the reduction formula. Initially, the State returned a formula that would have resulted in an 85% reduction of health realignment funds (approximately \$8.5 million). The Assistant County Administrative Office of Budget and Finance (ACAO) submitted a subsequent series of historical documentation to the State to re-evaluate its decision with regard to the formula to be utilized to determine the reduction of the County's realignment funds. This second submission resulted in a re-determination by the State that put only 51.19% of Monterey County's realignment dollars at risk for redirection (approximately \$5.1 million).

Table 26 shows the State's overall determination of funds at risk for redirection (as of April 18, 2014) for all of the Public Hospital Counties in California.

⁷California State Controller's Office, Health and Welfare
Realignment Allocation data available at
http://www.sco.ca.gov/ard_payments_realign.html

Although the State continues to reserve the right to re-evaluate the formulas (Interim Redirection Calculations), this initial determination shows the County of Monterey to have the least realignment dollars at risk (51.19%) of all California Public Hospital Counties.

Table 26

County	Health Realignment Indigent Care %
Monterey	51.19%
San Francisco	57.36%
San Bernardino	58.54%
Kern	66.26%
Contra Costa	80.50%
Ventura	80.62%
San Mateo	80.82%
Alameda	81.68%
Riverside	84.44%
Santa Clara	85.00%
San Joaquin	96.74%

Conclusion

The General Fund supports basic governmental functions including public safety, criminal justice, land use and environment, education, recreation, health and sanitation, public assistance, and finance and administration.

As the demands on the County's funds increase via obligations, liabilities and contributions, the ability to maintain the service levels of prior fiscal years becomes more challenging. County departments continue to exercise austere fiscal measures in day-to-day operations, but will undoubtedly face future challenges in upcoming fiscal years.

Capital Budget Summary

FY 2014-15 Capital Budget Summary

Capital Improvement Program (CIP)

Five-Year Plan

FY 2014-15 through 2018-19

The Capital Improvement Program (CIP) Five-Year Plan is a compilation of capital project requests submitted by County departments. It is intended to provide a “rolling forward” inventory of the County’s most immediate capital projects to be implemented over the next five years. Development of this tool allows the County to identify, select and implement key capital investments deemed appropriate for the County’s immediate infrastructure needs while also focusing on the horizon to maintain investments and prepare for ongoing needs. This focus is critical to ongoing efforts to identify and assess funding opportunities and inadequacies.

CIP projects are defined by the following factors:

- Projects are non-recurring
- Completed projects are anticipated to have a useful life of no less than five years
- Cost per project is in excess of \$100,000
- Assuming availability of resources, identified projects are planned to be implemented at some point within the next five fiscal years.
- Types of projects include new construction, major maintenance, road and bridge construction or improvement, major equipment, and large software systems acquisition or enhancements.

The Board of Supervisors has clearly recognized that the County’s current and future capital needs far exceed available financing resources. As always, priorities must be established and revised as new funding streams become available and the County’s capital needs are modified. In general, projects that meet the County’s greatest needs, have dedicated funding, and generate offsetting revenue will be established as priorities. Projects that are beyond the County’s short-term capacity to finance or those that represent a less urgent need will continue to be considered a long-term goal in CIP updates.

The updated five-year Capital Improvement Program (CIP) is developed annually as part of the County budget process. The Resource Management Agency – Public Works (RMA-PW) takes the lead in developing the CIP and coordinates with County Departments to identify, compile and document the capital needs of the County organization. Adoption of the resulting CIP budget appropriates funding for the first year of the updated five year program as part of the operating budget. Projects and costs identified in years two through five of the

program are intended to illustrate priorities and the magnitude of funding needed to complete each project.

Development of a five-year CIP is a dynamic process. Annual updates provide flexibility to effectively adjust strategy as funding opportunities allow and emergent conditions require. RMA-PW coordinates preparation of the CIP Five-year Plan, working with departments to identify, compile, and document the capital needs of the County organization, and to capture the key components for recommendations on setting project priorities and schedules, and identifying funding requirements and available financing sources.

Completion of a comprehensive CIP has been a work in progress due to a number of changes in staffing for RMA leadership and RMA-PW over the past few years. The RMA-PW is finalizing the draft Five-Year CIP for presentation to the Board’s Capital Improvements Committee (CIC) and Budget Committee (BC), followed by consideration of the Board of Supervisors by June 30, 2014. Ideally, and the anticipated process moving forward, subsequent year updates will be finalized and approved early in the calendar year, providing for timely incorporation of approved projects and related funding for the immediately approaching fiscal year budget.

Project details and recommendations are reviewed by the Executive Advisory Team, including the Assistant CAO-Budget and Analysis, the RMA Director, and the Director of RMA-PW. The final recommended CIP is presented to the CIC for review and direction related to scope and prioritization. Based on direction and support from the CIC, the proposed five-year CIP is presented to the BC for review and discussion on budgetary impacts and recommended funding sources. Based on support from both committees, the recommended CIP is presented to the Board of Supervisors for adoption of the project list and budgetary priority. Additionally, all capital projects recommended for planning, initiation, or construction during the upcoming fiscal year are submitted in accordance with Government Code 65401 and 65402 to the Planning Commission to review for consistency with the Monterey County General Plan.

Funding for the CIP is provided through a wide variety of sources, including local, State and Federal grants, Gas Tax revenues, Certificates of Participation (COPs), Bonds, Fees and Capital Funds.

The proposed Capital Budget for FY 2014-15 includes appropriations for all Capital Funds at levels sufficient to complete approved projects that are in progress and planned to continue into the next fiscal year.

FY 2014-15 Capital Budget Summary

FY 2014-15 General Fund Capital Budget

The CIP does not appropriate funds for projects. Rather, it serves as a strategic planning and budgeting tool, and is instrumental in the development of recommendations for capital budget appropriations in each of the Capital Funds of the County's annual budget.

The RMA-PW administers capital projects with an estimated value in excess of \$350 million. The required infrastructure projects intended to provide safety improvements to the traveling public and adequate facilities for Monterey County government functions is extensive. The current CIP projects list includes over 126 active capital projects. Capital Projects are generally categorized for budget purposes in one of three County Funds: Facilities Maintenance Projects (Fund 401), Capital Projects (Fund 402), and Facilities Master Plan Implementation (Fund 404). The following discussions provide individual project details and anticipated related ongoing Operations and Maintenance (O&M) impacts, if applicable.

Fund 401:

Facilities Maintenance Projects Overview

Facilities Maintenance Projects (Fund 401) provides funding for planned and unplanned County facility maintenance and repair as well as building equipment and control systems projects. No positions are budgeted in this fund. Staff costs are included in Unit 8176 - Facilities Administration or Unit 8195 - Construction. The FY 2014-15 Recommended Budget for Fund 401 is \$2,923,481.

Recommended Facilities Maintenance Projects for FY 2014-15 are listed in the following table:

FY 2014-15 Facilities Maintenance Projects

Project Title	Project Cost
Scheduled Maintenance	\$ 714,579
Unscheduled Maintenance	400,000
ADA Improvements Pajaro Mansion (CDBG)	164,400
Facility Assessment for County-owned Buildings	200,000
Nuisance Abatement Revolving Fund	100,000
Equipment & Stormwater Management	257,546
SCAAP Application Services	21,956
JOC Projects	1,000,000
Government Center Security Upgrade	65,000
Fund 401 Total:	\$ 2,923,481

Scheduled Maintenance Projects:

Funding is budgeted for scheduled non-emergency repairs to County facilities that fall outside the scope of

routine maintenance. Funding will cover all associated project costs including related staff time.

Total FY 2014-15 Budget: \$714,579

Est. Project Completion Date: 6/30/2015

Total Project Costs: \$714,579

O&M Impacts: Not Applicable (N/A)

Unscheduled Maintenance Projects:

Funding provides for unanticipated emergency and non-emergency repairs to County facilities that fall outside the scope of routine maintenance. Total funding is intended to cover all associated project costs including related staff time.

Total FY 2014-15 Budget: \$400,000

Est. Project Completion Date: 6/30/2015

Total Project Costs: \$400,000

O&M Impacts: N/A

ADA Improvements Pajaro Mansion (CDBG):

Interior and exterior ADA upgrades, including but not limited to side and rear entries, existing ADA ramp, parking lot configuration, path of travel, signage and first floor restrooms.

Total FY 2014-15 Budget: \$164,400

Est. Project Completion: 6/30/15

Total Project Costs: \$164,400

O&M Impacts: N/A

Facility Assessment of County Buildings:

This project involves comprehensive inspection and evaluation of building and facility conditions for County owned facilities (approximately 2,000,000 sq. ft.) by certified professionals. Assessment will include value estimates for identified repair or replacement needs to facilitate accurate forecasts of budgetary requirements and assist with related future decision-making and prioritization. Existing facility assessments were prepared in FY 2003-04 and are obsolete.

Total FY 2014-15 Cost: \$200,000

Est. Project Completion: 6/30/2015

Total Project Costs: \$250,000

O&M Impacts: N/A

Nuisance Abatement Revolving Fund:

Beginning in FY 2012-13, funds were designated to defray the costs that may be incurred by the County in doing or causing to be done the necessary work to abate code violations. This funding is intended to expedite the performance of work relating to abatement of code violations.

Total FY 2014-15 Cost: \$100,000

Est. Project Completion: 6/30/2015

Total Project Costs: \$300,000

O&M Impacts: N/A

FY 2014-15 Capital Budget Summary

Equipment & Storm Water Management:

This project provides funding for design and installation of an overhead canopy at the 855 E. Laurel Building A to provide cover for maintenance workers and equipment from weather at the apron south of the Heavy-side Shop. Project scope represents Best Management Practices in direct response to State Water Quality Control Board requirements.

Total FY 2014-15 Cost: \$257,546
Est. Project Completion Date: 6/30/2015
Total Project Costs: \$294,284
O&M Impacts: N/A

SCAAP Application Process:

Funding covers consultant costs for research and preparation of the grant application to secure State Criminal Alien Assistance Program (SCAAP) funds. The application is administered by the Sheriff's Office.

Total FY 2014-15 Cost: \$21,956
Est. Project Completion: 6/30/2015
Total Project Costs: \$21,956
O&M Impacts: N/A

Job Order Contract (JOC) Projects:

To increase staff and cost efficiencies, unscheduled facility maintenance projects initiated by County departments will be delivered through RMA-PW utilizing the JOC Process. To ensure compliance with Board adopted policies, any department-initiated unscheduled facility maintenance projects that fall within the definition of CIP projects will only proceed following review and support by appropriate Board committees and approval by the Board, authorizing requested projects and departmental transfer of funds. The extent of related projects is unknown, as the purpose of this appropriation is to provide RMA-PW with flexibility to remain responsive to departmental project needs and related funding identified through the course of the year. Actual use of appropriation authority will not exceed total department-identified funding for individual projects. Projects facilitated under the JOC Projects appropriation require advance review and discussion with the Agency's assigned CAO Analyst. All projects completed through the JOC will be reconciled and included in quarterly reports to the Board's CIC and BC.

Total FY 2014-15 Cost: \$1,000,000
Est. Project Completion: 6/30/2015
Total Project Costs: \$1,000,000
O&M Impacts: N/A

Government Center Security Upgrade:

This project is designed to improve security camera imaging and recording capabilities through the installation of additional surveillance cameras to broaden the coverage of the exterior surroundings of the County Administration Building campus, as well as installing additional interior surveillance cameras within the public areas of the Administration Building. The project also includes upgrades to recording equipment to enable digital or analog imaging. The upgrades will replace obsolete equipment and enable broader viewing area with higher resolution.

Total FY 2014-15 Cost: \$65,000
Est. Project Completion: 6/30/2015
Total Project Costs: \$65,000
O&M Impacts: N/A

Fund 402:

Capital Projects Overview

Capital Projects (Fund 402) was established to track funding for the construction of County facilities. The FY 2014-15 Recommended Budget includes appropriations sufficient to provide the funding necessary for anticipated work on projects through the fiscal year. No positions are budgeted in this fund. Staff costs are included in Unit 8176 - Facilities Administration or Unit 8195 - Construction.

The Fund 402 Recommended Budget for FY 2014-15 includes an appropriation total of \$5,930,338. Fund 402 FY 2014-15 Recommended Budget includes the following:

FY 2014-15 Capital Projects	
Project Title	Project Cost
142 W. Alisal - Old Jail Adaptive Reuse Study	\$ 227,159
Agricultural Commissioner - King City Addition	621,500
Juvenile Hall Interim Repairs	44,114
CIP Administration	300,000
Agricultural Commissioner - Downey Mildew	48,000
Monterey Courthouse Chiller Replacement	250,000
JOC Projects	1,000,000
Building Exterior Repairs and Renovations	185,000
ADA Improvements	200,000
Energy Efficiency Projects	1,000,000
Building Improvements for County Departments	1,274,879
Operating Transfer Out - Real Property Management	779,686
Fund 402 TOTAL: \$ 5,930,338	

Old Jail Adaptive Reuse Study:

The Adaptive Reuse Study for the Old Jail is intended to identify alternatives for the facility. Options for reuse will be explored with input from stakeholders, followed by environmental review of viable alternatives. The

FY 2014-15 Capital Budget Summary

Study and discussions with stakeholders began in FY 2013-14 and continues through FY 2014-15.

Total FY 2014-15 Cost: \$227,159
Est. Project Completion Date: 6/30/2015
Total Project Costs: \$482,151
O&M Impacts: None

King City Addition – Ag Commissioner:

The site primarily houses the South County office of the Agricultural Commissioner and also provides office space for Veterans Affairs and the 3rd District Supervisor. Project will consist of site remediation as necessary, new facilities, and a new corporate Public Works Yard. The site is comprised of several outbuildings for agricultural storage, a functioning modular building, and abandoned public works buildings. It also contains a more recently erected ITD communications tower providing network connectivity for the area. To date the Agricultural Commissioner has funded all environmental assessment work. Future funding will be determined by the Agricultural Commissioner and RMA-PW. Possible additional funding sources will be provided, if available, from those agencies that may benefit from the site improvements. In addition, possible grant funding will be investigated.

Total FY 2014-15 Cost: \$621,500
Est. Project Completion Date: 6/30/17
Total Project Costs: \$7,068,717
O&M Impacts: None

Juvenile Hall Interim Repairs:

The project scope includes design and construction of critical repairs to components of the Juvenile Hall buildings that have exceeded their useful life or no longer meet health and safety regulations. FY 2014-15 expenditures are budgeted for security fencing, acoustical treatment of the gym and security camera upgrades.

Total FY 2014-15 Cost: \$44,114
Est. Project Completion Date: 8/30/2014
Total Project Costs: \$319,881
O&M Impacts: None

CIP Administration:

Funds investigative reviews and analysis of potential projects and special requests initiated by the CAO or Board, as well as funding the extensive update, project and cost validation, publication, and presentation of the County's Capital Improvement Program (CIP) Five-Year Plan. It is anticipated that a draft Five-year Plan for FY 2014-15 through FY 2018-19 will be presented to the CIC, BC, and Board by June 30, 2014.

Total FY 2014-15 Cost: \$300,000
Est. Project Completion Date: 3/31/2014
Total Project Costs: \$300,000
O&M Impacts: None

Agricultural Commissioner-Downey Mildew Project:

The project includes the installation of a refrigerated laboratory for research involving Downey Mildew. Funds are provided by the Agricultural Commissioner.

Total FY 2014-15 Cost: \$48,000
Est. Project Completion Date: 6/30/2015
Total Project Costs: \$48,000
O&M Impacts: None

Monterey Courthouse – Chiller Replacement:

This project replaces existing 40-year-old chiller. The Administrative Office of the Courts (AOC) will fund 50% of the project costs.

Total FY 2014-15 Cost: \$250,000
Est. Project Completion Date: 6/30/2015
Total Project Costs: \$250,000
O&M Impacts: None

JOC Projects:

To increase staff and cost efficiencies, projects initiated by County departments will be delivered through RMA-PW utilizing the JOC Process. To ensure compliance with Board adopted policies, any department-initiated project that falls within the definition of CIP projects will only proceed following review and support by appropriate Board committees and approval by the Board, authorizing requested projects and departmental transfer of funds. The extent of related projects is unknown, as the purpose of this appropriation is to provide RMA-PW with flexibility to remain responsive to departmental project needs and related funding identified through the course of the year. Actual use of appropriation authority will not exceed total department-identified funding for individual projects. Projects facilitated under the JOC Projects appropriation require advance review and discussion with the Agency's assigned CAO Analyst. All projects completed through the JOC will be reconciled and included in quarterly reports to the Board's CIC and BC.

Total FY 2014-15 Cost: \$1,000,000
Est. Project Completion: 6/30/2015
Total Project Costs: \$1,000,000
O&M Impacts: None

Building Exterior Repairs and Renovations:

Provides corrective and preventive maintenance to various building exteriors (envelopes) including: walls, doors, windows, trim and paint, as needed to address deterioration from weather or other elements that

FY 2014-15 Capital Budget Summary

adversely affect the condition of County-owned facilities. Projects may also include weatherization to improve insulation from temperature extremes.

Total FY 2014-15 Cost: \$185,000
Est. Project Completion: 6/30/2015
Total Project Costs: \$185,000
O&M Impacts: None

ADA Improvements:

This project is first for meeting overall Americans with Disabilities Act (ADA) improvements identified in a comprehensive ADA facility master plan over the course of five consecutive years.

Total FY 2014-15 Cost: \$200,000
Est. Project Completion: 6/30/2015
Total Project Costs: \$1,000,000
O&M Impacts: None

Energy Efficiency Projects:

This project is the first for meeting overall MCAP goals to reduce overall greenhouse gas emissions in a comprehensive manner over the course of five consecutive years.

Total FY 2014-15 Cost: \$1,000,000
Est. Project Completion: 6/30/2015
Total Project Costs: \$5,000,000
O&M Impacts: None

Building Improvements for County Departments:

Funding from the FY 2014-15 departmental Building Lease Allocation charges has been planned for building improvements to County Departments. However, in order to meet State requirements related to approval of the \$35 million grant for the new Juvenile Hall, the funding will be included as part of the \$17.8 million "cash in hand" match requirement. Actions to approve the County's cash commitment must be taken by the Board of Supervisors by November 2014.

Total FY 2014-15 Cost: \$1,274,879
Est. Project Completion: 6/30/2015
Total Project Costs: \$1,274,879
O&M Impacts: None

Fund 404:

Facilities Master Plan Implementation Projects

The Facilities Master Plan Implementation Projects Fund 404 was established to track the proceeds of and meet the reporting requirements for the issuance of Certificates of Participation (COPs) for capital projects in the Monterey County Government Center and the Health Services Headquarters. No positions are budgeted in this fund. Staff costs are included in Unit 8195 – Construction.

The FY 2014-15 Recommended Budget for Fund 404 is \$8,785,173. Recommended appropriations are sufficient to provide the funding necessary for work expected to be conducted on projects through the fiscal year.

FY 2014-15 recommended Facilities Master Plan Implementation Projects include the following:

FY 2014-15 Facilities Master Plan Implementation Projects

Project Title	Project Cost
East/West Wing Renovation Design	\$ 2,292,759
312 E. Alisal Street Site Remediation	25,250
New Juvenile Hall	1,630,086
Jail Housing Addition	3,245,694
Certificate of Participation (COP) Issuance	250,000
Las Lomas Drainage	823,184
Las Lomas Lighting	518,200
Fund 404 Total:	\$ 8,785,173

MCGC East & West Wings Renovation:

The project scope includes renovation of both the East and West wings at the Monterey County Government Center to potentially accommodate relocation of functions currently housed in modular facilities located on the "North lawn" of the Government Center, including the District Attorney, Law Library, County Training Center and a snack shop. FY 2014-15 appropriations provide for renovation design and environmental review.

Total FY 2014-15 Cost: \$2,292,759
Est. Project Completion Date: 1/30/2018
Total Project Costs: \$35,969,001
O&M Impacts: None

312 East Alisal Site Remediation:

Project includes remediation of known contaminated environmental conditions, enabling the County to enter into negotiations with City of Salinas for potential property transfer.

Total FY 2014-15 Cost: \$25,250
Est. Project Completion Date: 6/30/2014
Total Project Costs: \$295,224
O&M Impacts: None

New Juvenile Hall:

Construction of a new Juvenile Hall to provide a 120-bed Medium Security facility to replace the existing outdated Juvenile Hall. FY 2014-15 recommended funding provides for the continuance of the design and environmental phase of the project.

Total FY 2014-15 Cost: \$1,630,086
Est. Project Completion Date: 12/30/2020
Total Project Costs: \$52,791,824
O & M Impacts: TBD, pending design/other factors

FY 2014-15 Capital Budget Summary

Jail Housing Addition:

The new jail housing addition includes construction of a 576-bed addition at the site of the existing County jail. The completed project is necessary to relieve jail overcrowding and improve safety conditions for officers, jail staff, the public and inmates. Initial information provided by the Office of the Sheriff regarding projected ongoing operational liabilities related to the Jail expansion currently indicates that implementation of the additional housing is not expected to increase staffing requirements, due to anticipated safety improvements and efficiencies of a more modern facility, and current plans that relocate existing inmates into more appropriate housing units. The Sheriff's Office is in the process of establishing optimum staffing levels for the existing facility, and expects to better determine future needs once initial architectural renderings of the expansion project are presented.

Total FY 2014-15 Cost: \$3,245,694
Est. Project Completion Date: 7/30/2019
Total Project Costs: \$88,900,000
O & M Impacts: Discussed above

Certificate of Participation (COP) Issuance:

Recommended appropriation will cover costs of issuing COP's in FY 2014-15.

Total FY 2013-14 Cost: \$250,000
Est. Project Completion Date: 6/30/2015
Total Project Costs: \$250,000
O&M Impacts: None

Las Lomas Drainage:

The project includes the construction of an underground drainage facility on Las Lomas Drive from Hall Road to Thomas Road.

Total FY 2014-15 Cost: \$823,184
Est. Project Completion Date: 6/30/2015
Total Project Costs: \$1,000,000
O&M Impacts: None

Las Lomas Lighting:

The project involves installation of new streetlights at approximately 200 feet spacing throughout the community of Las Lomas, to improve community safety.

Total FY 2014-15 Cost: \$518,200
Est. Project Completion Date: 6/30/2015
Total Project Costs: \$800,000
O&M Impacts: None

Summary

The Capital Improvement Program Five-Year Plan (CIP) is an important tool used to ensure a systematic, organized approach to planning and implementing the

County's capital projects. A key component of the process is the sound development of capital financing plans and policies. The CIP compiles the estimated costs of each project and the full value of the anticipated expenditures over the five-year period. This information is crucial to the development and final Board consideration of each fiscal year's capital budget plan.

The operating budget complements the capital budget through annual appropriation of funds necessary to purchase, construct and maintain the County's major capital needs and infrastructure.

FY 2014-15 Natividad Medical Center Fund 451 Capital Budget Summary

Natividad Medical Center (NMC) prepares annual updates of its Four-Year Capital Expenditure Plan and capital projects are budgeted on an annual basis as part of the overall budget; captured either as Buildings and Improvements or Equipment.

During FY 2011-12, the Board Capital Improvement Committee (CIC) requested NMC to submit capital projects (Building and Improvements) for CIC review, support and prioritization.

During FY 2013-14, the CIC requested NMC to submit its Information Technology projects (IT) for CIC review, support and prioritization. This request was made while the FY 2014-15 Recommended Budget was in the process of being finalized. IT projects will be captured in future fiscal year Recommended Budget Books.

Projects above \$100,000, were approved by the NMC Finance Committee and Board of Trustees, reviewed, supported and prioritized by the CIC, supported by the Budget Committee (BC), and approved by the Board of Supervisors. NMC provides quarterly reports to the CIC and BC.

The FY 2014-15 Recommended Budget for NMC Buildings and Improvements is \$2,695,000. The following projects are the Recommended Capital Projects for FY 2014-15.

FY 2014-15 Projects - Natividad Medical Center

Project Title	Project Cost
Medical Office Building (MOB) - Bldg. 400, 3rd Floor	\$ 1,625,000
Interior Design Upgrades - Building Wide	500,000
Building Construction Contingency	500,000
Seismic Projects (<i>not a capital project</i>)	50,000
Pediatric Training Room (<i>not a capital project</i>)	10,000
Negative Air Room (<i>not a capital project</i>)	10,000
Total:	\$ 2,695,000

FY 2014-15 Capital Budget Summary

NMC may modify the Capital Budget during FY 2014-15 as capital projects and funding dictates.

Medical Office Building - Building 400, Third Floor:

Working collaboratively with the Monterey County Health Department to design and develop the third floor for its primary care clinic. The floor consists of 7,500 square feet of shell space and 10,500 square feet of occupied office space. Relocation of occupants was necessary as part of the project and was completed in FY 2013-14 (9600-50 Modular Bldg.-Tenant Improvement at project cost of \$1,197,956). The build-out enables NMC to achieve its Delivery System Reform Incentive Pool (DSRIP) milestone of increasing its number of Family Medicine residents. The additional funding was sourced from the savings realized in the FY 2012-13 Hospital Seismic NPC-3 project and Building Construction Contingency funds. The project has been a carryover of FY 2012-13 projects.

Total FY 2014-15 Budget: \$1,625,000

Est. Project Completion Date: December 2014

Total Project Cost: \$4,500,000

Operations and Maintenance Impact: None

Interior Design Upgrades-Building Wide:

Originally, this project included a comprehensive remodel of the Medical/Surgical Unit third floor. The remodel included refurbishment of all patient rooms, corridors and nurse stations. The area had not been refreshed since constructed in 1999. In the NMC FY 2015-2018 Capital Plan, the project has been assigned a separate Capital Budget Number. This project will involve several smaller projects aimed at the same goal of refurbishing specific areas, primarily focused on furniture replacement (Patient, Visitor and Staff areas) and refurbishing collectively other areas considered small projects. These projects are multi-year projects (FY 2016-\$500,000 and FY 2017-\$500,000).

Total FY 2014-15 Budget: \$500,000

Est. Project Completion Date: June 2017

Total Project Costs: \$1,500,000

Operations and Maintenance Impact: None

Building Construction Contingency:

NMC has set aside funds to address any cost over-runs for capital projects. This amount is in addition to individual project contingency amounts. Due to the amount of funds, these funds will be included in the NMC Quarterly Reports to the CIC and BC. The contingency funds are planned annually (FY 2016-\$1,000,000 and FY 2017- \$1,000,000); however, the funds are based on projects not yet reviewed by the

NMC Finance Committee and NMC Board of Trustees; and pending CIC and BC support and BOS approval.

Total FY 2014-15 Cost: \$500,000

Est. Project Completion Date: June 2017

Total Project Costs: \$2,500,000

Operations and Maintenance Impact: TBD

Seismic, Pediatric Training Room and Negative Air Room Project:

These projects were captured in NMC's FY 2015 Capital Plan, perhaps for tracking purposes. If applicable, future budgeted projects under \$100,000, may be reconsidered and tracked as Maintenance-Building Improvements projects. Collectively, the projects are \$70,000.

Operating Cost Impact

The County of Monterey and Natividad Medical Center (NMC) recognize that on-going operating and maintenance costs are an integral part of planning for a capital project. While additional operating and maintenance costs have not been a consideration in past CIP development, the County and NMC have begun to assess and include this as a key factor in all future CIP development processes. The CIP has addressed this issue by including a heading to identify operations and maintenance costs as part of a project's Capital Project Fact Sheet. This issue has been addressed and will be included in FY 2015 Quarterly Reporting.

Summary

The NMC Capital Improvement Program Four-Year Plan (CIP) is an important tool used to ensure a systematic, organized approach to planning and implementing the County's capital projects. A key component of the process is the sound development of capital financing plans and policies. The CIP compiles the estimated costs of each project, which includes any new equipment purchases associated with the project, and the full value of the anticipated expenditures over the four-year period. It is this information that is crucial for the development of each fiscal year's capital budget plan. Prior to projects presented to the CIC, BC and Board of Supervisors, the projects are reviewed and approved by the NMC Finance Committee (acting as NMC's Capital Improvement Committee) and then approved by NMC's Board of Trustees.

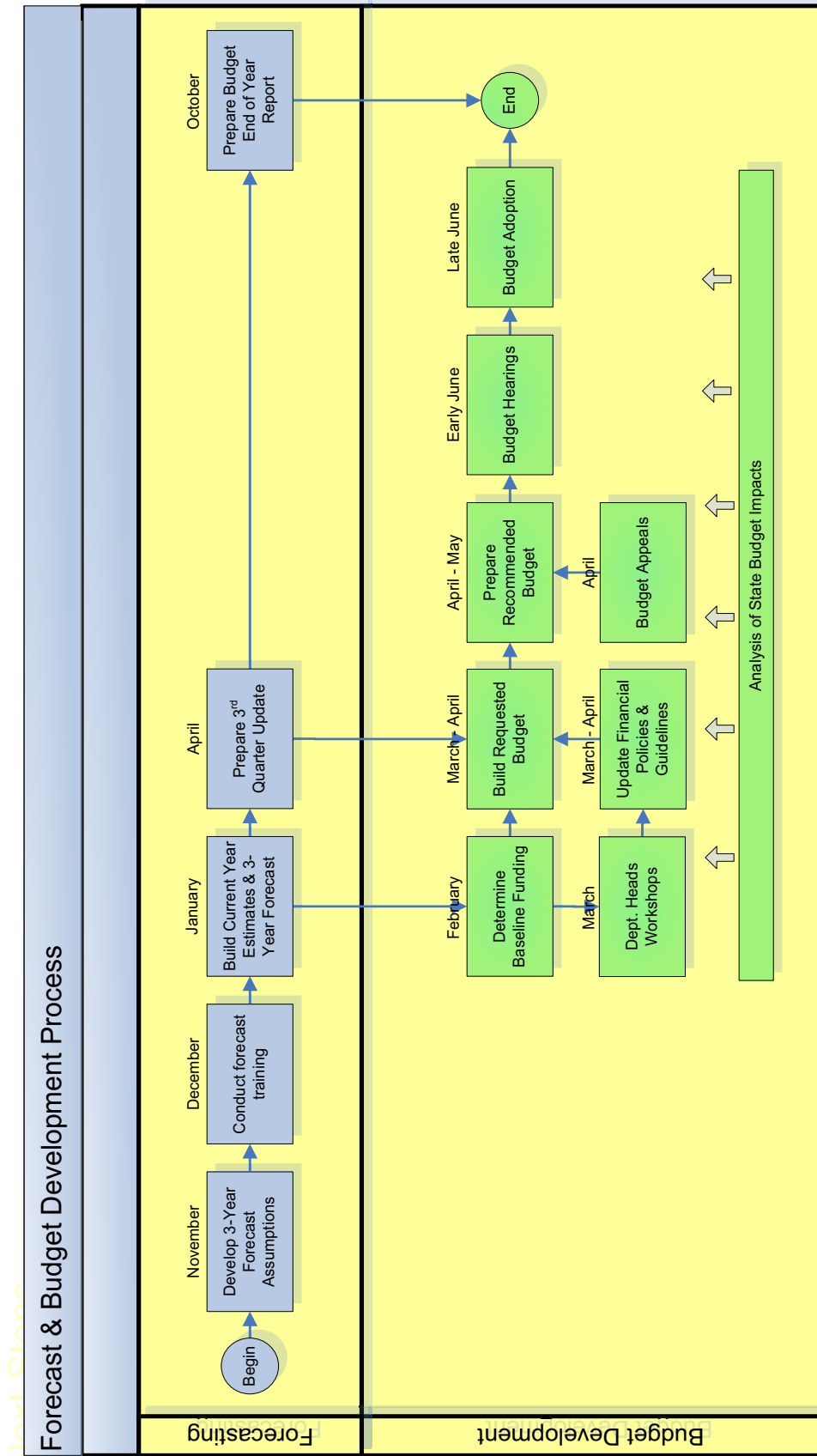
The operating budget complements the capital budget by identifying and incorporating the funds necessary to construct and purchase the County's major capital needs and infrastructure.



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Forecast and Budget Development Process

Fiscal Year 2014-15 Forecast and Budget Development Process





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Budget Reporting and Development Schedule FY 2013-14 and FY 2014-15

PLEASE NOTE: This schedule is subject to change.

Date	Task/Issue	Lead	Responsible
SEPT	12 All departments notified of deadlines for organization structure change requests for FY 2014-15 budget	A/C	Gen'l Acctg
	20 Begin development of template for inclusion of departmental Performance Measures in FY 2014-15 Recommended Budget	CAO B&A, IG&LA	C. Lee, J. Iwamoto
	25 Budget Committee meeting	CAO B&A	D. Woods
OCTOBER 2013	1 Board of Supervisors Meeting		
	4 Distribute FY 2013-14 and FY 2014-15 Budget Reporting and Development Schedule to all depts	CAO B&A	CAO B&A
	4 Information Technology and customer departments begin discussions for FY 2014-15 technology and telecom service needs and related charges (Estimated charges must be available to departments no later than January 3, 2014 for inclusion in budget request preparations)	I.T.	Info Tech, All Depts
	8 Board of Supervisors Meeting		
	15 Board of Supervisors Meeting		
	22 Board of Supervisors Meeting		
	23 FY 2012-13 BEYR Board Report should be prepared and begin Legistar Workflow	CAO B&A	Lewis, Woods
	25 Deadline: Last day for departments to submit request forms for FY 2014-15 organization structure changes to CAO B&A Analysts (Forms in LDN; search "Reference Center>Documents>ERP:FIN ADV:COA Request for Changes to Organization Structure")	Requesting Depts	FM's, A/C, CAO B&A
	28 Charging departments (ERP, Fleet, Mail Svcs., Facilities, etc.) review/determine FY 2013-14 year-end and FY 2014-15 services/costs (FY 2014-15 costs must be issued to all Depts by 1/3/14)	IT, RMA, A/C-ERP	IT, RMA, A/C, All Depts
	30 Budget Committee meeting; presentation of FY 2012-13 Budget End of Year Report (BEYR)	CAO B&A	Lewis, Woods
NOVEMBER 2013	1 A/C's office completes FY 2014-15 organization change approvals	A/C	Gen'l Acctg
	5 Board of Supervisors Meeting (only Board meeting scheduled in November)		
	5 Only November date for BoS approval for FY 2014-15 organization changes (next and FINAL opportunity is 12/3/13)		
	5 Board of Supervisors receives FY12-13 Budget End of Year Report (BEYR)	CAO B&A	Lewis, Woods
	6 Review of HRM report, MC-HRM-POSN-0039 Authorized Position, correction/cleanup as needed to match authorized position with employee and FTE counts; match BOS Adopted/Current Year BOS Approved Position Updates. Verify Step & Step Promotion Dates	HR & Finance - All Depts	
	11 Veterans Day - County Holiday!		
	14 ~~Distribute CAO B&A Assumptions for development of the FY 2013-14 Three-Year Forecast~~		CAO B&A
	14 Deadline: HR to provide MOU details for approved changes (if any) that impact pay differentials, salary increases, etc.	Central HR	HR, A/C-ERP
	15 Deadline: Risk Mgmt. distributes FY 2013-14 (update) & FY 2014-15 cost allocations/assumptions for Gen'l Liab., Work Comp, Other Insurance (for ERP/Advantage PB programming and 3-year forecast)	Risk Mgmt	
	15 Deadline: HR-Benefits distributes FY 2013-14 (update) & FY 2014-15 cost allocation changes/assumptions for PERS Retirement, Med/Dental, etc. (for ERP/Advantage PB programming and 3-year forecast)	Central HR - Benefits	
	15 Deadline: Health distributes FY 2014-15 Wellness Program cost changes/assumptions to all departments	Health - Wellness	
	15 ~~Deadline: CAO B&A distributes FY 2014-15 Building Lease Allocation charges to all departments~~		CAO B&A
	18 Reminder to Fund managers - year-end estimated fund balance and cancellations to obligated fund balance are due 1/10/14	Fund Mgrs, FM's	Applicable Departments
	20 ~~Distribute CAO B&A Assumptions for development of the FY 2013-14 Three-Year Forecast~~	CAO B&A	CAO B&A
	26 Special Budget Committee Meeting; receive FY 2014-15 Budget Development Policies & Strategies	CAO B&A	Walker, Woods
	27 ~~Budget Committee receives FY 2014-15 Budget Development Policies & Strategies~~	CAO B&A	Woods, Walker
	27 ~~Deadline: HR-to-provide-concurrent-schedule-for-positions,-etc.-~~		Central-HR
	28 Thanksgiving Day - County Holiday!		
	29 County Holiday!		
	3 Board of Supervisors Meeting (last hearing date for approval of FY 2014-15 organizational changes)		
	3 Depts to have all new & reallocated positions finalized before 1st HRM to PB Load	HR & Finance - All Depts	
	4 1st HRM to PB Load	A/C-ERP, HR	

Budget Reporting and Development Schedule FY 2013-14 and FY 2014-15

PLEASE NOTE: This schedule is subject to change.

Date	Task/Issue	Lead	Responsible
4	FY 2014-15 Budget Development Policies and Strategies Board Report prepared and begin Legistar Workflow	CAO B&A	R. Walker
6	Special BoS Meeting - Board Supervisors/Department Heads Strategic Initiatives Workshop	All Depts	CAO/All Depts.
9	PB System Open for Year-End Estimates & Three-Year Forecast Data Entry	A/C - ERP	
10	Board of Supervisors Meeting		
10-12	PB training for Year-end Estimate, Three-year Forecast and FY 2014-15 Budget Request data entry	CAO B&A	C. Lee, CAO B&A
13	FY 2014-15 Budget Development kick-off meeting at 8:30 a.m., Monterey Room - Admin. Bldg.	D. Woods	All Depts.
13	CAO B&A issues preliminary FY 2014-15 Budget Baseline Funding Approach/Non-Program Revenue/General Fund Contribution (GFC)	CAO B&A	D. Woods
17	Board of Supervisors Meeting (last Board meeting of Calendar Year 2013)		
17	Board of Supervisors receives FY 2014-15 Budget Development Policies & Strategies	CAO B&A	Walker, Woods
24	Christmas Eve - County Holiday!		
25	Christmas Day - County Holiday!		
26	Eco Recess		
27	Eco Recess		
30	Eco Recess		
31	Eco Recess		
1	New Year's Day 2014 - County Holiday!		
3	Deadline: Service departments issue FY 2013-14 Year-end Estimate (if applicable) and FY 2014-15 charges to customer departments (<i>I.T., telecom, records retention, vehicle mtc, fleet mgmt, courier/mail svcs., facilities mtc, building lease allocation, ERP, etc.</i>)	Info Tech, RMA, Auditor	
3	Departments to review FY 2014-15 Proposed State Budget (usually released no later than Jan. 10); submit impact info to B&A by 1/16/14	All Depts	All Depts.
7	Board of Supervisors (first meeting of calendar year 2014)		
6-10	PB Labs (data entry & budget assistance - not training).	CAO B&A	C. Lee B&A Team
10	Deadline: Depts submit HRM PSMT (position changes) to Central HR	HR Analysts - All Depts	
10	Deadline: Other Fund departments submit year-end estimated fund balance, cancellations & provisions to obligated fund balance	Fund Mgrs, FMs	Applicable Departments
10	Deadline: Depts finalize year-end estimate and three-year forecast data entry in PB Advantage	All Depts	All Depts.
10	Depts to have all new and reallocated positions finalized before 2nd HRM to PB Load	HR & Finance - All Depts	
10	B&A Analysts begin review/analysis of year-end estimates, three-year forecast, fund balance, mid-year cost adjustments, etc. CAO year-end estimate and forecast data entry deadline 1/31/14.	CAO B&A	B&A Analysts
13	2nd HRM to PB Load	A/C-ERP, HR	
14	Depts run MC-PB-SBFS-0005A report, verify correct position data transferred from HRM	HR & Finance - All Depts	
14	Board of Supervisors Meeting		
16	Deadline: Depts submit narrative to CAO B&A regarding proposed State Budget Impacts	All Depts	All Depts.
20	Martin Luther King, Jr. Day (Observed) - County Holiday!		
21	Deadline: Departments submit pictures to CAO B&A for the FY 2014-15 Recommended Budget	C. Lee	All Depts.
28	Board of Supervisors Meeting		
28	~~Board of Supervisors receives updated Strategic Initiatives~~	~~CAO-IG&LA~~	
29	State Budget Impacts Board Report finalized to begin workflow through Legistar	CAO B&A	J. Ayala
29	Budget Committee to receive State Budget Impacts report	CAO B&A	Ayala, Woods
31	Deadline: B&A Analysts finalize year-end estimates and three-year forecast data entry in PB	CAO B&A	B&A Analysts
3	Board of Supervisors Meeting		
11	Board of Supervisors Meeting		
11	Board of Supervisors receives FY 2014-15 Proposed State Budget impacts report	CAO B&A	Ayala, Woods

Budget Reporting and Development Schedule FY 2013-14 and FY 2014-15

PLEASE NOTE: This schedule is subject to change.

Date	Task/Issue	Lead	Responsible
FEBRUARY 2014	12 CAO B&A issues memo advising departments of "Black-out" dates and related Board Report language (black-out for new or revised position allocations begins April 1)	CAO B&A	Fernandez, Woods
	14 Deadline: Departments submit Requests to Classify (RTC) forms for FY 2014-15 new or reallocated positions to Central HR for approval.	HR Analysts - Applicable Depts	
	17 Presidents' Day - County Holiday!		
	18 Deadline: LDPR Requests due to ERP (HRM Labor Distribution Profile Codes)	HR & Finance - All Depts	
	21 Deadline: Submit all HR-reviewed/approved RTCs for new or revised positions to CAO B&A	Dept HR, Central HR	
	25 Board of Supervisors to consider updated Strategic Initiatives (<i>tentative</i>)	CAO - IG&LA	
	26 FY 2013-14 Three-Year Forecast prepared and begins Legistar workflow	CAO B&A	M. Beraz
	26 Budget Committee receives FY 2013-14 Three-year Forecast	CAO B&A	Beraz, Woods
MARCH 2014	3 Deadline: CAO B&A review Request to Classify forms/follow up as needed.	CAO B&A, HR, Depts	
	3 Deadline: All departments submit Performance Measures to Joann Iwamoto (CAO's IG&LA division) for FY 2014-15 Recommended Budget	J. Iwamoto	All Depts.
	3-7 ADDITIONAL LAB DATES - PB Labs (data entry & budget assistance - not training)	CAO B&A	C. Lee B&A Team
	5 Department Heads Meeting - Status of Budget Requests, etc.	CAO, DHs	D.Woods
	3-10 Depts. and CAO B&A review requested positions; update info as needed; confirm current position info (position code/count).	DHS/ Dept. Finance & HR	DHs/FMs/HR/ CAO B&A
	10 Deadline: Departments finalize FY 2014-15 requested budget and BCP data entry in PB. Confirm positions; include related approved RTCs as attachments (departmental access for Requested Budget data entry in PB closes 3/11/13)	All Depts	
	11 Complete input of all Board approved positions for the current year (from the 2nd HRM load thru March 31, 2014) in HRM.	Central HR CAO	Dept. HR Analysts
	11 ADVANTAGE PB Requested Budget/ Stage 1 closed	A/C - ERP, CAO B&A	
	11 Board of Supervisors receives FY 2013-14 Three-year Forecast	CAO B&A	Beraz, Wods
	11-12 Budget Narratives Workshops	B&A	P. Maitland
	14 Deadline: Approved/finalized departmental performance measures submitted to CAO B&A	CAO-IG&LA - J. Iwamoto	
	18 Board of Supervisors Meeting		
	21 CAO Analysts complete preliminary data entry in PB for FY 2014-15 Recommended Budget	CAO B&A	CAO B&A
	21 Recommendation from Budget Director to CAO on available Fund Balance and budget augmentations	CAO B&A	D. Woods
	24 Other Fund Departments submit revised Fund Balance and Cancellations and Provisions for Reserves / Designations, if appropriate, for year-end estimate and Requested Budget.	Fund Mgrs, FMs	Applicable Departments
	25 Board of Supervisors Meeting		
	26 Budget Committee meeting (1:30 p.m. - Monterey Room).	CAO B&A	Various
	26-27 Preliminary confirmation to departments regarding FY 2014-15 BCP requests	CAO	CAO, & B&A
	31 Department Heads Budget Workshop	CAO B&A	CAO B&A
APRIL 2014	1 Board of Supervisors Meeting		
	1 BLACKOUT: Last date for position changes (new/reallocations) until adoption of FY 2014-15 Budget	CAO B&A, HR, All Depts	
	2-4 Individual DH meetings w/CAO if appealing FY 2014-15 recommendations	CAO	Applicable DHs
	4 Deadline: Departments finalize Requested Budget narratives, including approved BCP items.	All Depts	All Depts.
	4-14 B&A Analysts revise Recommended Budget narratives and PB Stage 2 final data entry, based on OK'd BCPs (or reductions), third-quarter year-end estimate changes, and BoS approved budget modifications.	CAO B&A	CAO Analysts/ Dept. Hds. and Finance Staff
	7 Departments to submit Chart of Account Request for FY 2015 such as programs, activity, function, etc. related to Position Accounting	Applicable Depts	Depts and Auditor's
	8 Board of Supervisors Meeting		
	12 Deadline: Departments update CAO B&A Analysts re: any significant changes to year-end estimate based on third quarter actuals.	Applicable Depts	Applicable Departments

Budget Reporting and Development Schedule FY 2013-14 and FY 2014-15

PLEASE NOTE: This schedule is subject to change.

Date		Task/Issue	Lead	Responsible
APR	14	B&A Analysts make final adjustments to PB FY 2013-14 Year-end Estimate, if material, based on third quarter estimates.	CAO B&A	CAO B&A
	15	~~Board of Supervisors Meeting~~		
	18	B&A Analysts finalize Recommended Budget data entry, including recommended BCPs and FY 2013-14 approved modifications.	CAO B&A	CAO B&A
	18	Auditor-Controller's Office provides Gann Limit information and Schedules for Recommended Budget Book	CAO B&A & Auditor	D. Woods A. Friedrich
	21	Verify balanced FY 2014-15 Recommended Budget	CAO B&A	D. Woods
	21	Create PB to HRM "Draft" position worksheet for departments to review/confirm	A/C - ERP	
	4/22-5/13	Departments review "draft" position worksheet and confirm all positions, transfers, reorgs, reallocations, deletions, etc. (deadline 5/13/14)	HR & Finance - All Depts	
APRIL 2014	22	Board of Supervisors Meeting		
	23	Board Report on Status on Development of FY 2014-15 Recommended Budget begins Legistar workflow	CAO B&A	CAO B&A
	25	CAO and Auditor-Controller review Year-end Estimated Fund Balance, Cancellations/Provisions for Designations & Reserves	CAO B&A	D. Woods A. Friedrich
	29	~~Board of Supervisors Meeting~~		
	30	Budget Committee receives status report on development of the FY 2014-15 Recommended Budget.	CAO B&A	D. Woods
MAY 2014	1	Departments to review May Revise and submit analysis of impacts to B&A Analysts by 5/12/14. (Date subject to change based on release of May Revise)	CAO B&A	All Depts.
	5	Finalize proofing of all Budget Narratives, Functional write-ups, Exec. Summary, etc..	CAO B&A	CAO B&A
	5	B&A Analysts finalize Recommended Budget narratives, including Policy Considerations, Pending Issues, etc.	CAO B&A	CAO B&A
	6	Board of Supervisors Meeting		
	6	Board of Supervisors receives status report on development of the FY 2014-15 Recommended Budget	CAO B&A	D. Woods
	9	B&A Analysts finalize review/quality control for Recommended Budget functional area narratives, charts, etc. Assure position codes and counts match against current year budget and Board approved modifications.	CAO B&A	CAO B&A
	12	Deadline: Departments submit State Budget May Revise impacts to B&A Analysts	CAO B&A	FMs/Dept. Hds.
	13	Board of Supervisors Meeting		
	13	Deadline: Dept. HR and finance sign off "Draft" PB to HRM position spreadsheet to Auditor's Office	All Depts	HR and Finance
	13	Deadline: All Advantage HRM transactions to reflect positions in PB have been workflowed through CAO B&A and HR	All Depts	All Depts.
	15	Deadline: Depts submit list to CAO B&A verifying details of any Board approved FY 2013-14 budget modifications that impact FY 2014-15 budget that are not included in Recommended Budget	Applicable Depts	
	16	FY 2014-15 Recommended Budget goes to print	CAO B&A	CAO B&A
	21	FY 2014-15 Recommended Budget Board Report(s) due in Legistar workflow	CAO B&A	CAO B&A
	21	Board of Supervisors Meeting		
	26	Memorial Day - County Holiday!		
	27	Begin preparing "Adopted Budget" Board Reports for all agencies in Legistar, to be finalized immediately following Budget Hearings	CAO B&A	CAO B&A
	27	FY 2014-15 Recommended Budget available for distribution.	CAO B&A	CAO B&A
	28	Budget Committee receives State Budget May Revise impacts report.	CAO B&A	Ayala, Woods
	28	Budget Committee receives FY 2014-15 Recommended Budget (1:30 p.m. - Monterey Rm).	CAO B&A	D. Woods
	29	FY 2014-15 Recommended Budget Agenda(s) posted	CAO B&A	CAO B&A
	10	FY 2014-15 Recommended Budget hearings (6/11-12 if needed) .	CAO B&A	D. Woods
	10-11	Auditor and CAO B&A reconciliation and tabulation of changes made during Budget Hearings	CAO B&A	D. Woods
	10-11	Verify necessary position and budget changes based on Budget Hearing actions by the Board, for PB data entry and preparation of Adopted Budget Resolution	CAO B&A	D. Woods

Budget Reporting and Development Schedule FY 2013-14 and FY 2014-15

PLEASE NOTE: This schedule is subject to change.

Date	Task/Issue	Lead	Responsible
JUNE 2014	11-13 Prepare worksheets to identify Budget Hearing changes to Recommended Budget, detailed by Fund, Dept, Unit, line item for revenue, expenditures, for data entry in PB and SBFS revisions	CAO B&A	CAO B&A
	11-16 Final "Adopted Budget" changes data entry in PB for all accounting details by department, all position changes in SBFS, verify through FSQs and Advantage reports PB Stage 3	CAO B&A	CAO B&A
	11-17 Finalize and workflow 9+/- individual Board Reports in Legistar for adoption of FY 2014-15 Budgets for all Board of Supervisors governed agencies and special districts	CAO B&A	CAO B&A
	16 Deadline: Submit detailed worksheet to Central HR and A/C-ERP for any position changes directed by Board at Budget Hearings	CAO B&A	CAO B&A
	17 Create PB to HRM "Final" position spreadsheet for departmental review/verification	A/C - ERP, Central HR	
	17 Board of Supervisors receives update on Governor's Proposed FY 2014-15 Budget May Revise	CAO B&A	Ayala, Woods
	24 Board of Supervisors Meeting - Adoption of FY 2014-15 Budget	CAO B&A	D. Woods
	25 Department verification of budgets in FIN, Expense/Revenue query pages (MC-FIN-BA-0001/0003), Expense vs Budget/Revenue vs Budget	Finance Staff	All Depts
JUNE 2014	25 Budget Committee Meeting (1:30 p.m. - Monterey Room).	CAO B&A	Various
	25 Deadline: Position (PSMT) draft documents and employee (ESMT) draft documents updated and review completed. Dept. HR and finance sign off on position and employee documents to Auditor's office	HR & Finance - All Depts	
	25 Load PB to HRM "Final" position spreadsheet to HRM as draft documents	A/C - ERP	
	25 Load ESMT to HRM as draft documents	A/C - ERP	
	25-27 Position (PSMT) - Position Authorization (PAMT) - Employee (ESMT) documents finalized	A/C - ERP	
JULY	1 Departments compare FY 2014-15 Adopted Budget to HRM report (MC-HRM-POSN-0039) authorized positions to verify position and FTE counts	HR & Finance - All Depts	
	1 Departments verify positions finalize manual entries to HRM with Central HR coordination when discrepancies found in authorized positions & FTE counts and employees.	HR & Finance - All Depts, Central HR	



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GLOSSARY OF ACCOUNTING TERMS AND ACRONYMS

AAA Area Agency on Aging

AAB Assessment Appeals Board

AAM American Alliance of Museums

AAP Aid to Adoptive Parents

AB Assembly Bill

ABC Alcohol Beverage Control

ABO Alternative Benefit Option Program

ACA Affordable Care Act

ACCOUNT

An account is a classification of activity. Example: "Office Expense" is an account in the overall category "Services and Supplies."

ADA Americans with Disabilities Act

ADO Alternate Defender's Office

ADOPTED BUDGET

The approved plan for funding sources and uses (estimated revenues, unreserved fund balance and appropriations) for a fiscal year. Also referenced as "Final Budget."

AFDC Aid to Families with Dependent Children

AJCC America's Job Center of California

ALI Administrative Law Judge

AMBAG Association of Monterey Bay Area Governments

AOC Administrative Office of the Courts

AP Accounts Payable

APHSA American Public Human Services Association

APPROPRIATION

An appropriation is the Board of Supervisor's authorization to make expenditures and to incur obligations for specific purposes. An appropriation expires at fiscal year-end.

ARRA American Recovery and Reinvestment Act

ART Aggression Replacement Training

AS Animal Services

ASSESSED VALUATION

A value established for real estate or other property by the County Assessor or the State Board of Equalization as a basis for levying taxes.

ASSIGNED FUNDS

Amounts constrained by the government's *intent* to be used for a specific purpose, but are neither restricted nor committed. Intent is expressed by the governing body itself, or a body (a budget or finance committee) or official to which the governing body has delegated the authority to assign amounts. Assignment is not required to be the government's highest level of decision-making authority and the nature of the action to remove or modify assignments are not as strict.

AUTHORIZED POSITIONS

Personnel positions approved by the Board of Supervisors which may or may not be funded (see Budgeted Positions).

AV Audiovisual

AVAILABLE FINANCING

All the means of financing a budget, primarily fund balance and estimated revenues including proceeds of property taxes. Does not include encumbered reserves, reserves or designations.

BALANCED BUDGET

Statutorily Balanced: When total estimated financing sources (beginning fund balance plus revenues) equal the total appropriation (expenditures plus ending Fund balance). Spending in a given year does not exceed total current revenues plus any Fund Balance carryover from the prior year.

Structurally Balanced: The budget matches

total ongoing expenditures to the annual estimated revenues. In a structurally balanced budget, beginning fund balance may "not" be used as a financing source for ongoing expenditures.

BCSD Boronda County Sanitation District

BEYR Budget End of Year Report

BJA Bureau of Justice Administration

BLL Blood Lead Levels

BOS Board of Supervisors

BR&E Business Retention and Expansion

BSCC Board of State and Community Corrections

BUDGET

A budget is a document listing appropriations and estimated revenues for a fiscal year.

BUDGET UNIT

A budget unit is the smallest entity for which the Board of Supervisors approves an appropriation. A department may have one or more budget units. Each budget unit has a number of accounts.

BUDGETED POSITIONS

The number of full-time equivalent (FTE) personnel positions funded in a budget. Budgeted positions should not be confused with “authorized” positions, which are positions that may or may not be funded.

CACEO California Association of Clerks and Elections Officials

CAD Computer Aided Dispatch

CAFR Comprehensive Annual Financial Report

CAIR California Immunization Registry

CALA Community Action Linking Adolescents

CalFresh Federally known as the Supplemental Nutrition Assistance Program

CALHEERS California Healthcare Eligibility, Enrollment and Retention System

CALNOC Collaborative Alliance for Nursing Outcomes

CalOSHA California Division of Occupational Safety and Health

CalPERS California Public Employees Retirement System

CalWORKS A welfare program that gives cash aid and services to eligible, needy California families.

CAMWORKS An interface program between the HRM Advantage system and the Wincams financial reporting software.

CAO County Administrative Officer

CAP Community Action Partnership

CAPITAL ASSET

A capital asset is a tangible or intangible item with a life beyond one year, such as land, buildings, furniture, and equipment, with a unit cost in excess of \$5,000.

CAPITAL PROJECTS

Capital projects are proposed acquisitions, additions, and improvements to capital assets, e.g., buildings, building improvements, and land purchases subject to the County’s Capitalization Policy.

CASA Court Appointed Special Advocates

CASP Community Alliance for Safety and Peace

CB C.A.R.E. Center Community Benefits: Community Assistance, Response and Eligibility

CCAH Central California Alliance for Health

CCCP Criminal Court Collections Program

CCD Continuity of Care Document

CCDEH California Conference of Directors of Environmental Health

CCI Coordinated Care Initiative

CCP Community Corrections Partnership

CCP Criminal Collection Program

CCS California Children's Services

CDBG Community Development Block Grants

CDC Centers for Disease Control and Prevention

CDCR California Department of Corrections and Rehabilitation

CDFA California Department of Food and Agriculture

CDPH California Department of Public Health

CDS County Disposal Site

CDSS California Department of Social Services

CDVA California Department of Veterans Affairs

CEHA California Environmental Health Association

CEQA California Environmental Quality Act

CERBT California Employers' Retiree Benefit Trust

CERS California Environmental Reporting System

CERT Community Emergency Response Teams

CERT Corrections Emergency Response Team

CERTIFICATES OF PARTICIPATION

A form of financing by government entities which allows an individual to buy a share of the lease revenue of an agreement made by these entities.

CFD Community Facilities District

CFMG California Forensic Medical Group

CFP County Facility Payment

CGFM Certified Government Finance Manager

CHDP Child Health Disability Prevention

CHPS Consumer Health Protection Services

CIAP Coastal Implementation Assistance Program

CIC Capital Improvement Committee

CIMIS California Irrigation Management Information System

CIP Capital Improvement Projects

CJIS Criminal Justice Information System

CJIS/SUSTAIN Integration of the Criminal Justice Information System with the State Court's System (SUSTAIN)

CLPPP Childhood Lead Poisoning Prevention Program

CMIPS Case Management Information Payroll System

CMS Case Management System

CNC Creating New Choices

COLA Cost of Living Adjustment

COMMITTED FUNDS

Constraints on use of these funds are imposed by formal action of the government's highest level of decision-making authority. Constraints can only be removed or changed by taking the same type of action it employed to commit those amounts, i.e. legislation, resolution, or ordinance.

CONTINGENCIES

Contingencies are an amount set-aside in the budget for unforeseen expenditure requirements. The Contingencies must be appropriated by the Board and is subject to a 4/5ths vote.

COB Clerk of the Board

COB Custody Operations Bureau

COBRA Consolidated Budget Reconciliation Act of 1985. Refers specifically to Title X of the Act which included provisions to provide members of company health plans who have lost their coverage due to a "qualifying event" to continue coverage at the employee's expense for a period of time.

COI Conflict of Interest

COP Certificates of Participation

COPS Community Oriented Policing Services

COST PLAN

Cost Allocation Plan is known as OMB Circular A-87. This is a document that identifies, accumulates, and distributes allowable direct and indirect costs under grants and contracts and identifies the allocation methods used for distribution.

COWCAP County Wide Cost Allocation Plan

CPOE Computerized Physician Order Entry

CSA County Self Assessment

CSA County Service Area

CSAC California State Association of Counties

CSBG Community Services Block Grant

CSD Customer Service Division

CSI Crime Scene Investigation

CSIP Castroville Seawater Intrusion Project

CSUMB California State University, Monterey Bay

CUPA Certified Unified Program Agency

CWDA County Welfare Directors Association of California

CWS Child Welfare Services

CWS/CMS Child Welfare Services Case Management System

CY Calendar Year

CY Current Year

CYE Current Year Estimate

DA District Attorney

DBA Database

DCO Data Center Operations

DCSS Department of Child Support Services

DDA Development and Disposition Agreement

DEBT SERVICE

Debt Services is an obligation to pay principal and interest on all bonds and other debt instruments issued by the County according to a pre-determined payment schedule.

DECAP Dependent Care Assistance Program

DEPARTMENT

A department is an administrative and organizational division of the County with management responsibility for an operation or a group of operations.

DIC Drop-In Center

DJJ Department of Juvenile Justice

DMV Department of Motor Vehicles

DNA Deoxyribonucleic acid

DOJ California State Department of Justice

DOT Department of Transportation

DPI Dramatic Process Improvement

DRC Day Reporting Center

DRC Development Review Committee

DSRIP Delivery System Reform Incentive Pool

DSS Department of Social Services

DUI Driving Under the Influence

DWPS Drinking Water Protection Services

EAP Employee Assistance Program

EARC Election Administration Research Center

ECDI Early Childhood Development Initiative

EDD Economic Development Department of Monterey County

EDD Employee Development Department of California

EDMS Electronic Document Management System

EDS Enterprise Distributed Services

EECBG Energy and Efficiencies Community Block Grant

EEM Energy Efficiency Measures

EEO Equal Employment Opportunity

EGCSD East Garrison Community Services District

EH Environmental Health

EHR Electronic Health Records

EHRS Environmental Health Review Services

EIR Environmental Impact Report

EMCC Emergency Medical Care Committee

EMMA Emergency Market Mapping Analysis

EMPLOYEE BENEFITS

Amounts paid to or on behalf of employees but not included in the salary. Examples are group health or life insurance payments, contributions to employee retirement, Social Security taxes, Workers' Compensation payments, and Unemployment Insurance payments.

EMR Electronic Medical Record

EMS Emergency Medical Services

EMSI Economic Modeling Specialists International

ENCUMBRANCE

An obligation in the form of a purchase order, contract, or other commitment which is chargeable to an appropriation. Available appropriations are reduced by the amount of outstanding encumbrances.

ENS Countywide Emergency Notification System

ENTERPRISE FUND

A fund established to account for certain functions which are primarily or partially supported by user charges. Natividad Medical Center is an Enterprise Fund.

EOB Enforcement Operations Bureau

EOC Emergency Operations Center

EOP Emergency Operations Plan

EPB Ecosystem Protective Barrier

EPHLI Environmental Public Health Leadership Institute

EPIC The County of Monterey's Electronic Health Records System

ER Employee Relations

ERC Evening Reporting Center

ERMHS Education-Related Mental Health Services

ERP Enterprise Resource Planning

ESS Employee Self Service

ETO Efforts to Outcomes

EXPENDITURE

A payment made for goods delivered or services rendered during a fiscal year whether paid or unpaid at fiscal year end. An expenditure occurs in a governmental fund.

F&P Facilities and Procurement

FA Funding Agreements

FC Foster Care

FCC Federal Communications Commission

FCR First Call Resolution

FDA Food and Drug Administration

FEMA Federal Emergency Management Agency

FICA Federal Insurance Contributions Act

FINAL BUDGET

The approved plan for appropriations and estimated revenues for a fiscal year. Also "Adopted Budget."

FISCAL YEAR

The twelve-month period on which financial accounting is based. The fiscal year for Monterey County is July 1st through June 30th.

FLSA Fair Labor Standards Act

FMLA Family Medical Leave Act

FORA Fort Ord Reuse Authority

FPPC Fair Political Practices Commission

FQHC Federally Qualified Health Center

FQHC-LA Federally Qualified Health Center Look-Alike

FTE Full Time Equivalent

FTHB First Time Home Buyer

FUNCTION

A group of activities aimed at achieving an objective. For example, "Public Protection" is a function.

FUND

A fund is a fiscal and accounting entity; e.g., General Fund, Library Fund.

FUND BALANCE

Fund balance is an amount derived by the formula: "fund balance = assets – liabilities". All or a portion of this balance may be available to finance a succeeding year's budget.

FY Fiscal Year

GAAP Generally Accepted Accounting Principles

GANN LIMIT Annual appropriation limits established in accordance with Article XIII B of the California Constitution. Paul Gann, president of California Taxpayers Association, was instrumental in placing the amendment on the November 1978 ballot.

GASB Governmental Accounting Standards Board which is currently the source of generally accepted accounting principles (GAAP) used by state and local governments in the United States.

GENERAL FUND

The fund that supports general County services.

GENERAL FUND CONTRIBUTION

Local non-program revenues such as property taxes, sales and use tax, and transient occupancy tax which the Board of Supervisors appropriates through the annual budget process to supplement departments' program-specific revenues.

GFC General Fund Contribution

GFOA Government Finance Officers Association

GI Bill Servicemen's Readjustment Act of 1944

GIS Geographic Information Systems

GL General Liability

GPU General Plan Update.

GRANT

A payment or series of payments from one governmental unit to another for a specific purpose and time period; e.g., child abuse vertical protection program.

GTF Gang Task Force

HAVA Help America Vote Act

HCAHPS Hospital Consumer Assessment of Healthcare Providers and Systems

HF Heart Failure

HiAP Health in All Policies

HICAP Health Insurance Counseling and Advocacy Program

HIE Health Information Exchange

HMMS Hazardous Materials Management Services

HOME Home Investment Partnerships Program

HRD Human Resources Department

HRM Advantage Human Resources Management System

HUD Housing and Urban Development Department

HVAC Heating, Ventilation, and Air Conditioning

ICD International Classification of Diseases

IGLA Intergovernmental and Legislative Affairs

IHSS In Home Support Services

ILP Independent Living Program

IMB Intelligent Mail Barcode

IMPREST FUNDS A sum of money to be used as petty cash.

INET Institutional Network

INTRA FUND TRANSFER

An intra fund transfer is a non-reciprocal transfer of resources by one department to another in the same fund.

IP Internet Protocol

IPM Integrated Pest Management

IRS Internal Revenue Service

ISF Internal Service Fund

ISO International Standards Organization

ITD Information Technology Department

ITSM Information Technology Service Management

IABG Juvenile Accountability Block Grant

JICPA Juvenile Justice Crime Prevention Act

IOC Job Order Contracting

JOCHS Juvenile Offenders Community Health Services

IPA Joint Powers Authority

ISORT Juvenile Sex Offender Response Team

Kronos/TeleStaff Public safety workforce automated scheduling software.

LAFCO Local Agency Formation Commission

LBAM Light Brown Apple Moth

LDN Learning and Development Network

LEA CalRecycle's Local Enforcement Agency

LEOC Law Enforcement Operations Center

LIHP Low Income Health Program

LMS Learning Management System

LOD Learning and Organizational Development

LPA Local Primacy Agency

MCAP Monterey County Climate Action Plan

MCARLM Monterey County Agricultural and Rural Life Museum

MCBC Monterey County Business Council

MCCVB Monterey County Convention and Visitors Bureau

MCFC Monterey County Film Commission

MCFCWCD Monterey County
Flood Control and Water Conservation District

MCFL Monterey County Free Libraries

MCLE Mandatory Continuing Legal Education

MCOE Monterey County Office of Education

MCWRA Monterey County Water Resources Agency

Medi-Cal The California Medical Assistance Program is the California Medicaid welfare program serving low-income families, seniors, persons with disabilities, children in foster care, pregnant women, and certain low-income adults.

MFR Managing for Results

MLCSD Moss Landing County Sanitation District

MOBAC/PLP Monterey Bay Area Cooperative Library System/Pacific Library Partnership

MOE Maintenance of Effort

MOU Memorandum of Understanding

MVAO Military and Veterans' Affairs Offices

NACo National Association of Counties

NACVSO National Association of County Veterans Services Officers

NCOA National Committee for Quality Assurance

NCYRA North County Youth Recreation Association

NEHA National Environmental Health Association

NGEN Next Generation Public Safety Radio System Project

NIMS National Incident Management System

NMC Natividad Medical Center

NOFA Notice of Funding Availability

NONSPENDABLE FUNDS

Nonspendable funds are an amount that is not expected to be converted to cash such as inventories, prepaid items, long-term loans and notes receivable; or funds are legally or contractually required to be maintained intact.

NPDES National Pollutant Discharge Elimination System

NSP Neighborhood Stabilization Program

OACC Operational Area Coordinating Council

OBJECT TYPE OF EXPENDITURE

An object of expenditure is a major type of expenditure. For example: "Salaries and Benefits," "Services and Supplies," "Capital Assets" and "Other Charges".

OCEA Office of Community Engagement and Advocacy

OES Office of Emergency Services

OET Office of Employment and Training

OMB Office of Management and Budget

OPEB Other Post Employment Benefits

OPERATING TRANSFER IN/OUT

The authorized transfer of funds from one fund/account/unit (Operating Transfer Out) to another made to support the normal level of operations of the receiving fund/account/unit (Operating Transfer In).

OR Operating Room

OTC Over the Counter

OWTS Onsite Wastewater Treatment Systems

OYAS Ohio Youth Assessment System

PC Penal Code

PCA Pollution Control Authority

PCSD Pajaro County Sanitation District

PD Public Defender

PDO Public Defender's Office

PEPRA Public Employees Pension Reform Act

PHIL Peninsula Health Information Link

PIC Public Improvement Corporation

PIP Placement Intervention Program

PLPD Public Liability and Property Damage

PMO Project Management Office

POST California Police Officers Standards and Training

PPACA Patient Protection and Affordable Care Act

PPO Preferred Provider Organization

PRC Postal Regulatory Commission

PRCS Post Release Community Supervision

PREA Prison Rape Elimination Act

PSA Professional Services Agreements

PSAP Public Safety Answering Point

PTAF Property Tax Allocation Fee

PW Public Works

QBRM Qualified Business Reply Mail

QI Quality Improvement

RA Reimbursement Agreements

RDA Redevelopment Agency

REIMBURSEMENT

A reimbursement is a repayment from the funds responsible for particular expenditures or expenses to the funds that initially paid for them.

RESERVE

An amount set aside based on legal requirements.

RESTRICTED FUND

This Fund is restricted when constraints are placed on the use of resources are externally imposed by creditors, grantors, contributors, or laws or regulations of other governments; or imposed by law through constitutional provisions of enabling legislation.

REVENUE

Money received which can be used to finance County operations. For example: property taxes, sales taxes, fees, and state and federal grants.

RFP Request for Proposal

RFQ Request for Qualifications, Request for Quote

RHNA Regional Housing Needs Assessment

RLF Revolving Loan Fund

RMA Resource Management Agency

ROI Return on Investment

ROPS Recognized Obligation Payment Schedule

RRC Records Retention Center

RRD Records Retention Division

RRRS Recycling and Resource Recovery Services

RV Recreational Vehicle

SA Standard Agreements

SAC Sheriff's Advisory Council

SAFE Sexual Assault Felony Enforcement

SALARIES AND BENEFITS

Salaries and Benefits is a type of expenditure to satisfy employee-related costs.

SALARY SAVINGS

The dollar amount of salaries saved as a result of position vacancies.

SAMHSA Substance Abuse and Mental Health Services Administration

SAR Search and Rescue Team

SB Senate Bill

SCAAP State Criminal Alien Assistance Program

SCHEDULE

A "Schedule" is a listing of financial data in a form and manner prescribed by a governing code, policy or standard.

SCORM Sharable Content Object Reference Model

SCRAMP Sports Car Racing Association of the Monterey Peninsula

SD Security Division

SED Seriously Emotionally Disturbed

SEEK Support for Educational and Employment Knowledge

SEMS Standard Emergency Management System

SERVICES AND SUPPLIES

Services and Supplies is a type of expenditure for the operating expenses of County departments.

SET Science, Engineering, and Technology

SHRM Society for Human Resources Management

SIP Self Improvement Plan

SIP System Improvement Plan

SIR Self Insured Retention

SMI Seriously Mentally Ill

SOD Sudden Oak Death

SPECIAL DISTRICT

A dependent (under the Board of Supervisors) or independent unit of local government generally organized to perform a single function. Examples: street lighting, water works, fire protection.

SRE Supervised Release File

SRPS Scenic Road Protective Structure

SSI Supplemental Security Income

SSI/SSP Supplemental Security

Income/State Supplementary Program

SSRC Silver Star Resource Center

STC Standards and Training for Corrections

STREAM Science, Technology, Reading, Agriculture, Math

SUBVENTION

Subventions are payments by an outside agency for specific costs which originate in the County.

SVRP Salinas Valley Reclamation Project

SVWP Salinas Valley Water Project

SWAT Special Weapons and Tactical Team

SWMS Solid Waste Management Services

SWPPP Storm Water Pollution Prevention Plan

TAMC Transportation Authority of Monterey County

TANF Temporary Assistance for Needy Families

TAX REVENUE ANTICIPATION NOTE

A note of short term debt obligation issued by a state or local government with the understanding that a certain amount of taxes will be collected within an appreciable period of time.

TB Tuberculosis

TBD To be determined

TDA Transportation Development Act

THPP Transitional Housing Placement Program

TLO Terrorism Liaison Officer

TOC Temporary Occupancy Certifications

TOT Transient Occupancy Tax

TPA Third Party Administrator

TracNet Records/Jail Management System

TRAN Tax Revenue Anticipation Note

TRANSIENT OCCUPANCY TAX

A California tax charged when occupying a room or other living space in a hotel, inn, motel, or other lodging for a period of less than 31 days.

TTC Treasurer Tax Collector

UASI Urban Areas Security Initiative

UC University of California

UCCE University of California Cooperative Extension

UCR Usual and Customary Rate

UCSF University of California, San Francisco

UNASSIGNED FUNDS

This is the residual amount for the General Fund and represents fund balance that has not been restricted, committed, or assigned. The General Fund should be the only fund that reports a positive unassigned fund balance amount. The only classification that can report negative fund balances is the unassigned category.

UPS Uninterruptable Power Supply

UPS United Parcel Service

USDA United States Department of Agriculture

USDA-ARS United States Department of Agriculture - Agricultural Research Service

USER CHARGES (USER FEES)

A fee for a public service paid by the party benefiting from the service.

USERRA Uniformed Services Employment and Reemployment Rights Act

VA Veterans' Affairs

VDR Visual Data Mining

VetPro An electronic data bank that ensures health care professionals have appropriate degrees and licenses, as well as track records of high quality and safe patient care

VHF Very High Frequency

ViaCare The Monterey County Low Income Health Program which ended on December 31, 2013 as most members transitioned to Medi-Cal through the Central California Alliance for Health.

VIMS System Veteran Information Management System

VLF Vehicle License Fees

VRP Vehicle Replacement Program

VSS Vendor Self Service

VTE Venous Thromboembolism

WAM Weighted Average Maturity

WAN/LAN Wide Area/Local Area Networks

WAP Work Alternative Program

WC Workers' Compensation

WIB Workforce Investment Board

WIC Women, Infants and Children

WINS Work Incentives Nutrition Supplement

WPR Work Participation Rate

YC Youth Center

YWCA Young Women's Christian Association

Glossary of Funds

001 - GENERAL: The General Fund supports basic governmental functions including public safety, criminal justice, land use and environment, education, recreation, health and sanitation, public assistance, and finance and administration.

002 - ROAD FUND: A special fund for Road Services as required by State law. The Road Fund is the source of revenue for road and bridge maintenance and construction activities. Major activities are traffic engineering, transportation planning, design and construction engineering of road improvements, development review, and maintenance and operation of County roads, bridges and utility infrastructure.

003 – LIBRARY FUND: Monterey County Free Libraries (MCFL) is a special taxing authority under the County Library Law of 1911 and, as such, its operations are funded primarily through its own share of property tax.

005 – IN-HOME SUPPORT SERVICES (IHSS): This fund provides for the cost of home care services to support the independence of aged, blind, and disabled person assisting them to live safely in their own home and community.

006 – FISH & GAME PROPAGATION FUND: This fund provides for the administration of the County's Fish and Game Commission,. The Commission oversees the allocation of Fish and Game fine monies for grants to organizations and agencies undertaking fish and game wildlife propagation or educational projects.

007 – OFFICE OF EMPLOYMENT TRAINING (OET): The OET fund provides for employment and training services to Disadvantaged Adults and Youth, and Dislocated Workers through the One-Stop Career Center System.

008 – COMMUNITY ACTION PARTNERSHIP (CAP): This fund administers the Federal Community Services Block Grant. CAP contracts with community organizations to provide programs to advance and advocate for low-income and vulnerable populations.

009 – INCLUSIONARY HOUSING: The purpose of the Inclusionary Housing Fund is to facilitate development of housing for lower and moderate income residents of Monterey County. The Fund is capitalized through payment of in-lieu fees by developers of subdivision projects and repayment of project loans made from inclusionary funds.

011 – ECONOMIC DEVELOPMENT PROGRAM: This fund was established for the County's Small Business Revolving Loan Fund (RLF). The RLF supports the expansion, retention, and attraction of industry, commerce, and agriculture in Monterey County. Programs are intended to help diversify and strengthen the economic base of the local area by assisting businesses that are unable to secure suitable private financing for start-up and expansion costs.

013 – COMMUNITY DEVELOPMENT FUND: This fund provides support for public infrastructure, community facilities and

housing projects for very low, low and moderate income households.

016 – EMERGENCY MEDICAL SERVICE FUND: This fund supports financing to plan, coordinate, and evaluate the countywide Emergency Medical Services (EMS) System. This includes maintaining countywide advance-life support services, contracting for ambulance and pre-hospital care services, monitoring and administering EMS training programs, planning for disaster medical response, and coordinating public information and education.

017 – SELF-INSURANCE RESERVES FUND: This fund is currently a component of the self-supporting Special Revenue Fund that contains funds supporting a variety of employee benefit programs including dental, vision, the Employee Assistance Program, and disability.

021 – WORKFORCE INVESTMENT BOARD: Facilitates the coordination between the public and private sector in focusing resources to effectively educate, train and place individuals with the necessary resources and skill-set to meet employer demands.

022 – LOCAL REVENUE FUND: Pursuant to AB 188, this fund was created to receive sales tax revenue and vehicle license fee realignment funds. _

023 – BEHAVIORAL HEALTH: This fund is designated to recognize the use of funds mandated for mental health purposes.

024 – HOMELAND SECURITY GRANT: This fund provides for grant programs to support homeland security-related activities.

025 – HEALTH AND SOCIAL SERVICES: This fund is used to recognize Sales Tax Revenue, Vehicle License Fees, and Maintenance of Effort used for health and social services realignment.

051 - CSA 1 CARMEL POINT: This fund provides support for the streetlight system.

052 - CSA 9 OAK PARK: This fund provides support for the storm drainage & streetlight systems.

053 - CSA 10 LAGUNA SECA RANCH: This fund provides support for waste water reclamation.

054 - CSA 14 MORO COJO: This fund provides support for Moro Cojo.

055 - CSA 15 CASTROVILLE: This fund provides support for the Castroville CSA.

056 - CSA 15 SERRA VILLAGE, TORO PARK: This fund provides support for the storm drainage, Min-Parks, Open Space, & streetlight systems.

057 - CSA 17 RANCHO TERRA GRANDE: This fund provides support for the Open Space Fire Maintenance system.

058 - CSA 19 CARMEL MEADOWS: This fund provides support for the streetlight system.

059 - CSA 20 ROYAL ESTATES: This fund provides support for the storm drainage & streetlight systems.

060 - CSA 23 CARMEL RANCHO: This fund provides support for the storm drainage, streetlight, parkway maintenance, & sidewalk maintenance systems.

061 - CSA 24 PEDRAZZI SUBDIVISION: This fund provides support for the storm drainage system.

062 - CSA 25 CARMEL VALLEY COUNTRY CLUB: This fund provides support for the storm drainage & streetlight systems.

063 - CSA 26 NEW MOSS LANDING HEIGHTS: This fund provides support for the streetlight system.

064 - CSA 30 RANCHO MAR MONTE: This fund provides support for the storm drainage system.

065 - CSA 31 AROMAS HILLS: This fund provides support for the storm drainage system.

066 - CSA 32 GREEN VALLEY ACRES: This fund provides support for the storm drainage & streetlight systems.

067 - CSA 33 COAST RIDGE SUBDIVISION: This fund provides support for the storm drainage system.

068 - CSA 34 RANCHO RIO VISTA: This fund provides support for the storm drainage system.

069 - CSA 35 PARADISE PARK: This fund provides support for the storm drainage & streetlight systems.

070 - CSA 37 COLONIAL OAK ESTATES: This fund provides support for the storm drainage system.

071 - CSA 38 PARADISE LAKE ESTATES: This fund provides support for the storm drainage system.

072 - CSA 41 GABILAN ACRES: This fund provides support for the streetlight system.

073 - CSA 44 CORRAL DE TIERRA OAKS: This fund provides support for the storm drainage & streetlight systems.

074 - CSA 45 OAK HILLS: This fund provides support for the storm drainage & streetlight systems.

075 - CSA 46 OAK HILLS OPEN SPACE: This fund provides support for the Open Space systems.

076 - CSA 47 CARMEL VIEWS: This fund provides support for the storm drainage & streetlight systems.

077 - CSA 50 RIOWAY TRACK: This fund provides support for the storm drainage & flood control systems.

078 - CSA 51 HIGH MEADOWS: This fund provides support for the storm drainage & streetlight systems.

079 - CSA 52 CERRO DEL OSO: This fund provides support for the storm drainage system.

080 - CSA 53 ARROYO SECO: This fund provides support for the storm drainage system.

081 - CSA 54 MANZANITA: This fund provides support for the storm drainage system.

082 - CSA 55 BUENA VISTA DEL SOL: This fund provides support for the storm drainage system.

083 - CSA 56 DEL MESA CARMEL: This fund provides support for the storm drainage & fire roads systems.

084 - CSA 57 LOS TULARES: This fund provides support for the storm drainage & Open Space systems.

085 - CSA 58 VISTA CORADO: This fund provides support for the storm drainage & streetlight systems.

086 - CSA 62 RANCHO DEL MONTE: This fund provides support for the storm drainage system.

087 - CSA 66 LOMA VISTA: This fund provides support for the storm drainage, Open Space, playground, street maintenance & streetlight systems.

088 - CSA 67 CORRAL DE TIERRA OAKS: This fund provides support for the storm drainage & streetlight systems.

089 - CSA 68 VIERRA CANYON: This fund provides support for the storm drainage system.

091 - CSA 72 LAS PALMAS RANCH: This fund provides support for the storm drainage system.

092 - CSA 74 ABULANCE SERVICES: This fund provides support for County ambulance service.

093 - CSA 75 CHUALAR CONSOLIDATED: This fund provides support for the wastewater collection & treatment, streetlights, and storm drainage systems.

111 – WATER RESOURCES ADMINISTRATION: This fund provides support for administrative and maintenance staffing, services, supplies, and equipment acquisition.

112 – WATER RESOURCES – ZONE 1 (PAJARO RIVER LEVEE): This fund provides support for maintenance of the Pajaro River Levee and adjacent river bench as a flood control structure according to the US Army Corps of Engineers criteria in order to reduce potential flooding impacts from the Pajaro River.

113 – COUNTYWIDE SERVICES: This fund provides support of basic water resources management and flood control services countywide through the following ongoing programs: Hydrology and Water Quality, Flood Plain Management & Land Use Planning, ALERT System Operations and Maintenance/Flood Monitoring, Countywide Water Resources Review, and Countywide Special Projects including the Monterey Bay Regional Water Project.

114 – WATER RESOURCES – ZONE 2 (NACIMIENTO NON-O&M): This fund provides support for non-operations and maintenance services for the Salinas Valley such as Hydrology and

Water Quality Programs, Ground Water Extraction Data Collection, Well Permitting, Urban Water Solutions, and other grant related projects.

115 – WATER RESOURCES – ZONE 2A (SAN ANTONIO NON-O&M): This fund provides support for non-operations and maintenance services for the Salinas Valley such as Hydrology and Water Quality Programs, Ground Water Extraction Data Collection, Well Permitting, Urban Water Solutions, and other grant related projects.

116 – WATER RESOURCES - ZONE 2C (DAM OPERATIONS AND ADMINISTRATION): This fund provides support for the operation and maintenance of the Nacimiento and San Antonio dams to reduce flooding impacts on the Salinas River, and provide water conservation with consideration given to recreation.

117 – WATER RESOURCES – ZONE 3 (LOWER SALINAS RIVER CHANNEL): This fund provides support to reduce flooding of the lower reach of the Salinas River. This fund also maintains the Salinas River from Somavia Road to near Highway 1.

118 – WATER RESOURCES – ZONE 5 (MERRITT LAKE): This fund provides support to reduce potential flooding impacts to agricultural land in Merritt Lake.

119 – WATER RESOURCES – ZONE 6 (CASTROVILLE SEAWATER INTRUSION PROJECT (CSIP)) ZONE 2B: This fund provides supports for all ongoing operations within Zone 2B and provides monies for Funds 131, 132, and 303 for the operation and maintenance of the CSIP and Salinas Valley Reclamation Project including debt service.

120 – WATER RESOURCES – ZONE 7 (NORTH MONTEREY COUNTY): This fund provides support to quantify water resources within the North Monterey County Water Management Study Area pursuant to requirements in the Monterey County North County Area Plan and North County Coastal Implementation Plan (Phase I); to develop and implement necessary interim management strategies; to prepare a ground water management plan (Phase II); and to implement an approach to evaluate the next phase of alternatives through a detailed engineering/environmental process leading to an Engineer's Report, an EIR, and Proposition 218 ballot process.

121 – WATER RESOURCES – ZONE 8 (SOLEDAD STORM DRAIN (BRYANT CANYON)): This fund provides support to reduce flooding in the City of Soledad from Bryant Canyon runoff.

122 – WATER RESOURCES – ZONE 9 (RECLAMATION DITCH OPERATION AND MAINTENANCE): This fund provides support for the operation and maintenance of the Reclamation Ditch to reduce flooding impacts.

123 – WATER RESOURCES – ZONE 11 (MONTEREY PENINSULA (CARMEL VALLEY)): This fund provides support to a portion of the ALERT storm-monitoring system for the Carmel River and to provide consultation and make recommendations for flood reduction measures.

124 – WATER RESOURCES – ZONE 12 (SAN LORENZO CREEK): This fund provides support to reduce flooding from San Lorenzo Creek at King City.

125 – WATER RESOURCES – ZONE 14 (ARROYO SECO AREA): This fund provides support to determine the runoff from the Arroyo Seco tributary to the Salinas Basin.

126 – WATER RESOURCES – ZONE 15 (CARNATION SUBDIVISION (ALISAL-SPENCE ROADS)): This fund provides support to maintain Zone 15 drainage facilities.

127 – WATER RESOURCES – ZONE 17 (MORO COJO SLOUGH (MOSS LANDING)): This fund provides support to reduce flooding impacts from the Moro Cojo Slough.

128 - STORM DRAIN MAINTENANCE DISTRICT 2: This fund provides support to operate and maintain the Blanco Drainage Ditch to reduce flooding impacts.

129 - GONZALES SLOUGH MAINTENANCE DISTRICT: This fund provides support to reduce flooding impacts caused by the Gonzales Slough downstream (northerly) of the City of Gonzales.

130 - NACIMIENTO HYDROELECTRIC PLANT OPERATIONS AND MAINTENANCE: The hydroelectric plant consists of two hydraulic turbine/ generator units with a total capacity of 4,100 kilowatts. The plant generates electric power that is sold to PG&E through a Power Purchase Agreement. This fund provides for the operation and maintenance of all plant facilities.

131 - CASTROVILLE SEAWATER INTRUSION PROJECT (CSIP) OPERATIONS AND MAINTENANCE: This fund provides support for oversight of the operations and water deliveries of the CSIP, and contracts for operation and maintenance of the facilities.

132 - SALINAS VALLEY RECLAMATION PROJECT (SVRP): **This fund provides support** for oversight of the operations and water deliveries of the SVRP, and contracts for operation and maintenance of the facilities. It also funds debt service on the SVRP.

133 - SALINAS VALLEY WATER PROJECT (SVWP) BOND REVENUE: This fund meets the Salinas Valley Water Project bond issue requirement of placing all pledged revenues into a single fund and paying the Salinas Valley Water Project bond debt service.

134 - SALINAS RIVER DIVERSION FACILITY OPERATIONS AND MAINTENANCE: This fund provides support for the operations and maintenance of the Salinas River Diversion Facility, which includes meeting regulatory agency requirements.

151 - PAJARO CSD: This fund provides support for the wastewater collection system.

152 - MOSS LANDING CSD: This fund provides support for the wastewater collection system.

154 – CARMEL VALLEY CSD: This fund provides support for the Carmel Valley Sanitation Zone #2 District.

156 - BORONDA CSD: This fund provides support for the wastewater collection system.

157 - SAN JERARDO: This fund provides support for the water system, part of the Boronda County Sanitation District.

175 - CASTROVILLE-PAJARO HOUSING SET-ASIDE: The Castroville-Pajaro Housing Set-Aside fund contains tax increment revenues that provides support for very low, low and moderate income housing in the Castroville-Pajaro Project Area in accordance with California Redevelopment Law. Assigned to Successor Agency.

176 - BORONDA HOUSING SET-ASIDE: The Boronda Housing Set-Aside fund contains tax increment revenues that provides support for very low, low and moderate income housing in the Boronda Project Area in accordance with California Redevelopment Law. Assigned to Successor Agency.

177 - FORT ORD HOUSING SET-ASIDE: The Fort Ord Housing Set-Aside fund contains tax increment revenues that provides support for very low, low and moderate income housing in the Fort Ord Project Area in accordance with California Redevelopment Law. Assigned to Successor Agency.

178 - EAST GARRISON HOUSING SET-ASIDE: The East Garrison Housing Set-Aside fund contains tax increment revenues that provides support for very low, low and moderate income housing in the East Garrison portion of the Fort Ord Project Area in accordance with California Redevelopment Law. Assigned to Successor Agency.

180 – EAST GARRISON PUBLIC FINANCING AUTHORITY: This fund includes funding for activities undertaken by the East Garrison Public Financing Authority, including the formation and operation of a Community Facilities District to finance the acquisition, construction and operation of public capital facilities in East Garrison.

181 – EAST GARRISON CSD: This fund includes funding for activities to own, operate, and maintain designated municipal infrastructure within the East Garrison Development Project.

182 – EAST GARRISON DEVELOPER REIMBURSEMENTS: This fund is used to track the expenditures and reimbursement receipts of the East Garrison Developer when performing project administration or land use activities associated with the development.

251 - PUBLIC IMPROVEMENT CORPORATION DEBT SERVICE: This funds debt payments and related expenses for Certificates of Participation issued by the Public Improvement Corporation.

303 - CASTROVILLE SEAWATER INTRUSION PROJECT (CSIP) DEBT SERVICE: This fund supports the debt service on the CSIP.

305- BORONDA CO. SAN SEWER REVENUE: This Bond Revenue Fund is used for sanitation for Boronda County Sanitation District - Fund Balance transferred to BCSD in October 2010.

306 - BORONDA CO. SAN REVENUE BONDS: This Bond Revenue Fund is used for sanitation for Boronda County Sanitation District.

309 - MOSS LANDING CO. SANITATION SEWER REV: This Bond Revenue Fund is used for sanitation for Moss Landing County Sanitation District.

310 - PAJARO CO. SANITATION SEWER REVENUE: This Bond Revenue Fund is used for sanitation for Pajaro County Sanitation District.

312 - CHUALAR CO. WATER SERVICE AREA: This Bond Revenue Fund is used for streets in Chualar County Service Area.

313 - MONTEREY FINANCING AUTHORITY DEBT SERVICE: This fund supports the debt service of the Salinas Valley Water Project revenue bonds.

401 - FACILITIES MAINTENANCE PROJECTS: This fund tracks major maintenance projects that are one-time in nature, including any deferred maintenance or remodeling in existing County facilities.

402 - CAPITAL PROJECTS: The Capital Projects Fund tracks the construction costs of new County facilities and major renovations of existing ones financed with County funds.

403 – ENTERPRISE RESOURCE PLANNING FUND: This fund is used to fund the Enterprise Resource Planning (ERP) business transformation strategy to integrate and coordinate the County's financial elements.

404 - FACILITY MASTER PLAN IMPLEMENTATION: The Master Plan Implementation Fund tracks the construction costs of new County facilities financed with debt.

405 – NGEN RADIO PROJECT: This fund supports the County's activities as the lead agency for the Next Generation (NGEN) Radio Project.

406 – REDEVELOPMENT OBLIGATION RETIREMENT FUND: This fund facilitates the payment of enforceable Redevelopment Agency obligations after the passage of AB x1 26 dissolved the Agency.

451 – NATIVIDAD MEDICAL CENTER: This Enterprise fund is for Natividad Medical Center operations.

452 - LAKE AND RESORT OPERATIONS: This Enterprise fund is for Lake Nacimiento and Lake San Antonio Resorts operations.

475 - GENERAL LIABILITY: The General Liability Internal Service Fund (ISF) is directed and managed by Risk Management and contains expenses related to claims, settlements, judgments, administration, legal defense costs, and excess insurance premiums.

476 – WORKERS' COMP FUND: The Workers' Compensation Internal Service Fund is directed and managed by Risk Management and contains expenses related to claims, settlements, judgments, administration, legal defense costs, and excess insurance premiums.

477 – BENEFIT PROGRAMS FUND: This Benefits Internal Service Fund contains revenue and expenditures related to the County's self-insured dental program.

541 – COLLECTIONS AND CLEARING FUND: This fund is used to house monies that the County receives prior to being disbursed to external entities.